



Business Consulting

Win with the best
"People Performance"

HR Solution Implementation support

Business is becoming more and more complex: through globalisation, demographics evolution, Market demands, strong Competition, short Market Life Cycle, Speed of ... everything. On this ever-changing world, there is nevertheless a constant: Companies that will win tomorrow are those with the best "People Performance".

Once goals have been decided, the only challenge for HR leaders is to make the project a success.

This is achieved when

- a live HRIS solution is deployed answering all business requirements
- systems are used and owned by all personnel
- the solution is aligned with the wider organisation

Together, these combine to drive an increase in HR performance in line with the initial strategy.

To reach that target, apart from developing the correct HR Information System, HR teams must handle the following topics:

● **HR Transformation Operating Plan**

Decide what needs to be transformed. At what speed? With whom?

● **HR Process Transformation**

Best practice implementation across all companies (processes and the related organisations)

● **Business Expertise Support**

Support for all activities dealing with HR business and requiring expertise to realise an efficient transformation, such as establishing competencies referrals, eLearning strategy development and more

● **Change Management**

Needed to drive long-term change whether within the HR sphere or when employees or managers are impacted by the project outside the HR sphere

● **Outsourcing Set-up Support**

Required to set-up the new organisation using both internal and external resources (from co-working process to teams)

● **Business Intelligence Implementation**

A mandatory step to decide how to monitor HR Transformation and HR performance increases, by identifying the right HR KPIs and learning how to use them

These are all mandatory components of a successful HR transformation. Our business consultants can support our customers, bringing tools, knowledge and experience where needed, increasing overall project effectiveness and improving our customer project team work.

If this support is not handled by our experts, it is important that businesses have anticipated all their needs and that they have the right people in place to handle them if they are to achieve the planned return to the business.



Implementing a new HRIS, especially one that includes talent management, **is more than a simple HR Information System migration**. It should be considered as an HR transformation project to be successful.

History shows that lots of ERP implementation projects, whether HR or not, don't lead to the expected outcomes. Why? Mainly because they are not regarded as transformation projects:

- Automation benefits related to system implementation generally result in costs not covered by the business benefits. Companies may not even reach breakeven compared to investment costs.
- When efforts are put into transformation (generally based on HR business and people features) real business benefits are gained. Companies get what they expected.

All this means that the explicit identification of financial benefits is required in order to avoid low return on investment. In addition, transformation efforts must accompany HRIS implementation (beyond automation of the process) to ensure return on investment.

Our Business Consultants have the following approach:

- They have capitalised on experiences to forecast impacts and needs related to HR Transformation projects
- They have developed tools to accelerate projects, based on project best practices
- They focus on delivering value where the client most needs it, sharing their knowledge, but with all actions being owned by HR personnel. As we target effectiveness, we have a participative approach that enables us to focus our attention in the right areas and make the most of our client's strengths.

Some insights on the approach and content of each topic that needs to be covered:

● **HR Transformation Operating Plan**

Even if it sounds obvious, a transformation plan must be clearly defined if one wants to make it happen. HR transformation project leaders must clearly determine what will be implemented, where and when, according to the project goals and the readiness of the company and individuals.

For instance, we may consider deploying the full HR scope in one country because there are strong business needs in that region as well as management support, but only deploy new recruitment processes in an emerging country that has limited needs in HR and no management support apart from efficient recruitment.

● **HR Process Transformation**

When discussing HR transformation, relying on best practices is a best practice in itself.

- Using a best practice doesn't necessarily mean applying it. But it is useful to learn what has been done and experienced by others, taking advantage of lessons learned, and adapting them to specific customer context and needs. Additionally, when talking about talent management, best practice consideration is a must. Without a best practice approach, there is a risk of having a great tool without a clear operational use. Our business consultants bring 35 years of HR experience and all the best practices that we have accumulated in the development of our unique HR Suites.

● **Business Expertise Support**

In some cases, our customers have asked us to support them directly with HR business expertise.

For instance, one large telecommunications group required support to develop an operation competencies reference that was required to implement Competencies Management.

- We brought our methods, tools and knowledge base.
- We trained and accompanied the client using those skills
- As a result, the reference was rapidly live and owned by HR teams and operational managers, and has since been customised in the HRIS.

There are many areas in which we can bring both our HR expertise and that of our partners.

● **Change Management**

Change Management is the keystone of all HR transformation projects. Developing the best HR solution (e.g. information system, organisation and process) is useless if it is not recognised, owned and used by end users.

Our HR Change Management specialists help our customers to forecast changes related to HR transformation (fears, perceptions, brakes, opportunities...) and identify the appropriate levers for change.

Impact analysis; change management plans; communication and involvement plans; training development plans; mobilisation plans; organisation evolution plan; user deployment plans - these are the areas of Change Management in which we bring support to our customers, thanks to 35 years of concrete HR project implementation experience.



● Outsourcing set-up support

When HR Shared Services are built, whether insourced or outsourced, a new organisational model is created, resulting in at least two teams working together.

There are **two key activity areas** that can make that new organisation operational and efficient:

- Working processes that detail precisely how this new organisation will operate with shared processes, explained fully to all personnel to ensure that they buy into the idea
- Group activities that ensure both organisations work together as one team, targeting the same objectives, while at the same time understanding and admitting differences. As the European Outsourcing Association said: "80% of the outsourcing success relies on relationships, casting and people, and 20% on the rest".

We have the customer focus required to support our clients efficiently in this area.

● Business Intelligence Implementation

Business intelligence is directly related to HR performance, driven by:

- KPIs directly related to the business case and HR performance required.
- KPIs that ensure everything is moving in the right direction.

Business Intelligence Implementation is not only a question of using the right tools, it is first a question of being clear on what we are looking for and sharing that with all stakeholders, especially those who may have different points of view and operational objectives.

A training officer often only needs to know what percentage of managers have already been trained on the new recruitment process and what budget he has left. The recruitment office needs to know how many managers are available to participate in recruitment processes next week. And the operations manager needs to be sure that he has enough eligible managers who have not been trained yet, before asking them to enrol.

The value we add for our customers is to help them to develop a full business intelligence capability, from the initial business definition to full deployment and regular usage.