



## LEONIDAS

# RENOWNED CHOCOLATE MAKER USES SAP® SOFTWARE TO STREAMLINE TALENT MANAGEMENT

### QUICK FACTS

“SAP software helps ensure consistent and efficient objective-setting and appraisal processes. Now, all employees have a clear understanding of organizational objectives and can react accordingly.”

**Olivier Ghenne**, Head of Human Resources, Confiserie Leonidas S.A.

#### Company

- Name: Confiserie Leonidas S.A.
- Location: Brussels, Belgium
- Industry: Consumer products – food and beverages
- Products and services: Fine chocolates
- Revenue: €60 million
- Employees: 400
- Web site: [www.leonidas.com](http://www.leonidas.com)
- Partner: Flexso, an SAP partner

#### Challenges and Opportunities

- Enable more customer-centric operations
- Eliminate cumbersome manual processes

#### Objectives

- Introduce cutting-edge IT to streamline talent management
- Leverage internal talent pool
- Modernize company structures
- Improve HR productivity

#### SAP® Solution and Services

SAP® ERP application

#### Implementation Highlights

- Went live in just 60 working days
- Required minimal customization

#### Why SAP

- Minimal disruption to HR processes
- Low cost versus other vendors
- The company's previous experience with SAP software
- Scalable functionality; support for growth
- No need for heavy customization

#### Benefits

- Great productivity; overall increase in skill level
- Shorter recruiting time
- Optimum use of talent pool and new recruits
- Better insight into workforce capabilities and evolution
- Increased productivity due to replacement of manual tasks

#### Existing Environment

SAP R/3® software (functionality available today in SAP ERP)

#### Third-Party Integration

- Database: Oracle9i
- Hardware: HP
- Operating system: Red Hat Enterprise Linux



**Leonidas**  
FRESH BELGIAN CHOCOLATES

### SAP Customer Success Story

Consumer Products – Food and Beverages



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A recognizable name is not enough to thrive in a marketplace that is becoming more global everyday – which is why management at Confiserie Leonidas S.A. (Leonidas) decided to modernize its company – and adopt state-of-the-art IT. Several years ago, the world's leading maker of fine Belgian chocolates was using manual methods not only in manufacturing but also in sales and human resources management. “We had to change from a production-based to a customer-focused company,” says Olivier Ghenne, head of human resources at Leonidas.

To achieve this, Leonidas turned to SAP® enterprise resource planning (ERP) software to handle its purchasing, sales, and controlling processes. Beforehand, data was scattered throughout the various company departments. There was no single version of truth available to managers, which sometimes led to poor decisions. The ERP software implementation laid the groundwork for the company's profitable expansion into markets as far and wide as China, the United States, and South Africa. More recently, Leonidas turned its attention to talent management.

### Targeting Human Resources

Leonidas' HR department is extremely busy. Olivier Ghenne, head of human resources, and his assistant have to manage not only payroll for some 400

employees, but also each worker's recruitment, training, and evaluations. Although payroll and time management were essentially automated (using a non-SAP application), the other critical processes remained mostly manual.

### Flexibility All Around

As an early adopter and satisfied user of SAP software, Ghenne decided on the SAP ERP Human Capital Management (SAP ERP HCM) solution for several reasons: The software offered the scalability and stability to support Leonidas' expansion plans, and because the solution required little customization, Leonidas would be able to complete the first phase of the implementation in a matter of weeks and at a lower cost than competitor offerings. “Being a team of two, we could only dedicate a few hours per week to the project,” Ghenne says.

SAP partner Flexso came on board to guide the implementation, demonstrating outstanding flexibility in accommodating the HR team's schedule. The first phase of the project – which targeted recruitment – was completed in February 2007.

### More Efficient Recruitment

Recruitment is crucial for a company with 30 points of sales and a high turnover of retail employees. Prior to the SAP installation, Ghenne and his assistant had to manually sort through a pile of applications to find the right candidates. That's no longer the case. Now, using SAP ERP HCM, they can easily access new profiles as needed. They can also reply to candidates' queries and set appointments with just a few mouse clicks. As a result, Leonidas has been able to expedite



the recruitment process, enabling the HR department to devote more time to other tasks.

### Performances You Can Measure

Training and evaluations are two such tasks. Once a year, each employee is evaluated by his or her manager to assess areas that need improvement

### More Room for Growth

Ghenne truly believes that the company's recent successes are linked with the overall increase in the skill level of its employees. With an eye on continued growth, Ghenne is always looking to ensure the right individual is placed in the right job at the right time. The chocolate manufacturer will make

With SAP ERP HCM, all employee data is stored in a centralized database, giving the HR users a clear picture of personnel company-wide and the information they need to support performance evaluations.

and to determine training needs. This process used to be largely paper based, with reports often kept in file cabinets. Consequently, it was hard to keep track of employees' status or progress or to manage follow-ups. With the new software, all employee data is stored in a centralized database, giving the HR users a clear picture of personnel company-wide and the information they need to support performance evaluations. If performance gaps appear individually or collectively, HR can quickly implement the appropriate measures. Leonidas next plans to focus on its executives.

that possible with the introduction of enhanced talent management functionality in 2008 – the final phase of this SAP project.

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