



# BROOKSHIRE GROCERY COMPANY

## AUTOMATING AND INTEGRATING HR PROCESSES

### QUICK FACTS

#### Industry

Retail

#### Employees

13,000

#### Headquarters

Tyler, Texas

#### Web Site

www.brookshires.com

#### SAP® Solution and Services

SAP® ERP Human Capital Management solution

#### Implementation Partner

HRP Consulting Group Inc.

Brookshire Grocery Company operates more than 150 supermarkets across four southern states, three distribution centers, and an internal manufacturing facility. Brookshire's implemented the SAP® ERP Human Capital Management solution to integrate and automate its operational human resources processes. Now the company can process payroll and benefits more efficiently, work more productively, operate its business more proactively, and increase benefits options for its partners (employees).

#### Key Challenges

- Replace legacy software with an integrated, scalable software solution
- Automate key operational HR processes
- Centralize and standardize benefits and payroll policies, information, and procedures
- Integrate payroll with financial back end
- Increase productivity of HR personnel
- Improve visibility of reviews, reports, and data changes

#### Implementation Best Practices

- Executive sponsorship and quick decisions
- Modified ASAP methodology – trained and dedicated resources
- Change management program, thorough training, and ongoing communication
- Dedicated team driven by business needs, empowered to make decisions, and named as points of contact after going live
- Adoption and acceptance of best practices

#### Financial and Strategic Benefits

- Increased productivity by eliminating manual work for all departments, including finance and HR, with integrated systems
- Achieved single source of data to eliminate duplicate information
- Improved data access and visibility and enhanced reporting to support decisions
- Gained better business insight by integrating payroll with financial back end
- Achieved better consistency by centralizing and standardizing HR guidelines and practices
- Reduced time to make payroll updates and retroactive and promotional payments
- Centralized time-evaluation functionality from 154 time-clock systems

#### Why SAP Was Selected

- Unified software system that integrates all business processes and data
- Foundation for self-services, career path, and succession-planning functionality
- Enhanced business intelligence functionality
- SAP commitment to retail industry
- Standard software requiring no additional customization

#### Low Total Cost of Ownership

- Reduced level of support required by IT staff to create and run reports
- Increased self-sufficiency of HR staff to run monthly processes
- Limited future technology investments by implementing scalable software
- Minimized software customizations and modifications

#### Operational Benefits

Key Performance Indicator	Impact
Payroll staff full-time equivalents	-4 (from 7 to 3)
Productivity of benefits staff	+50%
Number of manual reports	-714
Number of benefits plans	+6
Time to run reports	From 2 weeks to 1 hour
Time to process payroll	-3 hours

# BROOKSHIRE'S

“The SAP ERP Human Capital Management implementation was very successful. We have a truly business-operated solution that requires minimal IT support to run and a great foundation to build upon.”

John D’Anna, Vice President, IT Planning and Strategy, Brookshire Grocery Company

[www.sap.com/contactsap](http://www.sap.com/contactsap)

## Streamlining HR Processes

Since 1928, Brookshire Grocery Company (Brookshire’s) has adhered to a “people first” operating philosophy that has helped the company grow to more than 150 supermarkets, 3 distribution centers, and approximately 13,000 partners (employees). To support this growth, Brookshire’s wanted to retire its disparate legacy software applications and integrate all of its business processes and data on a unified software platform. Brookshire’s selected the SAP® Business Suite applications. As part of a multiphase implementation of the software, Brookshire’s chose the SAP ERP Human Capital Management (SAP ERP HCM) solution to overhaul its HR processes. John D’Anna, Brookshire’s vice president of IT planning and strategy, explains it this way: “We had outgrown our software. It didn’t offer an upgrade path or the functionality and scalability we needed.”

## Struggling with Manual Processes

Because Brookshire’s legacy software was not integrated, the company’s payroll staff had to painstakingly rekey employee time information into its payroll system. Generating reports was also labor intensive, requiring the help of IT to compile information from individual spreadsheets across the enterprise. Running payroll tied up the software for an entire day, and administering benefits was just as taxing. “We tracked partner enrollment information on index cards at each location. Information was everywhere, without audit trails or process controls,” D’Anna adds.

## Supporting the Needs of the Business

Brookshire’s engaged an implementation partner that worked with its internal team of both business and IT resources who were dedicated full-time to the project. The team followed the ASAP methodology and reviewed and improved business processes to maximize productivity and eliminate the need for software modifications. A formal change management program that included regular communication to partners, frequent meetings with stakeholders, and ongoing training throughout the enterprise helped ensure end-user adoption. As D’Anna explains, “We had everyone trained and ready to go when we went live, and we had a flawless cutover.”

## Improving Business Processes

Since implementing SAP ERP HCM, Brookshire’s has streamlined and integrated its HR processes. By managing benefits offerings more efficiently, Brookshire’s can now offer its partners six new plans. It has standardized and consolidated workforce-related processes, policies, and data to ensure consistency throughout the enterprise. Both partners and managers can access a centralized database with up-to-date, consistent information that supports HR- and business-related decisions.

Automated, integrated functionality means no more rekeying of time and attendance information, enabling Brookshire’s to reduce its payroll staff by four full-time equivalents. Payroll processes can run in the background while staff members complete other tasks. Predefined reports have

helped Brookshire’s increase the visibility and transparency of its HR processes and eliminate 714 manual reports. And because the HR staff can run the reports without IT intervention, the company has reduced total cost of ownership.

## Building on a Successful Implementation

With its new software running smoothly, Brookshire’s is looking to build on its solution by including more workforce management and partner and manager self-service functionality. But for now, the company can focus on what it does best – servicing customers. As D’Anna explains, “With SAP ERP Human Capital Management, we can work more efficiently and service our partners more effectively. Ultimately, this means we can take better care of our customers.”

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