Transform HR into a Best-Run Business
Best People and Talent: Gain a Trusted Partner in the Business Transformation Services Group

SAP

The Best-Run Businesses Run SAP™

The Three Layers of HR Transformation

You want to transform your HR department into a best-run business and enable your organization to execute on its strategy. The "Best People and Talent" team within the Business Transformation Services group of SAP® Consulting helps you drive smart transformation projects with decisive HR strategy, innovative processes, and an integrated IT infrastructure.

Do not think of HR transformation as a destination. Rather, it is a journey during which companies must focus on a process involving three different maturity layers: the fundamentals, the enablers, and the differentiators. The "Best People and Talent" team within SAP Consulting can assist you in forming your transformation strategy, planning its execution, and realizing the optimum results in each area.

THE FUNDAMENTALS

The first layer, the fundamentals, represents the essential requirements that must be fulfilled in order to take HR to the next level. The basis for successful HR work is a sound service delivery model that consistently generates business value while lowering costs and improving process quality. The objective is to increase the efficiency of your core HR processes and support global compliance, and it requires reliable employee and organizational master data to be effective.

THE ENABLERS

Some HR processes add value to the business more directly than others. These are the enablers. The key enabler is a comprehensive talent management approach that builds and develops a high-performing workforce. This approach addresses the question of how to bring the right people into the right jobs and have them work on the right things to support the company strategy. It focuses on increasing performance within the organization and developing in-house talent in the most effective way. Another strong enabler is HR analytics: creating a clear perspective of your workforce and the efficiency and effectiveness of your HR processes. By providing this transparency for your managers, you give them a sound basis on which to make decisions.

THE DIFFERENTIATORS

With enabling processes in place, HR may be perceived as a solid partner for the business; but there is more that a fully realized HR department can do for an organization. The final stage in the HR transformation is for HR to become a player in the organization with status equal to that of the other departments. To earn this recognition, the HR department must be trained, equipped, and poised to make a real difference to the business. It must be aware of megatrends and prepared to act on them. In the future, virtual collaboration will become crucial to the business. HR must be in a position to forge and empower virtual teams. Smart companies know how to leverage social business collaboration, connecting people efficiently so they can get their job done in a better and more satisfying way. Increasingly, workforce members seek more flexibility in their working hours, and HR must respond to this trend by exploring the development of new and more flexible working patterns. Other ways HR departments can make a true difference are by deploying strategic workforce planning and managing organizational learning.

Best People and Talent

Consultants from the "Best People and Talent" team within SAP Consulting assess your current capabilities. We help you shape a long-term perspective, spot quick wins, and plan the way forward making the best use of your resources. If you are developing an HR strategy, consolidating your HR software landscape, or introducing a new service delivery model, we have the experience and expertise to enable you to achieve your goals. Our services, described below, can be tailored to meet your specific needs (see the figure).
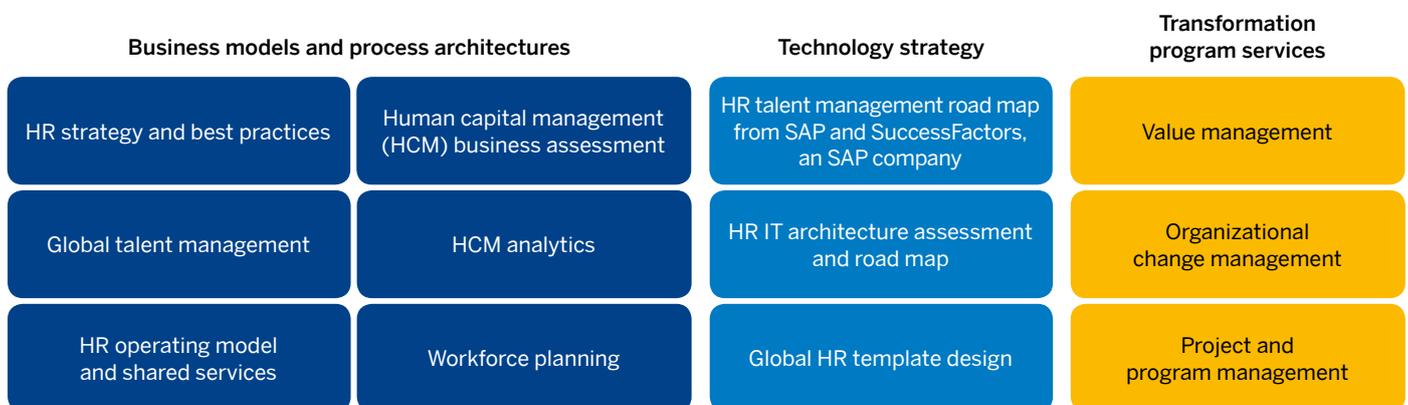
BUSINESS MODELS AND PROCESS ARCHITECTURE

The following comprise our business models and process architecture.

HR Strategy and Leading Practices

Every in-depth HR transformation begins with a solid strategy. Our executive advisory partners coach your management team in assessing how your HR strategy can support corporate objectives.

With HR leading practices, the business transformation services consultants help you plan, deploy, measure, and continually drive HR process optimization effectively. Our HR leading practices are based on HR benchmarks and the SAP business process library – documented knowledge from countless business process management projects. Furthermore, we help you define how you can make best use of the most significant trends in HR and IT (such as in-memory computing with the SAP HANA® platform, cloud computing, and enterprise mobility).

Figure: Service Offerings from the Business Transformation Services Group

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Business models and process architectures		Technology strategy	Transformation program services
HR strategy and best practices	Human capital management (HCM) business assessment	HR talent management road map from SAP and SuccessFactors, an SAP company	Value management
Global talent management	HCM analytics	HR IT architecture assessment and road map	Organizational change management
HR operating model and shared services	Workforce planning	Global HR template design	Project and program management

Global Talent Management

Are you harmonizing your policies, processes, and solutions for attracting and retaining your workforce, so you can identify, develop, and deploy your talents in the most effective way? We can help you set up and implement a global job architecture that reflects your competency and skill requirements and possible career paths. A global talent framework allows you to assess your workforce and identify the talents that play a key role in realizing your goals.

HR Operating Model and Shared Services

If you are developing strategies to increase the quality of your HR services, support company growth with your personnel department, or reduce operating costs, you are probably acquainted with the concept of shared services. The "Best People and Talent" team can accompany you through all phases of your shared services project. We help you create a vision and set up your project. You can draw on our knowledge and support for best practices to design and implement your future HR service delivery model. We also guide you through process design and identify the most suitable level of self-services and HR automation for your organization.

HCM Business Assessment

Are your HR processes streamlined from end to end and targeted to support your business goals? Do you leverage software from SAP and SuccessFactors Inc., an SAP company, to your greatest benefit? With our human capital management (HCM) business assessment service, you have access to experts in best-in-class processes for over 25 industries who also have in-depth experience with SAP software deployment, architecture, methods, and skills. Working with you, we identify the areas that have major impact on your HR strategy, analyze your business processes for optimization potential, and provide a road map tailored to support your decision process.

HCM Analytics

HR needs to move beyond descriptive statistics for tracking and reporting. It must be able to translate metrics into strategic value for the business by leveraging data information intelligence. HR analytics enables your HR department to arrive at realistic decisions based on existing workforce data. It also promotes the translation of new insights into business performance, making it possible for HR staff to predict, model, and optimize organizational effectiveness.

Workforce Planning

For any organization, it is crucial to have the right people on board. Workforce planning helps ensure that you hire people with the right skill sets and for the right jobs, while taking into consideration dimensions like time (right moment), volume (right quantity), location (right place), and costs (right price). To align your business goals and workforce, our consultants work with you to identify, implement, and monitor operational as well as strategic workforce planning processes. These processes help your company tackle both the operational short-term (6–24 months) and the strategic long-term (2–5 years) challenges of managing your workforce and your business in a dynamic environment.

TECHNOLOGY STRATEGY

The following are part of the technology strategy offered by the "Best People and Talent" team.

HR Talent Management Road Map from SAP and SuccessFactors

With the acquisition of SuccessFactors, SAP provides a full array of on-premise and cloud-based HR software. To help you develop a strategy for deploying HR solutions, we offer a road map design service to help you compare costs and benefits and create a high-level plan to fit your current and future needs.

HR IT Architecture Assessment and Road Map Development

Reducing the complexity in IT can be one of the most difficult challenges in a diversified corporate environment. We aim at maximizing the benefit you get from your IT resources and linking the HR IT strategy with HR business objectives. Our HR IT architecture assessment and road map service focuses on designing an enterprise-wide environment for business applications that provides a framework for all SuccessFactors, SAP, and non-SAP HR software, including support for analytics, talent management, and payroll operations. Our comprehensive approach guides you in aligning your business strategy with the required IT enablers – and assists you in justifying the associated investments.

Transform HR into a Best-Run Business

Global HR Template Design

A global HR template is the foundation for a global HR system. A global template as we understand it has four parts: process level, application level, technology level, and organizational level. With this comprehensive approach, we guide our customer in the different phases of realizing a global HR system beyond just defining the global system settings. We also support you in developing your HR road map and architecture strategy, helping ensure data security and privacy standards, and defining the support and governance model of a global HR system. In addition, we work with you to set up and roll out a successful global template project.

TRANSFORMATION PROGRAM SERVICES

Our program services for business transformation include value, change, project, and program management.

Value Management

As a first step in value management, we help you identify the value you can get when you transform your HR function. Second, we help you monitor and control the value realization as an integrated part of your HR transformation. Working together with you, we make sure that the strategic objectives are never out of sight.

Organizational Change Management

The majority of projects that fail do so because of nontechnical problems, such as nonacceptance of the solution, skill problems, or inadequate communication. To run successful projects in HR, it is necessary to focus not only on the implementation of new processes and technology but also on the change readiness of the people involved. Our consultants are experts in change management and help you systematically plan, implement, and measure actions to establish the organizational change in your business successfully.

Project and Program Management

Our HR program managers are experienced in managing budgets, time, resources, and quality across multiple projects and within large, complex transformation programs.

FIND OUT MORE

How can we support you during your HR transformation? Find out more about business transformation services and our HR portfolio. Contact your SAP representative, or visit us at www.sap.com/services/bts.
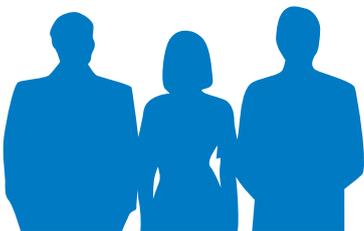
Whether you are just starting to develop your HR strategy or introducing a new HR service delivery model, the Business Transformation Services group brings in proven experience in all areas of HR transformation.

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