

SAP Customer Success Story Chemicals – Home Paint Solutions



“For us, the SAP NetWeaver platform was a natural choice for solving all our future application development needs.”

Aashish Kshetry, General Manager of IT, Asian Paints Limited

AT A GLANCE

Company

- Name: Asian Paints Limited
- Location: Mumbai, India
- Industry: Chemicals
- Products and services: Home paint solutions
- Revenue: Rs 30.2 billion (€509 million) in 2005
- Employees: 4,700
- Web site: www.asianpaints.com

Challenges and Opportunities

- Integrate an e-recruitment solution for both internal HR and external recruitment agencies
- Meet rising recruiting demands stemming from the high growth of the company and the industry
- Improve on manual processes to gather hiring status data from recruitment agencies
- Improve the communication channel between organization, agency, and candidate during the hiring process

Objectives

- Create a vacancy-to-hire solution
- Enable Web services to serve users and reduce non-value-added interactions with external recruiting partners
- Gain meaningful insights into HR processes through business intelligence reports

SAP® Solutions and Services

- SAP NetWeaver® platform as the basis for enterprise service-oriented architecture, and the SAP NetWeaver Application Server component with custom development
- SAP® Active Global Support organization

Implementation Highlights

- Implemented within 7 months
- Avoided need to outsource development of Web services thanks to shared expertise of SAP Active Global Support

Why SAP

- Integrates easily with other systems and applications
- Ensures the deployment of an integrated platform for end-to-end business processes

Benefits

- Decreased the turnaround time for recruitment
- Automated the e-recruitment process and provided transparency to both internal and external parties
- Reduced time to market by developing on a tightly integrated platform
- Provided quick analytics to HR for timely decision making

Existing Environment

- mySAP™ Customer Relationship Management application
- SAP NetWeaver components, including SAP NetWeaver Business Intelligence, SAP NetWeaver Portal, and SAP NetWeaver Application Server
- SAP R/3® 4.7 and SAP R/3 4.7 HR (functionality now available in the mySAP ERP application)

ASIAN PAINTS

Enterprise Service-Oriented Architecture and SAP NetWeaver® Paint a Bright Future

Success drove Mumbai, India–based Asian Paints Limited to consider implementing an enterprise service-oriented architecture (enterprise SOA). Over a two-year period of high growth, the company experienced a dramatic increase in the number of people it needed to recruit to fill critical positions. To eliminate the burden of countless interviews and paperwork, Asian Paints decided to partner with recruitment agencies to hire personnel for various positions.

“Even though partnering with recruitment agencies was a solution to a business need, it presented some concerns that had to be addressed,” comments Aashish Kshetry, general manager of IT for Asian Paints. “HR realized that it needed a way to collaborate and monitor the performance of these partners in real time. That is how SAP and enterprise SOA came to play a crucial role in the success of this effort.”

With annual revenue of Rs 30.2 billion (about €509 million) in 2005, Asian Paints is India’s largest paint provider and the third-largest paint company in Asia today. The company has an enviable reputation in the corporate world based on its professionalism, fast-paced growth, and strong shareholder equity. Asian Paints operates in 21 countries and has 29 paint manufacturing facilities in the world, serving consumers in more than 65 countries.

Fast-Paced Recruiting for Fast-Paced Growth

Meeting the demand for qualified and value-add employees is essential for Asian Paints to remain competitive in this growing consumer products market. However, the firm's HR team was small, and recruiting was only a part of its already extensive responsibilities. To reduce turnaround time between opening a position and filling it, Asian Paints partnered with numerous recruiting agencies in India.

When the outsourcing program first began, it operated through a combination of manual processes and telephone conversations with these agencies. However, the HR team found this process cumbersome; it was difficult to properly manage the agencies and track their progress in finding qualified candidates.

"We wanted to develop a Web-enabled solution that would map the entire recruiting process to a single, integrated solution for internal and external HR team members. This would enable us to better focus on hiring people, while interacting with recruiting partners, collaborating and automating data for vacant jobs, and developing solutions for scheduling interviews," reflects Kshetry. "By establishing custom workflows from interview to hire based on enterprise Web services, each member of the employee search, including recruiting partners as well as Asian Paint employees and managers, would be accountable for a particular part of the process. With Web services-based integration, each entity in the value chain is working on real-time information in an integrated fashion. To make this a success, we needed a platform that would ensure quick delivery of the applications and services, along with seamless integration with our own and our partners' existing systems."

SAP NetWeaver® for In-House Application Development Based on Services

Asian Paints soon recognized that the SAP NetWeaver® platform – with support for custom development, integration, services enablement, process composition, analytics, and Web deployment – would allow the company to leverage its current applications, meet its desire for in-house development, and reduce time to market for its new solution.

"A group of managers attended a workshop sponsored by SAP that focused on enterprise SOA. After hearing and seeing how Web services work, we felt that this was the quickest platform for us to implement and use – even though we still turn to in-house development of new technologies to resolve our business needs,"

"Within the seven-month implementation period, we established interview-to-hire workflows, processes to identify positions, and Web services for the entire vacancy-to-hire process. We also created business processes and methodologies that would streamline our HR recruiting processes as well as establish governance of these processes and our partners."

Aashish Kshetry, General Manager of IT, Asian Paints Limited

says Kshetry. "By applying the SAP NetWeaver platform and the Web Dynpro development environment, we had a unique opportunity to speed the development and the rollout of new, integrated solutions to all stakeholders in the business."

As a result, the company decided to experiment with enterprise SOA to assess its rapid development capabilities. "For us, the SAP NetWeaver platform was a natural choice for solving all our future application development needs," says Kshetry.



A Successful Implementation Within Seven Months

Asian Paints completed implementation successfully within seven months, with the expertise of four IT employees from Asian Paints and two members of the SAP® Active Global Support organization (on an on-call basis). During the implementation process, these IT professionals ran SAP NetWeaver through a one-month pilot and exhaustive tests for quality assurance before developing and rolling out new applications and services to the Asian Paints HR department and some of its recruiting partners.

One challenge experienced by Asian Paints was the learning curve that the new technology platform required to understand the tools and the development paradigm. In addition, some technical issues had to be resolved during the development of Web services.

However, with the close interaction and shared expertise of SAP Active Global Support, the Asian Paints IT group gained in-depth knowledge about the platform and avoided the need to outsource the development of Web services and other applications. “For example, now that we have learned how to apply this platform and how to enable Web services, we are in a position to integrate with components and other services offered by SAP that will help us develop custom applications for new business needs as we continue to grow,” explains Kshetry.

“Now, when SAP introduces a new Web services solution in the future, that solution can be used by our existing IT landscape completely,” Kshetry goes on. “This was the key reason we decided to move forward with this implementation.”

Governance of Business Processes in Enterprise SOA

Enterprise SOA is helping Asian Paints to attain the strategic objective of making its recruiting efforts more efficient and effective by making its IT landscape more flexible, collaborative, and process centered. By integrating disparate systems and implementing a set of loosely coupled enterprise SOA tools designed from a services perspective, Asian Paints is able to compose an enterprise architecture that supports efficient processes and applications that are reusable and can be built on.

In addition, by lending its expertise in the HR business process, the HR team is able to influence the applications and services provided by IT. As a result, the company is certain that its investment in future technology development will be time and money well spent.

“Within the seven-month implementation period, we established interview-to-hire workflows, processes to identify positions, and Web services for the entire vacancy-to-hire process,” says Kshetry. “We also created business processes and methodologies that would streamline our HR recruiting processes as well as establish governance of these processes and our partners. By creating policies and procedures for governance, we are better able to push the right information to the right people when they need it, through an automated system made possible by SAP NetWeaver. As a result, HR improved its ability to screen applicants and determine qualifications, and it knows what questions to ask during the interview process – ensuring that time and money do not go to waste.”

Fast Service with Web Services

The Web services developed during the implementation were rolled out to seven recruiting partners, with each agency having four active users. Within the HR department, four employees use the applications and services to interact with the partners. In addition, the IT staff provides the interface that enables HR to post new openings on the company’s Web site, enabling interested candidates to apply for jobs directly. Within the near future, IT hopes to expand the functions of its Web services to additional internal users across a variety of management levels who take part in the recruitment process.

“The Web component of the implementation is very attractive for the development environment. The integration with Adobe Acrobat and the ability to create, complete, and submit reports and integrate mail is very helpful in streamlining our processes,” states Kshetry.

One Platform for E-Recruitment

By implementing SAP NetWeaver as the platform and making enterprise SOA the foundation, Asian Paints was able to develop an e-recruitment solution for vacancy to hire that streamlines, integrates, and guarantees an easy-to-use system for managing its recruiting efforts and automating interaction with its recruiting partners.

“With the large – and ever-increasing – volume of recruiting we do, I could not even think of any other software that would have been able to handle our needs and our unique approach to managing our IT environment. By deciding to use a custom-built solution based on enterprise SOA and the SAP NetWeaver platform, we now have a road map for future application development.”

Aashish Kshetry, General Manager of IT, Asian Paints Limited

“With this implementation, we exponentially increased our visibility into and governance over our business processes and all internal and external parties involved in the recruiting effort,” explains Kshetry. “We streamlined the entire e-recruitment process to one platform by using SAP NetWeaver and applying enterprise SOA.”

Asian Paints has noticed that non-value-add interaction between its recruiting partners and the HR team has decreased significantly. In addition, HR benefits from having analytical data at their fingertips, which helps the team anticipate new requests to fill openings.

A New Advantage

Asian Paints is creating a strategic, competitive advantage for itself. The company is experiencing increased employee productivity and faster adoption of innovations.

In addition, the total cost of ownership of the company’s IT solutions and overall infrastructure has decreased dramatically. By leveraging existing solutions and improving efficiency through better processes and practices, the IT group is able to add new, customized services and applications in-house – eliminating the need to purchase new software or hire consultants to develop software that may not integrate easily with existing IT systems.

A Vibrant Future

Even though the new platform is helping Asian Paints to become more competitive, there is always room for improvement. “With the large – and ever-increasing – volume of recruiting we do, I could not even think of any other software that would have been able to handle our needs and our unique approach to managing our IT environment,” reflects Kshetry. “By deciding to use a custom-built solution based on enterprise SOA and the SAP NetWeaver platform, we now have a road map for future application development.”