



HR SUCCESS FACTORS
CASE STUDIES & BEST PRACTICES

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Anoop Verma*

Chief of Product

Dr. Raghu Pillai

Delhi

Mohd Ujaley, Ankush Kumar,
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Mumbai

Jasmine Desai, Abhishek Raval

DESIGN

National Art Director

Bivash Barua

Asst. Art Director

Pravin Temble

Senior Graphic Designer

Rushikesh Konka

Layout

Vinayak Mestry, Rajesh Jadhav

Photo Editor

Sandeep Patil

MARKETING

Regional Heads

Harit Mohanty - West and East

Prabhas Jha - North

Dr. Raghu Pillai - South

Marketing Team

Shankar Advaiyar

Ajanta Sengupta

Amit Tiwari

Mathen Mathew

Circulation

Mohan Varadkar

Scheduling

Ashish Anchan

PRODUCTION

General Manager

B R Tipnis

Manager

Bhadresh Valia

MUMBAI

Shankar Advaiyar

The Indian Express (P) Ltd.
Business Publication Division
2nd Floor, Express Tower, Nariman Point
Mumbai- 400 021
Board line: 022- 67440000 Ext. 527
Mobile: +91 9323998881
Email Id: shankar.advaiyar@expressindia.com

Branch Offices

NEW DELHI

Prabhas Jha

The Indian Express (P) Ltd.
Business Publication Division,
Express Building, B-1/B Sector 10, Noida 201 301, Dist.
Gautam Budh Nagar (U.P.) India.
Board No : 0120 6651 500, Ext:270
Direct No : 0120 665 1270
Fax No : 0120 4367 933
Mobile : 91-9899707440
Email id: prabhas.jha@expressindia.com

CHENNAI

Dr. Raghu Pillai, Mathen Mathew

The Indian Express (P) Ltd.
Business Publication Division
New No. 37/C (Old No. 16/C)
2nd Floor, Whites Road, Royapettah,
Chennai- 600 014
Mobile: +91 9886293667
Email id: raghu.pillai@expressindia.com
Mathen Mathew
Mobile No. +91 9840826366
Email: mathen.mathew@expressindia.com

BANGALORE

Dr. Raghu Pillai, Amit Kumar Tiwari

The Indian Express (P) Ltd.
Business Publication Division
502, 5th Floor, Devatha Plaza,
Residency road, Bangalore- 560025
Mobile: +91 9886293667
Email id: raghu.pillai@expressindia.com
Amit Kumar Tiwari
Mobile No. +91 9840826366
Email: amit.tiwari@expressindia.com

HYDERABAD

Dr. Raghu Pillai

The Indian Express (P) Ltd.
Business Publication Division
6-3-885/7/B, Ground Floor, VV Mansion, Somaji Guda,
Hyderabad - 500 082
Mobile: +91 9886293667
Email id: raghu.pillai@expressindia.com

KOLKATTA

Ajanta Sengupta

The Indian Express (P) Ltd.
Business Publication Division

JL No. 29&30, NH-6,

Mouza- Prasastha & Ankurhati, Vill & PO- Ankurhati
P.S. - Domjur (Nr. Ankurhati Check Bus Stop)
Dist. Howrah- 711 409
Mobile: +91 9831182580
Email id: ajanta.sengupta@expressindia.com

KOCHI

Dr. Raghu Pillai, Mathen Mathew

The Indian Express (P) Ltd.
Ground Floor, Sankoorikal Building,
Kalore - Kadavanthra Road, Kalore, Kochi - 682 017
Mobile: +91 9886293667
Email id: raghu.pillai@expressindia.com
Mathen Mathew
Mobile No. +91 9840826366
Email: mathen.mathew@expressindia.com

COIMBATORE

Dr. Raghu Pillai, Mathen Mathew

The Indian Express (P) Ltd.
No. 205-B, 2nd Floor, Vivekanand Road,
Opp. Rajarathinam Hospital, Ram Nagar
Coimbatore- 641 009
Mobile: +91 9886293667
Email id: raghu.pillai@expressindia.com
Mathen Mathew
Mobile No. +91 9840826366
Email: mathen.mathew@expressindia.com

AHMEDABAD

Shankar Advaiyar

The Indian Express (P) Ltd.
3rd Floor, Sambhav House, Near Judges Bungalows,
Bodakdev, Ahmedabad - 380 015
Mobile: +91 9323998881
Email Id: shankar.advaiyar@expressindia.com

BHOPAL

Prabhas Jha

The Indian Express (P) Ltd.
Business Publication Division,
Express Building, B-1/B Sector 10, Noida 201 301, Dist.
Gautam Budh Nagar (U.P.) India.
Board No : 0120 6651 500, Ext:270
Direct No : 0120 665 1270
Fax No : 0120 4367 933
Mobile : 91-9899707440
Email id: prabhas.jha@expressindia.com

JAIPUR

Prabhas Jha

The Indian Express (P) Ltd.
Business Publication Division,
Express Building, B-1/B Sector 10, Noida 201 301, Dist.
Gautam Budh Nagar (U.P.) India.
Board No : 0120 6651 500, Ext:270
Direct No : 0120 665 1270
Fax No : 0120 4367 933
Mobile : 91-9899707440
Email id: prabhas.jha@expressindia.com

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Content

06 | Lupin Deploys SAP
SuccessFactors for Meeting
HR Challenges



12 | CavinKare Deploys SAP
SuccessFactors for Improving
its Processes



18 | Lava deploys SAP SuccessFactors
to prepare for business needs
ahead of the curve



24 | Intex Technologies Selects
SAP SuccessFactors to
Drive Growth



30 | PI Industries Deploys SAP
SuccessFactors to Improve
Employee Productivity





HR SUCCESS STORIES
CASE STUDIES AND BEST PRACTICES

Lupin Deploys SAP SuccessFactors for Meeting HR Challenges

BY ABHISHEK RAVAL

 *The Performance Management solution from SAP SuccessFactors had sufficient flexibility to fit seamlessly into Lupin's current processes, while also providing the necessary direction to make the process more robust, streamlined and accurate*

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eadquartered in Mumbai, Lupin is an innovation-led, transnational pharmaceutical company producing and developing a wide range of branded and generic formulations and APIs. The company is a significant player in the Cardiovascular, Diabetology, Asthma, Paediatric, CNS, GI, Anti-Infective and NSAID space and holds global leadership positions in the anti-TB and Cephalosporin segment.

Lupin is the 5th largest and fastest growing generics player in the US (5.3% market share by prescriptions) and the 3rd largest Indian pharmaceutical company by sales. The company happens to be in the list of the top five fastest growing pharmaceutical players in India—it is ranked 3rd in India, 7th in Japan and 6th in South Africa.

NEED FOR INNOVATIVE HR SOLUTION

“Lupin’s rather long-standing and deep-rooted process of Performance Management has undergone an overhaul in the recent past. Moving away from conventional wisdom of implementing ‘text-bookish’ knowledge to practical, workable and custom-fit solutions, we decided to do away with the ‘Balanced

Scorecard’ (BSC) based system to a more flexible and user-acceptable Management By Objectives (MBO) based PMS,” says Divakar Kaza, President-HR, Lupin Ltd.

According to Kaza, while the earlier approach had its set of worthy merits, the transition was necessary to build accountability of performance targets and joint ownership for employee development and growth, between manager and employee. The MBO approach also made the process of cascading of targets from the Organisation Head, to Business Heads to Function Heads, right down to the last individual very effective. “At this point we also introduced the Competency Framework for assessment of performance, which required a radical shift in mindsets,” informs Kaza.

Lupin’s BSC-based PMS was implemented universally across all grades and levels within the organisation, irrespective of job roles, functions or accountabilities. However, with a majority of the workforce being employed in direct sales or in manufacturing-related, machine operation jobs, the fundamental principle of the Balanced Scorecard was not achieved. This led to a situation where it started

becoming more and more challenging to 'force-fit' KRAs into the Balanced Scorecard model. According to Kaza, for manufacturing jobs that did not have revenue accountability, the 'financial' quadrant of the BSC usually had little or no application.

"The process was extremely tight-lid, with no scope for recalibrating goals due to changes in business priorities. This led to further challenges in adapting the BSC method in a high-growth, market-driven environment," says Kaza.

A PERFECT SOLUTION

The Performance Management solution from SAP's world class human capital solution, Success Factors, had sufficient flexibility to fit seamlessly into Lupin's current processes, while also providing the necessary direction to make the process more robust, streamlined and accurate. The solution was easily configurable and that helped in establishing consistency of practice with end users and at the same time maintaining efficiency and sanctity of the performance management process. We were able to enforce compliance, provide guidance on appropriate actions, and monitor compliance through the use of reports, dashboards, and email notifications.

"One of the most important considerations for Lupin to implement a third party/ cloud-based solution, was its compatibility and integration with our ERP. Since we had already implemented several on-premise/ enterprise modules of SAP in HR and other functions, SAP SuccessFactors topped the list, as far as this aspect was concerned," informs Kaza.

SAP SuccessFactors HAS HELPED TRANSFORM A RATHER SUBJECTIVE PROCESS LIKE PERFORMANCE MANAGEMENT INTO A QUANTIFIABLE, MEASURABLE AND ACCOUNTABLE ONE

He informs that the next important point that tilted strongly in favour of SAP SuccessFactors, was its user appeal. The product was demonstrated to a few end-users in HR and the feedback was exceptionally positive. The product scored high on parameters such as intuitiveness, ease of navigation and on-screen UI and aesthetics. This gave the organisation the confidence to handle such a large scale change management intervention and conduct process training with ease and effectiveness.

HARNESSING TECHNOLOGY FOR GROWTH

Lupin has been on a high growth trajectory for the past decade. The organisation has constantly been infusing new age talent into the system and inspiring them to become productive members of the team. "Over these years, we have realised that new age employees have a different set of expectations as compared to the pre-millennial employees," says Kaza.

According to him, the GenY seek excitement in their work and diversity in



learning and experience. They have an insatiable appetite to do a good job, but in return expect adequate feedback on their performance and recognition for their contribution. They are extremely technology-savvy and have great acceptance for smart systems and solutions. To get such employees to be involved and deeply engaged in conventional processes be it talent management, performance feedback, reward, etc., can be a daunting task.

He says, "Through the implementation of SAP SuccessFactors, we were able to harness technology and bring to the table a solution that was transparent, bi-directional and promoted active involvement of stakeholders. Right from the beginning of the process at the target setting stage, we ensured absolute clarity of goals that discernibly eliminated bias and ambiguity. That way, employees performing similar jobs were measured on similar parameters."

"Along with capturing the strengths and learning needs, we also managed to document career roadmaps, with short-term / medium-term goals and milestones. Last but not the least, performance feedback was done through dialogue to ensure effectiveness and, documented and monitored through the system to ensure compliance," he adds.

Kaza asserts that SuccessFactors and SAP helped transform a rather subjective process like performance management

into a quantifiable, measurable and accountable one.

PROCESS OF IMPLEMENTATION

While SuccessFactors does provide adequate scope for configuration, the efficacy of its implementation lies in the adoption of its best practices. Therefore the biggest challenge that people at Lupin faced was related to the changing of mindset that they needed to bring about. To explain the situation, Kaza gives the example of the cascade tool that they had selected for sharing the targets/ goals of the senior leaders downwards, right down to the last team member.

He says, "Until recently, a process which was discussed behind closed doors was now progressively communicated to a larger

One of the most important considerations for Lupin to implement a third party/ cloud-based solution, was its compatibility and integration with our ERP. Since we had already implemented several on-premise/ enterprise modules of SAP in HR and other functions

DIVAKAR KAZA
President-HR, Lupin Ltd.



audience to bring about better alignment with business goals and provide visibility and line of sight. Thanks to strong post-implementation support, we were able to bring about the 'unlearning' of the existing processes and ensure adoption of the new system in a phase-wise, stable and congruous manner."

For ensuring the smooth implementation of SuccessFactors, an internal project team was set up under an HR Project Manager. During the design and development phase, significant time, efforts and resources were deployed in requirement gathering and preparing the design blue-print. This went through several iterations until the final business requirement document was confirmed and handed over for development and configuration.

We were also clear about the fact that the HR Project team would liaise closely with the implementation partner, so that they understood the technology aspect just as well, and would be able to resolve elementary, technology-related issues if at all. Finally, during Go-LIVE, we decided to adopt the big bang approach and embarked on the project to roll out SAP SuccessFactors to 15,000 employees PAN-India and across 5 other countries at one-time.

BENEFITS FROM SAP SuccessFactors

"While we have implemented only one module of SAP SuccessFactors related to the Performance Management process, we have seen immense benefits in moving a transactional process such as this to the Cloud. The software has worked out to be user-friendly and more engaging for



employees and HR teams alike. It has ensured better data accuracy, system compliance and remarkable analytics and dashboards. It has freed up HR resources from monotonous and mundane activities of day-to-day follow-ups, report preparations, MIS generations as all such tools are available within the software itself at the click of a button," says Kaza.

"After the successful roll-out of the performance management software from SAP SuccessFactors, it is evident that we intend to benefit from rapid innovation in the field of HR Technology, in order to reinvent and rebuild our HR processes. Through active engagement of our HR-IT implementation team, we are now focusing on devising a future roadmap to migrate several other HR transactional processes to the cloud. We have built commendable expertise, in the area of training, change management and large-scale implementation and undertaking such interventions in the near future will seem to be more meticulous and systematic," adds Kaza.



HR SUCCESS STORIES
CASE STUDIES AND BEST PRACTICES

CavinKare Deploys SAP SuccessFactors for Improving its Processes

BY ABHISHEK RAVAL

 *To support the needs of their fast growing organisation, CavinKare needed a HR solution that is agile, mobile, flexible and productive to support today's working environment*

A legendary player in India's personal-care space, CavinKare started its journey with Chik shampoo, a landmark innovation that democratised the use of shampoos among the masses in India. The company's personal care brand portfolio consists of shampoos (Chik, Meera, and Nyle), hair-wash powders (Meera & Karthika), coconut oil (Meera), fairness creams (Fairever), deodorant and talc (Spinz), hair colours (Indica Herbal Hair Colour, Indica 10 Minutes Herbal Hair Colour, Nyle Henna & Raaga Professional).

Over the years, CavinKare has successfully transformed itself from a pure personal-care player to a FMCG conglomerate with interests in dairy, snacks, food and the beverages segments. With its dairy business, the company is offering milk and milk based products such as milkshakes, ghee, curd, UHT and pasteurised milk. In the snacks business CavinKare has several popular foods including namkeens and western snack offerings.

In the foods business, the company has presence across numerous price points in the pickle segment, with Ruchi in the

premium range and Chinni's in the mass-premium range. Other popular products from CavinKare include Chinni's Vermicelli, Chinni's Energy Peanut Snack and Ruchi Magic Culinary pastes. In the beverages business, the company is present in non-carbonated fruit drinks with Maa as the flagship brand. Maa is available in several flavours including guava, apple and mango.

The culture of innovation that is there in the company allows it to bring out new products, which are unique and have the potential of attracting large numbers of customers. With its strong distribution network and more than 6000 stockists, CavinKare reaches close to three million outlets in India. The company serves customers in more than 13 countries with focus on South Asia.

QUEST FOR COMPREHENSIVE HR SOLUTION

To support the needs of their fast growing organisation, the management of CavinKare needed a HR solution that is agile, mobile, flexible and productive to support today's working environment. The HR professionals in the organisation were facing several

unique challenges because they needed the right digital technology for employee engagement. The technology had to be supported by best practices, which ensure that there is better prospect for employee growth and success.

Before the implementation of SAP SuccessFactors, CavinKare was using customised decentralised software for meeting its HR related needs. Senthil Nathan, General Manager, Information Systems, CavinKare Pvt Ltd., says, "The extensive customisation had resulted in very powerful software, but introduction of new functionalities took time."

According to Senthil Nathan there was always the need for different kinds of development/customisation, server maintenance, and other enhancements to the existing system, but these things often took time and in a fast moving organisation like CavinKare, time is of essence. So the company's management decided to go for a new comprehensive HR Solution.

"We needed a HR Solution with the ability for providing a singular central system of record, which can also be seamlessly integrated with the core SAP business management solutions," says Senthil Nathan.

"The basic idea was to introduce flexible, user-friendly new functionality such as compensation management, talent management, integrated analytics and much else," says Senthil Nathan. "We began the process of product evaluation of all the HR solutions that were in the market,"

AFTER THE SUCCESSFUL IMPLEMENTATION OF SAP SUCCESSFACTORS, THERE HAS BEEN A NOTICEABLE IMPROVEMENT IN THE PROCESSES AT CAVINKARE, AND THERE HAS ALSO BEEN A REDUCTION IN THE COST OF MANPOWER

IMPLEMENTATION OF SAP SUCCESSFACTORS

Senthil Nathan informs that the factors that they considered while evaluating the various HR solutions were concerned with factors such as—Cloud Based; Solution Design; Efficient HR Administration; Integration with Core SAP; History of Successful Implementation; Customer Satisfaction. "It was found that among all the competing solutions, SAP SuccessFactors was the best suited for meeting all the needs of CavinKare," says Senthil Nathan. Therefore the decision was taken to implement SAP SuccessFactors.

According to Nathan, the implementation of SAP SuccessFactors followed the following steps:

- Project Kickoff
- Focused Project and Scope Management
- Detailed business requirements gathering
- Customisations on systems design gap



- Approved Solution Design and Sign-off
- Process Owner Led User Training & Admin Training
- Documented User Procedures
- Targeted Data Migration Strategy
- Thorough System Testing
- Knowledge Transfer
- Post implementation Stabilisation

Among the challenges that they faced in the implementation of SAP SuccessFactors, Nathan highlights the issues related to migration and user adoption drive. "We managed to overcome all these challenges through user training and by issuing detailed guidelines," he explains.

BENEFITS OF SAP SUCCESSFACTORS

Senthil Nathan says that after the successful implementation of SAP SuccessFactors, there has been a noticeable improvement in the processes at CavinKare, and there has also been a reduction in the cost of manpower.

The list of benefits from SAP SuccessFactors, according to Senthil Nathan includes the following:

- Paper process is completely eliminated
- Easy to print Talent Profile and Scorecard
- No PPT presentation on performance review; direct review from TalentPRO
- Executives find the tool easy to use
- Well appreciated by Board of Directors
- Centralised system for



**IT WAS FOUND THAT AMONG ALL THE
COMPETING SOLUTIONS, SAP
SUCCESSFACTORS WAS THE BEST
SUITED FOR MEETING ALL THE NEEDS
OF CAVINKARE**

employee needs

"Now CavinKare has a clean roadmap to implement SuccessFactors modules of Succession Planning, Onboarding and Recruitment Management in future," says Senthil Nathan.

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ability for providing a singular central
system of record, which can also
be seamlessly integrated with
the core SAP business
management solutions**

SENTHIL NATHAN,
General Manager, Information Systems,
CavinKare Pvt Ltd

A hand in a business suit is pointing at a digital screen. The screen is overlaid with a white hexagonal grid. In the center of the grid, the letters 'HR' are displayed in a large, bold, white font. To the left of 'HR' is a target icon with an arrow hitting the bullseye. Below 'HR' is a bar chart icon with three bars of increasing height. To the right of 'HR' is an icon representing three people in business attire. The background of the screen shows a blurred image of a person in a business suit.

HR



HR SUCCESS STORIES
CASE STUDIES AND BEST PRACTICES

Lava deploys SAP SuccessFactors to prepare for business needs ahead of the curve

BY ANKUSH KUMAR

 *SAP SuccessFactors is perfectly suited to handle the challenges that we were facing. This solution is designed to enable advanced capabilities, which give the organisation an edge in the market,” says Virendra Rai, Vice President and Head IT, Lava International Ltd*

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Established in 2009, Lava International is one of the fastest growing mobile handset companies in India. From the first year itself, the company has been profitable and it has demonstrated a quick and robust expansion by virtue of its growing handset sales.

With "Create Possibilities" as its guiding principle, Lava offers a wide product portfolio encompassing tablets, feature phones and smartphones. To suit all categories of consumers, the company has various models in bar and touch form-factor at multiple price points. Headquartered in New Delhi, India, the company has offices in Mumbai, Hyderabad, Kolkata, and other parts of the world.

THE SEARCH FOR HR SOLUTION

Being a leading manufacturer of feature-rich handsets, Lava has a strong culture of IT. The company is highly technology dependent in its own business processes and also in the products and services that it offers to its customers.

"The use of technology in the best possible manner has enabled Lava to lay the foundation of superior customer experience

and helped in differentiating us in the market," says Virendra Rai, Vice President and Head IT, Lava International Ltd. In recognition of its pursuit of excellence in technology, Lava won the SAP Ace award 2014.

Virendra Rai says, "In our company, IT is the most important arm for business enablement. It is our responsibility to ensure that the IT infrastructure is fit to meet the company's needs. More importantly, it is our responsibility to provide the innovative enterprise applications, which are necessary for efficiency and transparently executing various business processes at Lava. The applications that we produce are used by not only the various internal departments, but also by business partners, distributors and other stakeholders."

Having embarked on an ambitious journey of becoming the first global consumer brand from India by empowering every individual with high-quality innovative products, Lava has been growing at a very high rate since inception. But the existing IT infrastructure at the company was not designed to support the current level of growth and transaction volume. The

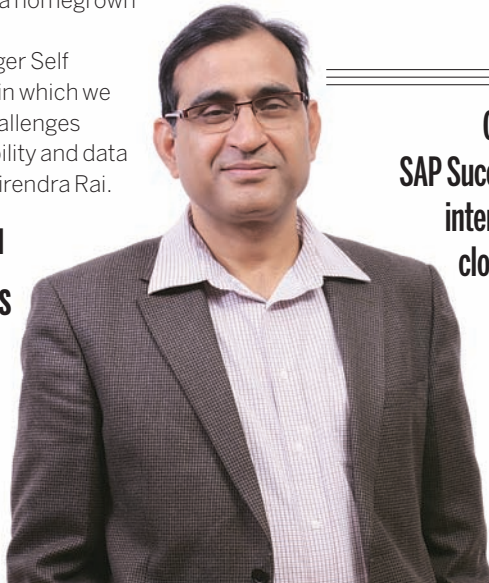
LAVA WAS LOOKING FOR AN END-TO-END HIRE-TO-RETIRE SOLUTION, WHICH IS EASY TO IMPLEMENT AND OFFERS AN INTUITIVE INTERFACE FOR THE EMPLOYEES

management at Lava understood very well that sustaining growth in the long run would be a major challenge unless an investment was made in high-class and scalable IT systems.

“At that point of time we were only using SAP Payroll and a homegrown Employee Self Services/Manager Self Services portal, in which we faced several challenges related to scalability and data integrity,” says Virendra Rai.

IMPLEMENTATION OF SAP SUCCESSFACTORS

He informs that the company was looking for an end-to-end Hire-to-Retire solution, which



is easy to implement and offers an intuitive interface for the employees to manage their work. The company made a detailed analysis of its exact needs and developed a comprehensive RFP for the purpose of comparing various solutions.

“We asked different solution providers to provide details of the capabilities of their solution and we also asked for a demo,” informs Virendra Rai.

“The IT team at Lava made a comparison of the solutions from different companies based on predefined criteria and SAP SuccessFactors emerged as the best possible choice in every case,” he says. “It became crystal clear that with SAP SuccessFactors we could be in a position for meeting all the requirements of our organisation.” He informs that currently SAP SuccessFactors is under implementation at Lava International Ltd.

**Once the implementation of
SAP SuccessFactors is complete, we
intend to selectively implement
cloud based solutions in other
verticals of the company**

VIRENDRA RAI,
Vice President and Head IT, Lava
International Ltd



“We are following the BizX methodology for SAP SuccessFactors implementation,” he says. “In this methodology first of all there is the workshop for requirement gathering, then we have three iterations, then there is User Acceptance Testing (UAT). This is followed by Production Data Migration. Then, we are ready to go live.”


BENEFITS OF SAP SUCCESSFACTORS

According to Virendra Rai, before the process of implementation of SAP SuccessFactors started, Lava was facing challenges in the area of recruitment, on-boarding & off boarding, employee life cycle management, 360 degree performance management and succession planning.

“During the product evaluation phase, we were able to figure out that SAP SuccessFactors is perfectly suited to handle the above areas and bring a lot of advanced capabilities, which would give the organisation an edge in the market,” says Virendra Rai.

He is of the view that one of the key advantages of SAP SuccessFactors is that it is a cloud based solution, whose upgrades and other innovations are being handled directly by SAP. “With such a cloud-based solution you can be rest assured that you are always working on the latest version. You don’t have to worry about being stuck with a legacy system,” says Rai. “Once the implementation of SAP SuccessFactors is complete, we intend to selectively implement cloud based solutions in other verticals of the company.”

THE IT TEAM AT LAVA MADE A COMPARISON OF THE SOLUTIONS FROM DIFFERENT COMPANIES BASED ON PREDEFINED CRITERIA AND SAP SUCCESSFACTORS EMERGED AS THE BEST POSSIBLE CHOICE



Rai is of the view that once SAP SuccessFactors is fully implemented, it will help Lava international prepare for business needs ahead of curve. “I am optimistic that this solution will help us in meeting or exceeding the demands that are there on the HR department in a fast growing company like Lava,” says Rai.





HR SUCCESS STORIES
CASE STUDIES AND BEST PRACTICES

Intex Technologies Selects SAP SuccessFactors to Drive Growth

BY ABHISHEK RAVAL

 *Intex Technologies was looking for innovative ways of managing and simplifying its people processes and it found that SAP SuccessFactors was best suited for improving efficiency and gaining strategic advantages*

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ince its inception in 1996, Intex Technologies (India) Ltd. has been a major player in India's mobile handset, consumer durables and IT accessories market. Its extensive product portfolio consists mainly of 15 product categories ranging from mobile handsets, multimedia speakers, LED TVs, washing machines to name a few. A pioneer in technology, the company's flagship brand is 'INTEX'. Through its wide network of 30 sales offices and more than 1100 service touch points, the company has a pan-India presence. Today Intex has over 7000 employees all over India and is regarded as a trusted name in the industry.

The research and development facilities that Intex operates in India and China are well-equipped with modern equipment. These facilities are manned by highly qualified and experienced professionals. The state of the art manufacturing facilities that Intex operates in Jammu, Baddi in Himachal Pradesh and in Noida-NCR, are engaged in producing a wide array of devices, which are popular with the consumers.

NEED FOR HR SOLUTION

Satyendra Mallik, Head HR, Intex

Technologies (India) Ltd., says, "At Intex we don't look at technology solely as something that gets implemented in our products and services, we tend to look at technology as a value by itself. We take pride in being an organisation that is working with most innovative technologies." He informs that the technological advancement in the HR department at Intex has gone hand in hand with the organisation's business growth.

"In year 2000, we launched our Employee Self Service Portal (ESS), which has several features like Employee Database, Time Office Management and 'Ticketing System'. These features make it easy for the employees to access all kinds of services from HR, Admin and IT departments," informs Satyendra Mallik. He says that the ESS system was completely homegrown, it was designed and implemented by the IT team at Intex. "As the company grew, we kept upgrading our ESS portal and by the year 2008, this portal was being used to manage the entire employee lifecycle—from hire to retire," says Satyendra Mallik.

The Performance Management tool, which was based on KRAs and KPIs, got added to the ESS system at Intex in year 2011. However, as the company continued to expand at a

scorching pace, it became necessary for the management to look for more versatile solutions to manage the human capital.

“We have grown and we have been growing at a tremendous speed, not only in terms of revenue, but also in terms of human resource,” explains Satyendra Mallik. “From a manpower of 500 few years back today we are a 7000+ people strong organisation. This kind of massive growth requires lot of efforts from the HR department. We have to take care of many different aspects ranging from recruitment and retaining of employees to the evaluation and development of the employees.”

“The youngsters who constitute bulk of the workforce want to have complete transparency in the management of their employee lifecycle. They want real-time transactions and avenues for quick growth,” adds Satyendra Mallik. Therefore it became necessary for the company to go for a new human resource management system.

IMPLEMENTATION OF SAP SUCCESSFACTORS

“When we conducted a detailed evaluation of several HR solutions that were available in the market, we came to the conclusion that SAP SuccessFactors was best suited for meeting the company’s needs. “SAP SuccessFactors incorporates a wide range of useful Human Capital Management (HCM) solutions, which is exactly what the HR department in Intex needs. So we decided to implement SAP SuccessFactors in our organisation,” says Satyendra Mallik.

He informs that then Intex was already using SAP for managing some of its business

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processes, and it made sense for the organisation to develop its HCM over the existing SAP OM-PA (Personnel Administration and Organisational Management) systems. “Being a SAP product, SuccessFactors has ensured a seamless integration with our SAP OM-PA module,” informs Satyendra Mallik.

“As SAP SuccessFactors is a SAS (Software as Service), it has certain fixed boundaries— while implementing it, you have to transform few of the HR Practices that are specific to your own organisation,” explains Satyendra Mallik. That is why Intex gave a lot of attention to the selection of the SAP SuccessFactors implementation partner. “We needed a good implementation partner to ensure that there was no hitch in bridging the gap between our HR Practices and the solutions that are a part of SAP SuccessFactors.



Once the implementation partner had been selected, the standard process of implementing the SAP SuccessFactors is followed. "At first the implementation partner conducts the "as is" study and they prepare the "to be" framework, which is based on the discussions that they hold with the users," explains Satyendra Mallik. "After that they configure the HR processes with the SAP SuccessFactors solution and present the first, second and third alterations, if required. Then there is the User Acceptability Test and finally "go live" signal is given."

BENEFITS OF SAP SUCCESSFACTORS

Currently SAP SuccessFactors is under implementation in Intex, so the full-scale of the benefits from the solution is yet to become visible. However, Satyendra Mallik is of the view that SAP SuccessFactors will enable the organisation to adopt the best practices of human capital management. "I am optimistic that with this solution we will be versatile enough to allow efficient and transparent management of the entire hire to retire process of our large workforce."

According to Satyendra Mallik, the PMS (Performance Management Solution), and the Career/Succession Planning Modules in SAP SuccessFactors is geared to provide a transparent system to the employees. This system also brings benefits to the management by making it easier to track the HiPo (High Potential) employees, so that they

SAP SUCCESSFACTORS MAKES IT EASIER FOR THE ORGANISATION TO DISCOVER ITS HIGH POTENTIAL EMPLOYEES SO THAT THEY CAN BE REWARDED AND FURTHER GROOMED

can be further groomed and rewarded. "For us it is very important to ensure that we are always in a position to discover and recruit the right kind of employees," he says.

"SAP SuccessFactors is helpful for a fast growing organisation such as Intex, because the modules of this solution are designed to engage with an employee before he even joins the organisation," he adds.

I am optimistic that with this solution we will be versatile enough to allow efficient and transparent management of the entire hire to retire process of our large workforce

SATYENDRA MALLIK,
Head HR, Intex Technologies







HR SUCCESS STORIES
CASE STUDIES AND BEST PRACTICES

PI Industries Deploys SAP SuccessFactors to Improve Employee Productivity

BY ANKUSH KUMAR

“SAP SuccessFactors makes it possible to ensure that the right people are managing the right roles. For the employees it becomes much easier to gain new knowledge and skills that are necessary for them to become future leaders,” says Vineet Charola, Head IT, PI Industries Ltd.



One of India's leading agri input and custom synthesis & manufacturing companies, PI Industries Ltd. was incorporated in 1947 and has over five decades of experience in working with millions of Indian farmers. The company currently operates three formulation and two manufacturing facilities as well as five multi-product plants under its three business units, two of them in Gujarat and the third in Jammu. These state-of-art facilities have integrated process development teams with in-house engineering capabilities.

PI Industries enjoys strong R&D support for developing and commercialising products based on newly discovered chemistries with reputed MNC innovators. With its world class infrastructure, the company also supports other organisations by providing facilities for process research and contract manufacturing of their newly discovered molecules. Over the years, the company has carved for itself an enviable reputation for integrity, straight-forward and just dealings, and innovative approach in the development of new products and solutions.

Vineet Chawla, Head IT, PI Industries Ltd., says, "We at PI Industries are inspired by

science. Innovation is a way of life for us. Whether it is marketing in India, use of information technology or process research and manufacturing, our constant quest for newer ways of doing things sets us apart in bringing effective solutions for our customers."

A CULTURE OF IT

According to Vineet Chawla, Information Technology is part of the DNA of PI Industries. Over the last few years, the role of IT in the company has undergone a seminal transformation. Now IT is no longer being used solely for managing data, it is also being used extensively to enhance the scope of the decision support system within the organisation. "We are now making innovative use of IT for developing and managing systems for engagement, which bring value to all areas of the business," says Vineet Chawla.

"A capable IT architecture is crucial to enable the organisation to handle diverse business pressures," adds Vineet Chawla. He asserts that the IT systems, deployed at PI Industries, are enabling the organisation to improve its capability and respond more quickly to the changes in the business

environment. "Due to our agile and flexible systems, we enjoy considerable competitive advantage," he says.

"We have deployed an array of mobility solutions, which enable our organisation to continuously stay in touch with our customers," says Vineet Chawla. With the growing reach of the social media, PI Industries is now deploying tools that will allow it to have a larger digital footprint. As the company has a strong digital presence, online security is the key priority. "We have installed robust IT systems for preempting any attacks," says Vineet Chawla.

NEED FOR EFFICIENT HR SOLUTION

As PI Industries has been expanding at a scorching pace in recent years, it needed an HR solution that is geared to facilitate growth. According to Vineet Chawla, the existing processes at the organisation were person dependent, which often resulted in delays in the execution of various HR functions. "The old system did not have the capability of transparently evaluating the performance and monitoring the performance of each employee," he says. "There was limited system based interaction with the employees. Much of the interactions used to happen through emails or through in-person meetings. All this had an impact on the delivery, quality and the cost of the HR functions."

According to Vineet Chawla, the list of disadvantages in the existing process include the following:

- No real-time visibility to management

THE BEST THING ABOUT SAP SUCCESSFACTORS IS THAT THE SOLUTION IS DESIGNED TO IMPROVE EFFICIENCY AND PRODUCTIVITY OF THE ORGANISATION

- about the employee performance.
- Lack of solutions for strategic alignment as a result of which there was always a gap between strategy and execution of various HCM process.
- No consistency through the performance review process
- Limited knowledge to close skill gaps with targeted trainings
- There is no single platform to motivate the employees and showcase the achievements to the entire organisation except for in-person discussions.
- Ineffective method of sourcing talented employees.
- No process to manage the employee retention.
- Extensive manual follow ups required to identify effectiveness of employees at all levels.
- No platform to develop and engage the employees throughout their careers
- Lack of proper systems for collaboration and communication between employees



SELECTION OF SAP SUCCESSFACTORS

The IT team at PI Industries did a lot of due diligence while selecting a new solution for their HR department. Various solutions from different companies were analysed and evaluated. A team from HR and IT jointly studied all the solutions in detail. They also visited the users of some of these solutions to have their views on the performance of the solutions. Based on the inputs that they got from their own analysis and from the feedback that they received from the customers of different solutions, they mapped an evaluation matrix in which all the vendors were mapped.

Eventually it was found that SAP SuccessFactors was most suitable for meeting all the needs of the organisation. "The best thing about SAP SuccessFactors is that the solution is designed to improve efficiency and productivity of the organisation," says Vineet Chawla. "An optimised workforce can lead to quicker completion of projects and general increase in productivity. There can be increase in the numbers of high performers. All this will add to the company's bottomline."

According to Vineet Chawla, the IT Team at PI Industries did not face any significant challenges in implementing SAP

SuccessFactors. The implementation got done with seamless efficiency. A SAP SuccessFactors implementation partner was selected and the HR core team shared the HR related processes, all of which were mapped in the overall SAP SuccessFactors architecture. "SAP SuccessFactors provides most of the Human Capital Management functionalities," he says. "We only had to make some minor changes in the HR processes, and the users were flexible about adopting the best practices that are offered by SAP SuccessFactors."

BENEFITS OF SAP SUCCESSFACTORS

The contribution that SAP SuccessFactors makes towards aligning the employee with the overall goals of the organisation is undeniable. "The overall strategy of the organisation is subdivided into a series of goals, which get passed on to every



We have deployed an array of mobility solutions, which enable our organisation to continuously stay in touch with our customers

VINEET CHAWLA
Head IT, PI Industries

employee in the company,” says Vineet Chawla. “After that the performance of every employee can be measured by evaluation of the progress made in the achievement of various goals.” SAP SuccessFactors brings better focus, visibility and accountability in the organisation and makes it easy for employees to prepare for the future.

“With SAP SuccessFactors we are able to optimise the performance throughout the employee lifecycle,” says Vineet Chawla. “It is now possible for the organisation to ensure that the right people are managing the right roles. For the employees it is much easier to gain knowledge and skills that are needed to enable them to develop into future leaders.” He informs that the integrated talent management solution also supports a full set of mobile devices and functionalities.

“You can accelerate your business with insights with SAP SuccessFactors Workforce Analytics,” says Vineet Chawla. “You can use SAP SuccessFactors Jam Solutions.” According to him the process of gaining such insights by using the traditional solutions would be really cumbersome—it would take plenty of internal resources. “But with SAP SuccessFactors, the insights can be developed in no time,” he says. He is of the view that the insights that can be had from the WorkForce Analytics is especially valuable in realigning the organisation’s resources for efficient achievement of the common goals.



