SAP SuccessFactors ♡

SAP

Bureau Veritas: Making HR a Catalyst for Business Growth with SAP® SuccessFactors® Solutions

Managing a company with 68,000 employees in 1,400 locations around the world is hard enough. But when each entity has its own HR processes and systems, ensuring data quality becomes an urgent concern. Bureau Veritas had a vision to create one HR system for its entire workforce as well as common HR standards. This vision became a reality with SAP® SuccessFactors® solutions.

Executive overview

Company
Bureau Veritas Group

Headquarters
Paris, France

Industry
Professional services

Products and Services
Testing, inspection, and certification for many sectors

Employees
68,000

Revenue
€4.6 billion (2015)

Web Site
www.bureauveritas.com

BUSINESS TRANSFORMATION

Objectives
- Higher-quality HR data
- HR that can keep up with growth
- Agile HR processes and systems for all 1,400 global offices
- Simpler recruiting for 10,000 hires per year

Resolution
- Provided one system for master HR data with the SAP® SuccessFactors® Employee Central solution
- Unified talent management with the SAP SuccessFactors Performance & Goals, SAP SuccessFactors Onboarding, and SAP SuccessFactors Compensation solutions
- Standardized the recruiting approach with the SAP SuccessFactors Recruiting solution

Benefits
- Significant progress in digitizing the workplace
- More time to understand business requirements and support managers in better identifying talent to build effective teams
- Better HR reporting and compensation management
- Stronger regulatory compliance

Read more ▶

"SAP SuccessFactors Employee Central helps us make better business and people decisions because we have a full overview of our employees and accurate reporting. This has transformed the role of HR."

Fernanda Ribeiro, Group HR Information System Management Director, Bureau Veritas Group

80%
Of workforce data captured in one system

1
Global core HR system in 80 countries

100%
Of employees to enter personal goals in the system

More
Productive, efficient, and agile organization

Keeping up with business growth

Global enterprises must always manage a fine balancing act: on one hand, they need to have common global processes, while on the other they must grant enough autonomy so companies remain flexible in their markets and can comply with local regulations. When the scales tip too far in one direction, it's time to act. Bureau Veritas Group, a global leader in testing, inspection, and certification for numerous industry sectors, was faced with that situation shortly after setting its new growth strategy.

Over the past 25 years, the Bureau Veritas workforce has grown from 5,000 to 68,000. But every new company added new HR processes and systems, and they were not always compatible with each other. Moreover, because acquired companies continued to enjoy a large degree of autonomy, they still developed their own processes and HR tools. This complexity prevented the board and the group's global HR director from getting a clear view of the total workforce and of the different compensation practices around the world.

Bureau Veritas was recruiting 10,000 people per year globally, but HR processes were tedious and time-consuming. "It was really hard to manage HR consistently around the globe," explains Fernanda Ribeiro, director of HR information systems for the group.

Another challenge was the need to improve the quality of HR data. Not only was it impossible to produce reliable global reports, but the volume of HR data continued to increase as the business grew. "We were spending a tremendous amount of time ensuring data quality in order to avoid compliance risks," says Ribeiro. "We needed agile HR processes and systems in order to manage our future growth."

Executive overview

Company objectives

Resolution

Business transformation

Future plans

A global model with local flexibility

The HR department within each country had already begun implementing their own processes, but headquarters believed the best solution was one global HR system for all employee data. After market research, HR was convinced that cloud-based SAP® SuccessFactors® solutions were the most advanced. A cloud-based HR system would support two aspects of the corporate strategy: accelerating the company's digital transformation and making the HR function a catalyst for growth.

After a demo of SAP SuccessFactors solutions in its six largest countries, all were convinced of the benefit of having one global model, including a common job catalogue and organizational charts, with the possibility for localization and different languages. "This would fulfill our corporate needs while enabling each company to manage their local legal constraints," says Ribeiro. "With SAP SuccessFactors solutions, we got the best of both worlds. We love the flexibility."

Bureau Veritas introduced the SAP SuccessFactors Employee Central solution in 80 countries and established a new HR shared-services center. Data from the solution is fed into local payroll systems and local time-off systems. And the solution's time-off functionality is used in 7 countries.

Later, Bureau Veritas implemented the SAP SuccessFactors Recruiting solution in five countries and the SAP SuccessFactors Onboarding solution in the United States. The SAP SuccessFactors Performance & Goals solution was introduced for 3,000 managers, replacing an obsolete performance management system. The SAP SuccessFactors Compensation solution enabled the company to immediately get a better grip on annual salary reviews and the different compensation practices around the world.

Becoming a valued strategic partner to the business

Having one HR system "was always a dream we had in HR," says Ribeiro. "All of my colleagues around the world faced the same challenges. SAP SuccessFactors solutions helped that dream come true."

Today Bureau Veritas has full visibility of its workforce and better-quality HR data. The company can quickly generate local and global reports and get an in-depth view of compensation costs anywhere in the world. Ribeiro notes that, "Better data has enabled us to translate business requirements and goals into the right people decisions."

Every employee can fill out the career profile in SAP SuccessFactors Employee Central, giving HR greater insight into people's skills, knowledge, and career paths. Managers can now also flag rising talent and keep track of their careers. With a consistent performance assessment approach, it is easier to identify and compare managerial and technical talent and to use global assignments more effectively for development.

HR's digital transformation has significantly increased efficiency. Previously, three quarters of all HR staff were involved in HR admin tasks and almost all workforce-related information was consolidated in spreadsheets. Today, HR spends more time under-standing business requirements, recruiting the right people in line with those requirements, and supporting managers in building more effective teams.

Finally, SAP SuccessFactors solutions are linked to numerous operational business applications, such as the code of ethics, the safety program for newcomers, and the scheduling of its inspectors. This has improved compliance with all the laws and obligations Bureau Veritas must adhere to as a publically listed company.

Expanding global coverage of solutions

Whether testing food safety, inspecting buildings, or providing risk-mitigation advice, Bureau Veritas is dedicated to safety, ethical practices, and strong financial controls in everything it does.

Its strategy is to enhance services and expand its global portfolio, and its new global cloud HR system will support these goals – just as the initial business case predicted. The system can quickly add new employees acquired through acquisitions or organic growth. Thanks to this new agility, Bureau Veritas will be able to immediately focus on customers instead of getting bogged down in integration efforts. And it will start using the time-off functionality in SAP SuccessFactors Employee Central in China, India, and Turkey.

Bureau Veritas plans to expand coverage of its existing SAP SuccessFactors solutions. SAP SuccessFactors Performance & Goals, now used for all managers, will be extended to all employees within a year. It also plans to roll out SAP SuccessFactors Onboarding and SAP SuccessFactors Recruiting in additional countries.

SAP SuccessFactors

SAP