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*The PeopleLink project has helped Tata Steel embrace technological advances in HR to drive the company forward. As well as allowing us to manage HR processes more efficiently, it has paved the way for future cloud-based SaaS projects.*

**Louisa Porter**

PeopleLink System Owner, Tata Steel



## Tata Steel implements award winning SuccessFactors for digital transformation of HR

The steel manufacturing company has positioned itself for business transformation and adaptation to a challenging business climate by rapidly implementing the SAP SuccessFactors SaaS solution to get closer to its 22,500 employees and achieve functional excellence. The project came in on time and under budget. The project was recognised in the annual SAP UK & Ireland Quality Awards as the Gold Winner in the 'HR in the Cloud' category, and went on to achieve a further accolade as Gold Winner in the SAP EMEA Quality Awards in the 'Cloud Innovation' category.

**Customer Name:** Tata Steel

**Industry:** Manufacturing

**Largest sites:** Port Talbot, South Wales, and IJmuiden, Netherlands

**Client Challenges / Business Need:** Replace multiple HR systems with a single, easily maintained platform to facilitate HR management and reporting.

**Solution-at-a-glance:** The PeopleLink project – Tata Steel's implementation of SuccessFactors, in partnership with Capgemini.

### Results (Benefits):

- PeopleLink was delivered on time, in full, under budget.
- Improved reporting facilitates many HR functions, including supporting compliance with health & safety training requirements.
- Cost savings are being realised from systems rationalisation, in-house configuration and process improvements.
- Employees and managers are benefiting from self-service functionality and mobile usage to complete HR tasks at a time and place to suit them.



## The client

Tata Steel is one of the world's most geographically diversified steel producers, with operations in 26 countries and commercial offices in more than 35 countries. It's one of Europe's largest steel producers, with a major presence in the UK, Netherlands, France and Germany.

## The business need

Previously Tata Steel had a range of bespoke HR solutions for different purposes and in different locations – a situation that was costly in terms of maintenance and user training, and made it difficult to produce company-wide reports. Tata Steel therefore wanted to implement a single hire-to-retain solution that could be used company-wide and configured in-house to address changing business circumstances.

Tata Steel also recognised that a modern HR solution would enable it to get closer to the workforce and protect employees better, for example by giving management access to the most accurate and up-to-date records of who is working where – something that also makes economic sense given the potential cost of non-compliance.

## HR objectives for the new solution

- **Understand our people** (who are they? what skills do they offer the company now?)
- **Understand what will make managers and employees deliver better business results** (what do they want to do? what does the company want them to do?)
- **Act on what we know to help fulfil everyone's potential** (deliver and monitor training & development opportunities to ensure people are competent, motivated and engaged)
- **Where we don't have the right people in the right jobs, move them into areas they will be better suited to and find/recruit replacements**

Tata Steel decided to invest in its people to deliver functional excellence, addressing all the above needs and achieving rapid time to value. The solution needed to minimise the total cost of ownership (TCO) by allowing Tata Steel continually seeks Improvements and is proud of its 22,500 employees and determined to look after them, not least by complying rigorously with health & safety training, to be self-sufficient in terms of customisation. The Tata Steel HR team worked in partnership with Capgemini consultants during the build phase to develop their working knowledge of the product. Combining the practical hands-on approach from Capgemini with formal training from SAP SuccessFactors, the team were amongst the first in Europe to receive Xpert accreditation through SuccessFactors and now make many of their own configuration changes in-house.

## The solution

Tata Steel partnered with Capgemini to implement SAP SuccessFactors alongside its existing SAP Human Capital Management (HCM) capability. SuccessFactors modules implemented include Employee Profile, Learning, Performance, Goals, Recruitment and Succession.

The choice of partner reflects Capgemini's expertise not only in SuccessFactors but also in digital transformation. In addition, the two companies already had an established working relationship going back 17 years. This meant that the Capgemini project team understood the strategic context as well as the immediate requirement. Together, the partners ensured that the project provided not just an excellent HR solution but also a foundation for wider transformation.



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*Tata Steel Europe continually seeks improvement. It is proud of its 22,500 employees and determined to look after them, not least by providing extensive health & safety training.*

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To keep costs down and accelerate adoption of best practice, Tata Steel aimed wherever possible to adapt its processes to SuccessFactors rather than vice versa. As well as making reference visits to other SuccessFactors users, Tata Steel Capgemini to challenge its approach based on its experience from other successful implementations.

The team ran multiple pilots among different types of users to ensure the solution was fit for purpose, intuitive, user friendly and an enabler for efficient line management. This process identified an additional requirement for a report to help line managers show that their teams comply with critical safety regulations, and this was added to the solution.

## Results

The resultant solution, branded PeopleLink, was delivered in full, on time and under budget. Tata Steel now has an agile, integrated talent management IT suite, and a strong foundation for common HR processes.

The project achieved its immediate and strategic aims. Tata Steel is deriving far-reaching benefits in terms of the way HR is done:

- Critical health & safety training and competence is easier to track using PeopleLink, reducing the risk of injury.
- Managers can get all the HR information they need from a single system, instead of having to use several, which improves morale and saves time.
- Many HR processes can be completed on the move using smartphones or tablets.
- Up-to-date organisational charts are available showing all employees in scope of the roll-out, whether or not they are on the main SAP system.
- Many HR processes have moved towards self-service, giving employees and managers greater freedom to complete tasks when and where they prefer.
- Moving work to self-service or lower-cost resources frees up more expensive employees to complete strategic or value-add activities.
- As HR processes are easier, more people follow them correctly rather than trying to bypass them. This improves candidate experience, encourages accurate recording of reportable costs (e.g. agency fees) and makes onboarding of new staff more consistent.

All this makes it easier for the company to meet specific business challenges, as well as handle day-to-day tasks. For example, the CEO has asked that each employee has at least one personal objective set relating to health & safety – something that would previously have required a lot of effort but is now easy to monitor and implement via the system.

Suitably trained Tata Steel staff can configure the system to accommodate new business challenges, and Capgemini has received few requests for help, showing that the required self-sufficiency has been achieved.

Financial benefits started to be realised soon after go-live. In the first few months, Tata Steel has realised significant savings in operating costs, and expects these to increase. There are also savings from the improved processes, for example through elimination of duplicated activity and rework, and faster cycle times.

The PeopleLink project fits in with Tata Steel wider strategy of using appropriate technology to modernise and enable business transformation. Additionally, as the first company-wide cloud-based SaaS solution, PeopleLink has paved the way for future projects in other parts of the business.

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## The collaborative approach

The winning formula for the project was teamwork and strong governance, with Tata Steel, Capgemini and SAP SuccessFactors working in partnership towards a shared vision. Collaborative working spanned multiple companies and countries (UK and Netherlands – and India in the case of Capgemini's offshore staff). Every project team member was fully engaged to achieve the best they could as an individual and to support their colleagues.

Tata Steel and Capgemini share many corporate values. For example, honesty was particularly important as it meant that any issues could be dealt with as soon as they occurred.

The joint team worked so efficiently that colleagues not core to the project couldn't tell whether an individual was from Tata Steel HR function, Tata Steel IT or Capgemini. The team was simply seen as a unit working together towards a shared goal.



*Has what we have done changed the business? Absolutely, and it continues to do so. As we roll out more functionality to our wider audiences, the real benefit will be that our employees perform people-oriented tasks in one system rather than in multiple systems. They have real-time people data available and that is massive for us in terms of eliminating waste, and of managers spending time chasing up reports – which were often out of date as soon as they were published.*



**Danny Weigh, PeopleLink Business Project Manager for Tata Steel**



## About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organisation, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at [www.uk.capgemini.com](http://www.uk.capgemini.com)

In collaboration with

# TATA STEEL

## About Tata Steel

Tata Steel is one of the world's most geographically diversified steel producers, with operations in 26 countries and commercial offices in over 35 countries.

In Europe Tata Steel is one of the largest steel producers, serving many demanding markets worldwide, including Aerospace, Automotive, Construction, Consumer Products, Defence & Security, Energy & Power, Lifting & Excavating and Packaging,

The Tata group was founded on the principle that its activities should always benefit society and sustainability is at the heart of the long term vision Tata Steel is guided by.

For more information on this project, please contact:

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