



HR transformation through technology

Webinar: 24 March 2020



Agenda

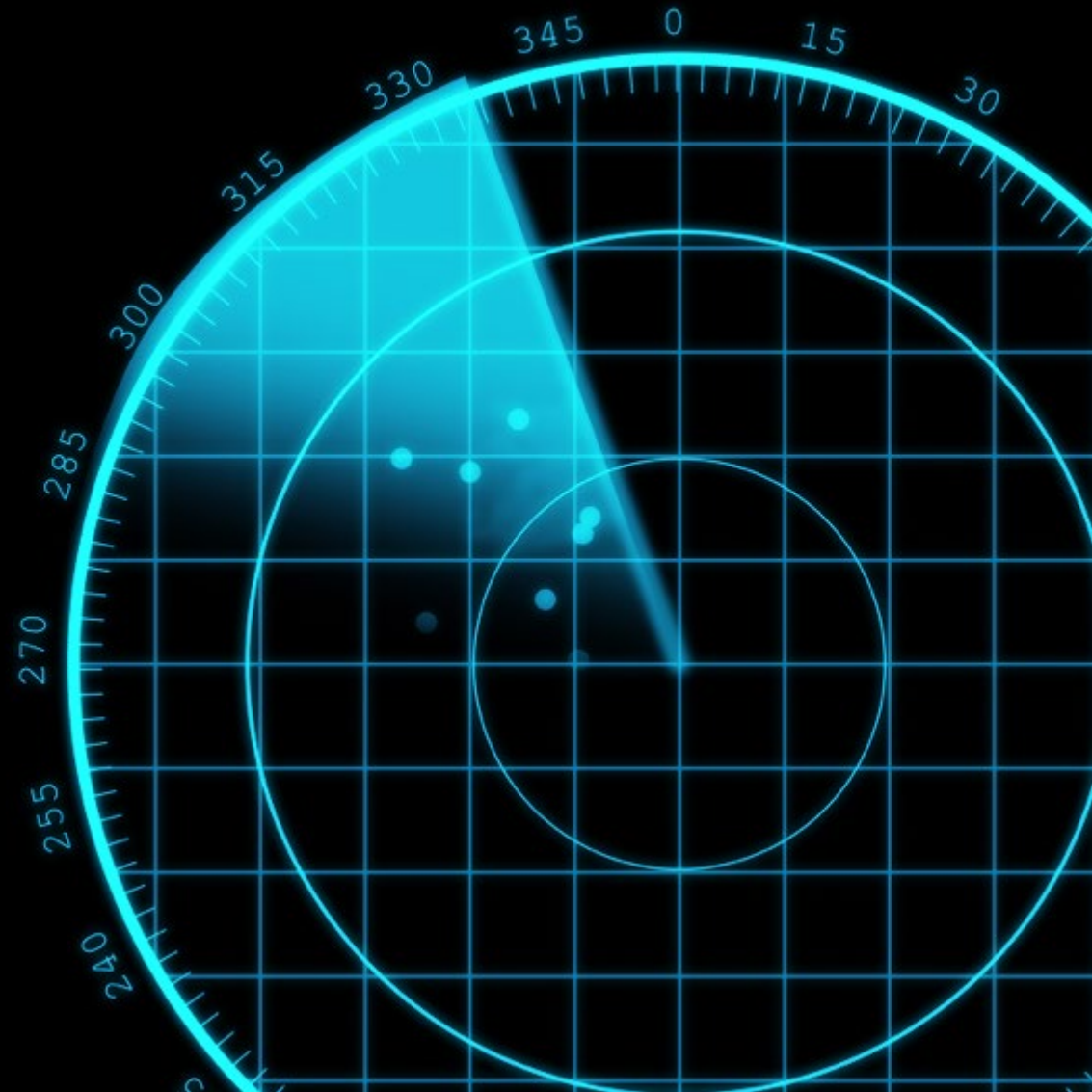
- Introductory note
- Presentation by Mr. Adrian Mamo
 - The workforce experience
 - HR's paradigm shift
 - HR Technology as the enabler of change
 - The benefits of HR transformation through technology
 - Strategies for HR transformation through technology
- SAP SuccessFactors Demo by Ms. Ioanna Douka
HXM solution advisor
- Q&A



Workforce experience (WX) ecosystem






HR is focusing on improving the workforce experience to achieve better business outcomes



The paradigm shift in HR is happening

Today HR is about creating a human experience, designed with human values in mind and enabled by programs, technologies, and interactions that contribute towards employee engagement.

-  It's about a new **mind-set**—moving from “doing” digital to “being” digital.
-  It's about a new **focus**—moving from solutions centred on traditional business areas to solutions that are **centred on humans and human needs**.
-  It's about a new **lens** for viewing your organization—seeing your business not from a “compliance and control” perspective but from a “**trust and empowerment**” perspective.

From 'HR-Centric' to 'Customer-Centric'

Traditional "HR-Centric" approach

Focusing on HR as a major driver of customer experience working in a silo with limited ownership in other functions



Fully enabled "Customer-Centric" approach

Creating a workforce experience enabled by and embedded in the full organisation

| OLD RULES | NEW RULES |
|--|--|
| Customer experience is defined and measured by various surveys, supported by different tools | Customer experience is defined as a holistic view of life at work, requiring constant feedback, pulse checks, action, and monitoring |
| Separate HR leaders across recruiting, learning, rewards, engagement, and other HR services | Companies have someone responsible for the complete customer experience, focused on employee journeys, experiences, engagement, and culture |
| Compensation, benefits, and rewards are managed with a focus on benchmarking and fairness. | Compensation, benefits, rewards, and recognition are designed to make people's work life better and to help balance financial and nonfinancial benefits |
| Wellness and health programs are focused on safety and managing insurance costs | Companies have an integrated program for employee wellbeing focused on the employee, their family, and their entire experience in life and at work |
| Rewards are designed to cover salary, overtime, bonus, benefits, and stock options | Rewards also include nonfinancial components: meals, differentiated leave types, flexible work models, vacation policy, fitness, wellness programs, etc. |
| Employee HR self-service is viewed as a technology platform that makes it easy to complete HR transactions and reports | The customer experience and engagement platform is intuitively designed, mobile, includes digital apps, and prescriptive solutions based on employee journeys, and ongoing communications that support and inspire employees |

HR technology as the enabler of change



The importance of technology as an enabler

What value does technology bring to HR transformation?



- HR technology can **support rich employee experiences and readily available analytics**, primarily focused on social, mobile, analytics and cloud.
- With **automation**, HR technology gives **easy access to live data**, enabling managers to make **faster decisions** and **minimise risk** and error.

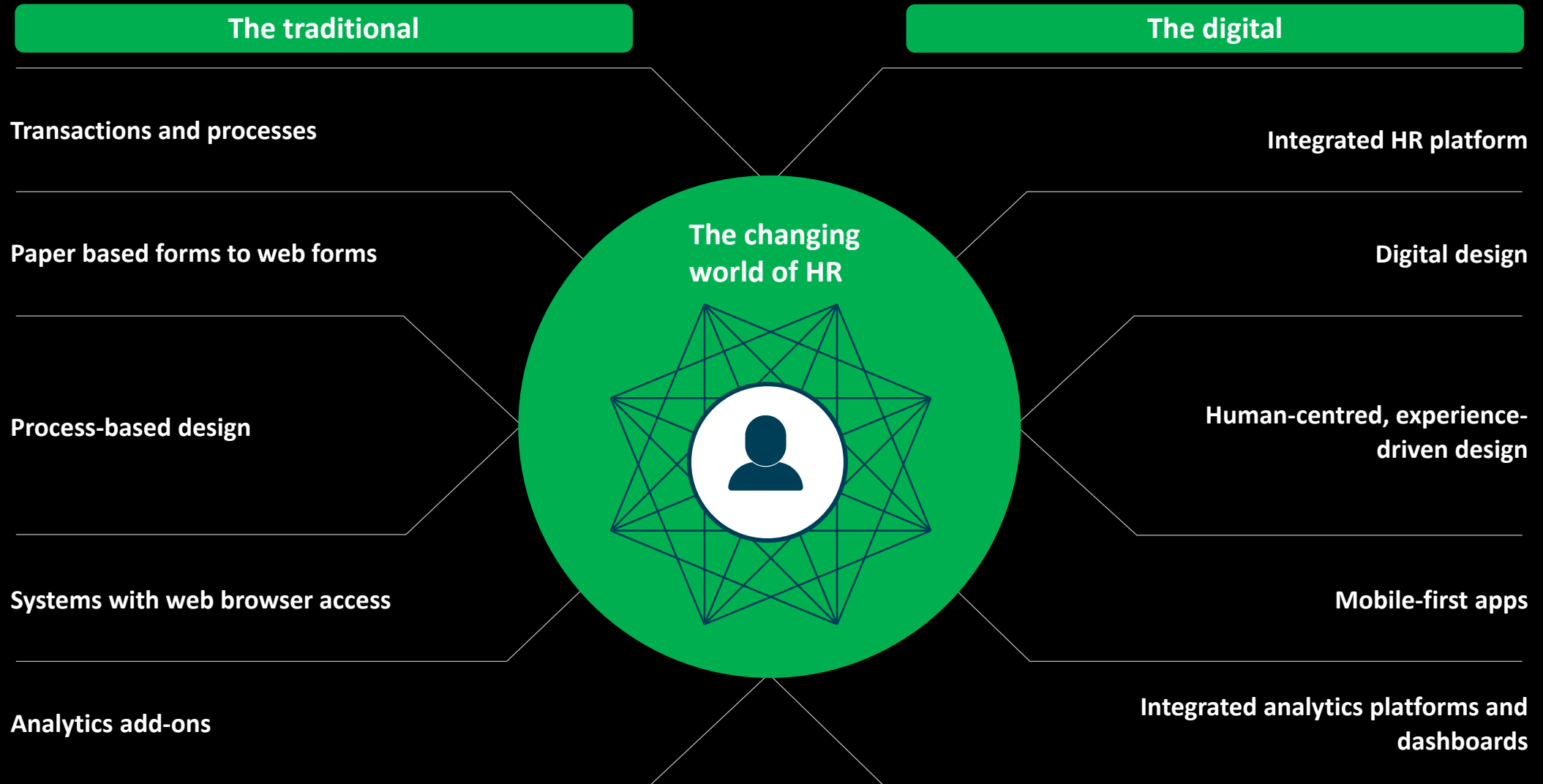


- Technology allows organisations to **become agile** and respond to constant change faster.
- If organisations don't digitise, they risk becoming:

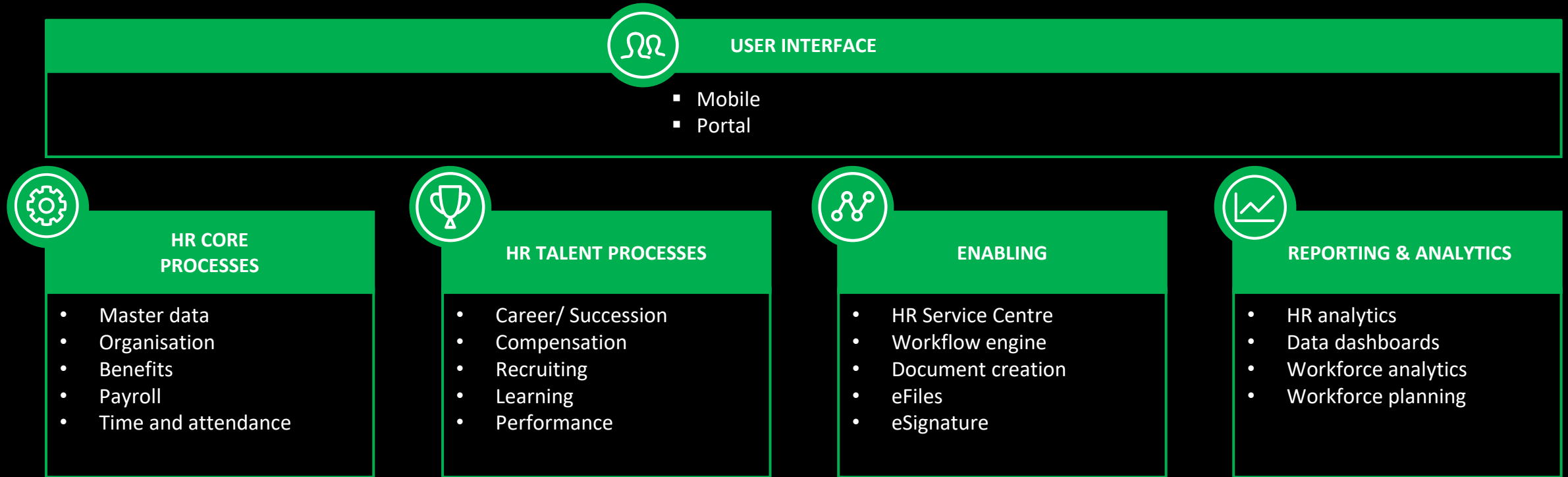
- **Inefficient** – due to having to perform large volumes of tasks manually;
- **Irrelevant** – by having outdated systems and practices; and
- **Unable to attract top talent** - in the digital age we can do everything with a click of a button (book holidays, purchase products, watch movies etc.), and we have become used to seamless digital user experiences. Top talent today would expect nothing less at the workplace.



HR's shift to a more strategic role is enabled by technology in the following ways



Technology key components driving HR IT strategy

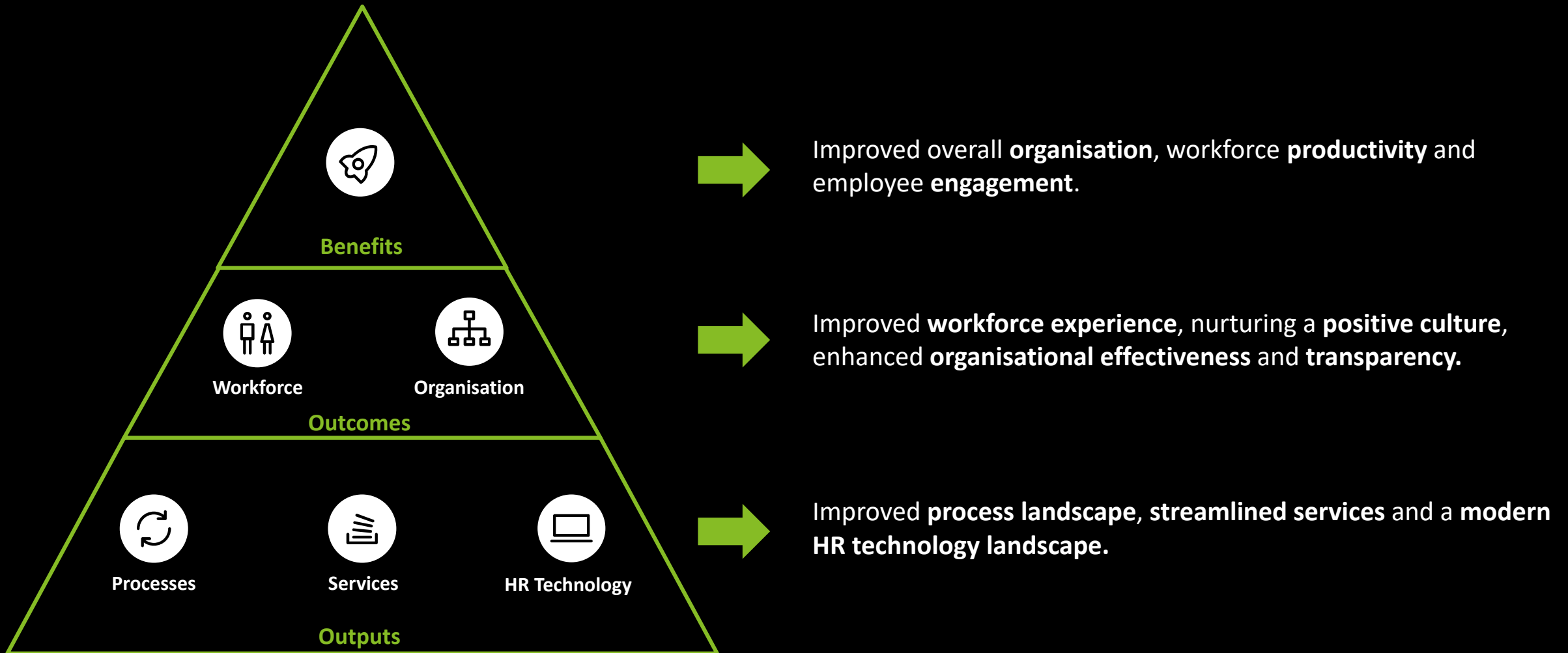


HR needs to expand its scope of influence and area of focus to effectively manage the human element of work.










HR transformation through technology

What are the benefits, outcomes and outputs for the organisation?



Impact of technology-enabled HR transformation and enhanced WX

What will the benefits be for the **organisation**?

-  An engaged workforce—with more meaningful, human-centric experiences.
-  An empowered networked of teams more open to embracing bold disruption and innovation.
-  Enablement of rapid decision-making with embedded HR teams.
-  Solutions centred around employee and work outcomes.
-  Focus on the human experience to achieve meaning and productivity.
-  Creation of solutions that drive relevant, measurable value.
-  Personalised experiences at scale, with more reliable outcomes.

HR transformation needs to be embedded within the organisation, with backing from the C-suite and upper management, in order to ensure proper adoption across the organisation.



Carrying out a technology-enabled HR transformation

Reimagine *everything*.



You likely will need to **reimagine and redefine** your business processes, integrate disparate technologies, align HR and front-office processes with back-office processes and the finance function.



It is **essential** that you understand your data, which questions are important to ask, which moments matter, and what insights you would like to obtain.



Other **core** aspects of the process will be, data migration, cloud managed services and change management

The role of HR

Today, companies are faced with **nonstop disruption** which brings a **constant need to evolve**, as well as **constant opportunities** for HR and for the business overall.

Acting on these opportunities requires HR to take the lead inside the function itself and in the overall organisation to **drive work outcomes** in the below 5 areas, with the goal of creating a better **workforce experience (WX)** and making the organisation more **agile**.



- Organisations rely on their **people** to **get things done**, to **innovate**, and to **drive business outcomes**.
- In order to carry out a successful HR digital transformations, **organisations and technology solutions should be aligned with the values of the people**, which will turn the traditional employee experience into something more impactful.
- With an **elevated workforce experience**, organisations can **innovate faster, beat competition, improve productivity, unlock value, and create meaning**.
- As both workforce expectations and customer expectations continue to rise, **creating connections becomes imperative**—to create an **engaged workforce** that can, in turn, **drive customer satisfaction**.

The role of HR

Redefine your mission: HR today must define its role as the team that helps management and employees rapidly transform and adapt to the digital way of thinking.

Upgrade core technology: Replace legacy systems with an integrated cloud platform for a sound digital infrastructure.

Upgrade old tools for learning, recruiting, and performance management, and bring in systems that are easy for Employees and management members to use.

Bring the C-suite on board: support from the board-level and upper management is essential to ensure proper investment and adoption across the firm.

Organize HR into networks of expertise with strong business partners: Rethink your HR organisation model to focus efforts on the employee experience, analytics, culture, and the new world of learning. Make sure these teams communicate well: High-performing HR teams share leading practices and know what the other teams are doing.

Make innovation a core strategy within HR: Push yourself to reinvent and innovate in every people practice. Many organisations are now using new performance management practices built around design sessions.

Investigate new innovations in recruiting, including using data to find people who resemble high performers in the company.

SAP SuccessFactors Demo by Ms. Ioanna Douka

HXM solution advisor

Thank you



Adrian Mamo

**Senior Manager
Human Capital - Consulting**

Adrian Mamo leads the Deloitte Human Capital Consulting practice. He brings with him over 18 years of experience in management, human resources, learning and development, and industrial relations.



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Ioanna is an experienced SAP professional specialising in SuccessFactors, Business Process, SAP NetWeaver Business Warehouse (SAP BW, BI-IP), SAP Implementation and Analytics using Hana Studio Design and Business Objects.

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