

CASE STUDY

Human Capital Consulting: Talent Management



CLIENT BACKGROUND:

A global leader in automotive interiors, the company designs, develops and manufactures interior components for automakers. The client has approximately 90 manufacturing and technical centers in 17 countries and employs over 28,000 people globally.

“The global common model provided a foundation that we could build upon to grow!”

THE BUSINESS CHALLENGE:

When its parent company decided to spin off their automotive divisions, our client became an independent 23,000 employee company with virtually no infrastructure. They did not have dedicated talent management leaders, an established IT team, their own HR software, or a project delivery team. They knew they had to make HR processes and HR technology an early priority to effectively establish their independence. Specific talent management challenges included:

- Lack of dedicated process owners: Global HR processes for goal setting, performance reviews, talent reviews and succession planning lacked defined ownership
- Low adoption of existing processes: Existing talent processes were cumbersome, manual, not fully understood by end users and had low adoption and compliance. Many processes had not been revisited in years
- No aggregation of talent information: Multiple talent data repositories made it challenging to aggregate employee talent data across the enterprise or utilize talent analytics to promote an integrated talent management strategy

THE BAKER TILLY APPROACH:

Baker Tilly used its proven HR transformation methodology to implement Oracle HCM Cloud Talent Management and support the client’s global talent needs. The tailored approach included:

- A global common model: Identified global stakeholders to support the implementation and worked closely with regional representatives to address local business and legal requirements and develop standardized processes.
- Analysis of processes: Conducted a thorough analysis of current-state processes, business challenges and future needs. Used the results to drive system design and a configuration that would streamline and standardize talent management processes.
- Iterative design: Executed an iterative design approach to configure and demo the new system. This brought more people into the process sooner, supported enabling a better user experience and broader end-user adoption.
- Change management: Led change management initiatives and provided foundational tools, metrics and ongoing analytics to drive user adoption and process sustainability.

THE BUSINESS IMPACT:

The following business improvements were achieved from the implementation of the Oracle HCM Cloud Talent Management technology:

- New talent management experience: Development of a global common model allowed for a consistent and revitalized employee, manager and HR end user experience.
- Improved efficiency: Eliminated laborious talent cycles and allowed for talent processes to be completed easily and quickly via mobile devices.
- Greater visibility: Increased global visibility of progress against talent objectives with establishment of key metrics to measure achievement.
- Achieved independence: The roll out of new processes and technology supported the spin off efforts, contributed to a smooth divesture and enabled independence.

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