BIESSE GROUP

ONE COMPANY HR with SAP SuccessFactors
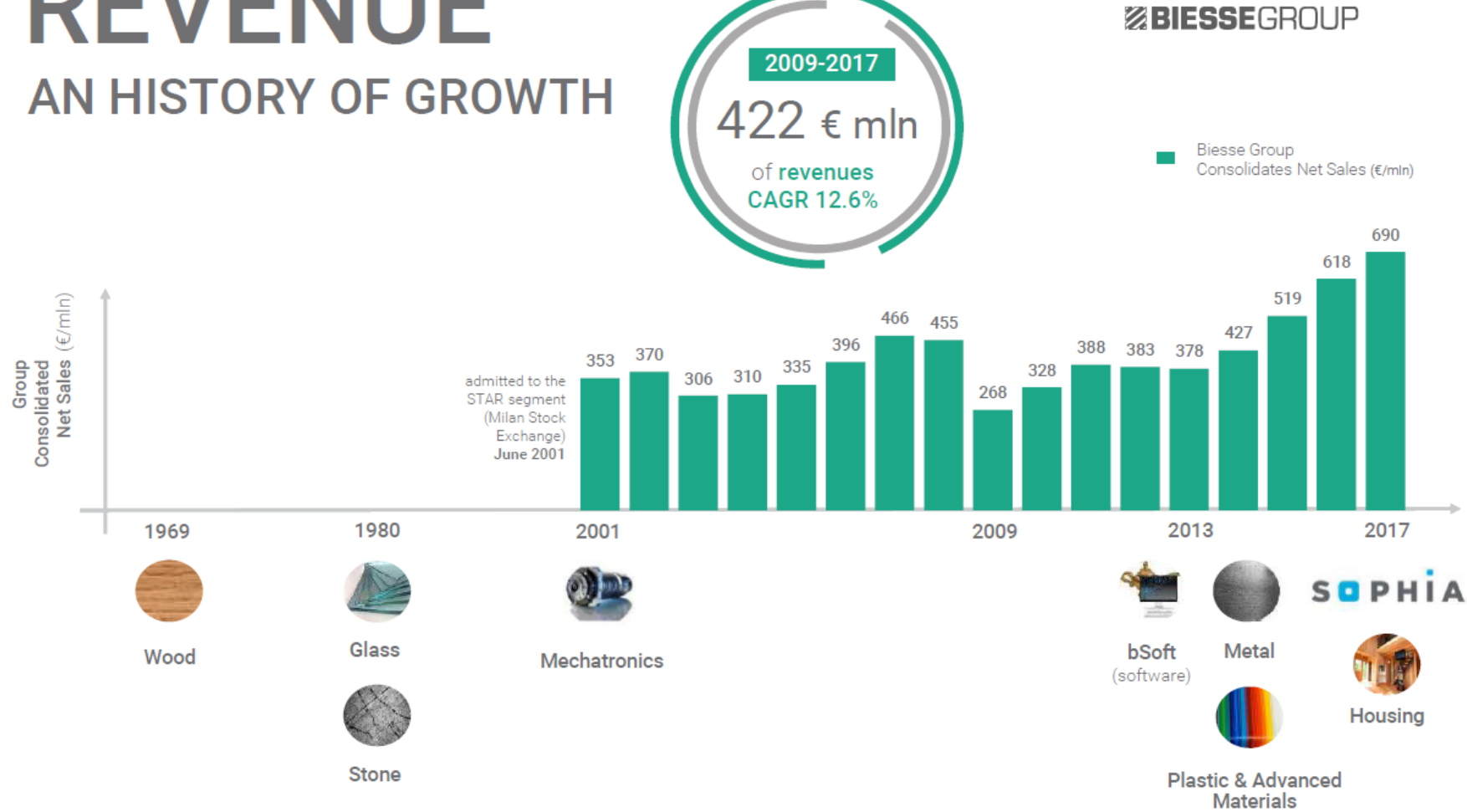
6th February 2019

BIESSEGROUP

BIESSE GROUP: WHO WE ARE

- Global leader since 1969 in **technologies for processing wood, glass, stone, plastic and metal**

- Designs, manufactures and distributes **machines, integrated systems and software for manufacturers** of furniture, door/window frames and components for the construction, ship-building and aerospace industries

- Average 14 million Euros per year in R&D

- Boasting over 200 registered patents.

- Operates through **9 industrial sites, 37 branches, +4300 employees, 300 agents and selected dealers,**

- Exporting 90% of its production

- Customers include some of the most prestigious names in Italian and international design

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REVENUE
AN HISTORY OF GROWTH

2009-2017
422 € mln
of **revenues**
CAGR 12.6%

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Biesse Group
Consolidates Net Sales (€/mln)

Group Consolidated Net Sales (€/mln)

admitted to the STAR segment (Milan Stock Exchange) June 2001

Year	Value
	353
	370
	306
	310
	335
	396
	466
	455
	268
	328
	388
	383
	378
	427
	519
	618
	690

1969   1980   2001   2009   2013   2017

Wood   Glass   Mechatronics   bSoft (software)   Metal   SOPHIA

Stone   Plastic & Advanced Materials   Housing

3

ONE COMPANY HR: Challenges

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**+4300 employees
+300 new hires in 2018**

No common database for candidates, nor for employees

Learning organized and delivered using different platforms

Different Performance Management Processes

No single process for career and succession plans

Few reports available at global level with great effort to collect data
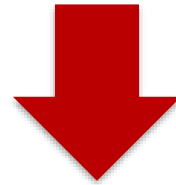
ONE COMPANY HR: HOW TO APPROACH IT?

+30 Countries

~ 4000 Employees

7 Languages

5 Business Units

One Organizational Model

Key question of the Project Management Team:

How do we need to approach the project?

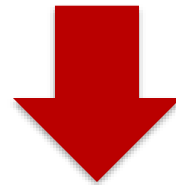# RECRUITING: FIRST STEP OF THE JOURNEY

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Unconventional implementation plan

Delivering the **Recruiting process first**.

Business priority

Reduce manual activities when approving a new position/head, selecting a new candidate, organizing an interview and avoid double activities…..

RECRUITING: FIRST STEP OF THE JOURNEY

What made this approach a successful approach?

- Addressed a strong business need supporting HR team in its daily work to recruit +300 people in 2018

- Better organization of data collection from candidates

- Optimized support of recruiting process

- Convenient and easy experience when submitting CVs and help future internal mobility

- Enablement of HR to use a single database for all candidates, automatically integrated with external sources such as Biesse website or Linkedin

EMPLOYEE *(IS)* CENTRAL

✓ Definition of **shared processes' model** (i.e. recruiting, global common data for employees, etc)

✓ Implementation of a **global employees' data model** as fundamental key of the project
   → "base" to build up other HR processes.

✓ **Common Organizational Model to "speak same language worldwide"**
   → incl. Job Titles, Macro function and function

✓ Based on EC → Launch of People Development Process and Learning

EMPLOYEE *(IS)* CENTRAL

REPORTING

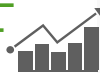| RECRUITING	LEARNING	PERFORMANCE MANAGEMENT	CAREER & DEVELOPMENT	SALARY REVIEW	EMPLOYEE SELF SERVICE & MANAGER SELF SERVICE

EMPLOYEE CENTRAL

Global Job Title
Macro function/function
Supervisor/Manager

Languages
Previous Work Experience
Willing to work abroad

Salary package
Picture

MACRO PROJECT PLAN

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	2017						2018												2019									
Months	03	...	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10

Software selection — ⭐ **31/7**

Recruiting — ⭐ **07/03 - ITA** / ⭐ **31/08 – Other countries**

Employee data and Organizational structures (Core HR) — ⭐ **30/04 – ITA, EMEA, INDIA** / **31/10 – Other countries** ⭐

Goal&Performance — ⭐ **30/10**
- Analysis completion and requirements definition
- 2018 Evaluation Launch
- Goals Setting 2019

Learning
- Analysis completion and requirements definition
- First Online Training Launch

Career & Development
- Analysis completion and requirements definition

Salary Review

Legenda

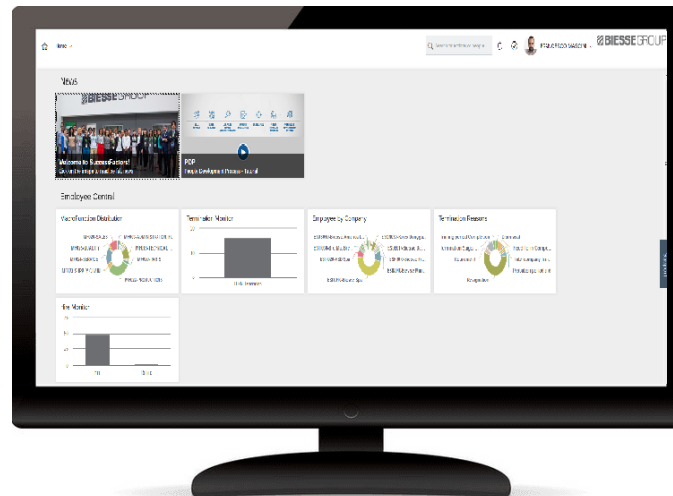| ◆	Milestone	⭐	Go Live

Where we are now

10

IMPORTANT CONSIDERATIONS

During the transformation process

➢ **Change mindset within the HR function, change "way of working"**

➢ **Cloud solutions are continuously changing and releasing new functionalities every quarter. Be ready to change !**

➢ **Don't underestimate the training to learn tool functionalities**

➢ **HR needs to go digital & to become closer to "external world" to help candidates and employees to have a seamless experience when accessing the company**

THANKS