



CASE STUDY

# NEC Corporation of America (NECAM)

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*Achieving Integrated Talent Management*

**HRZ** STRATEGY  
Consulting Services

**HRZ** EXECUTION  
Implementation Services

**HRZ** EVOLUTION  
Post Go-Live Services



## Client Overview

NEC Corporation of America (NECAM) is a leading provider of strategic IT and communications solutions. Serving small- to medium-sized businesses and large enterprise clients across multiple vertical industries, NECAM provides its customers greater access to a rich portfolio of technology, professional services, enhanced opportunities and competitive solutions.

NECAM leverages NEC's global network of resources and experience to help customers achieve a competitive edge. Comprised of business units and innovation centers throughout the United States, NECAM offers its clients direct access to market leading technologies and resources, including solutions for server and storage, IP voice and data, biometric identification, and optical network and microwave radio communications.

## Project Challenge

The Bank of N.T. Butterfield & Son Limited, based in The NECAM leadership team had the ambitious goal of implementing the SuccessFactors Suite of integrated talent management (ITM) products including goal management, performance management, succession planning, career development, compensation, 360 assessment, recruiting, stack ranker and calibration.

NECAM's core team of four individuals was small but incredibly knowledgeable about their internal processes and procedures. Their roles and areas of expertise included: Director of HR Talent Management, focusing on recruiting and operations; Senior HR Program Development Specialist; HR Shared Services Generalist; and Sr. Manager, HR Operations, specializing in HRIS and Payroll. They were the right people. However, they were implementing systems that they did not have including Succession, Calibration and Stack Ranker. Although they knew what they wanted to achieve with each of these modules, they needed a consulting partner that could serve as subjectmatter expert and trusted advisor to ensure all their design and configuration decisions would meet best practice standards.

They also faced special challenges providing a technology solution to support their process of integrating goal management with compensation.

## Solutions

The NECAM leadership team selected HRIZONS® and used the HRZ®EXECUTION methodology to achieve their ambitious project objectives. The HRIZONS team combined broad SuccessFactors implementation experience with all the modules involved, deep integrated talent management domain knowledge, and the HRZEXECUTION methodology to optimize the SuccessFactors technology platform in the service of NECAM's business objectives.

The HRIZONS team included a team of subject matter experts to handle whatever special issues arose from a project management, functional and technical perspective. Utilizing the HRZEXECUTION methodology, the HRIZONS consultants and NECAM's core team ensured that project timelines were met and identified issues resolved. Issues regarding the integration of goal management and compensation were identified early so that stakeholders had plenty of time to review the issues and come up with workable solutions. The HRIZONS consultants were also able to support the NECAM team in arriving at a long-term solution that enables successful integration of the desired LMS functionality within the SuccessFactors suite. The LMS implementation was in progress as this Case Study was being written.

## Results

Utilizing the HRZEXECUTION methodology in partnership with the NECAM core team, the teams were able to successfully implement seven SuccessFactors modules and related stack ranker and calibration functionality within 44 weeks – well within the targeted timeline. This has provided the needed foundation to implement NECAMs integrated talent management strategy with a full rollout to all NECAM employees.

Successful user adoption of the new suite of products was ensured throughout the organization by including extensive user acceptance testing and extensive communication with all stakeholders.



## Key SuccessFactors

The HRIZONS and NECAM project teams worked closely together using a collaborative approach to move the organization toward its vision of an integrated talent management solution. The key factors leading to project success included:

- **The right NECAM project talent:** a strong Project Sponsor and Project Lead who took charge and made sure that client deliverables were met. The Project Lead was a joy to work with and was very hands-on with the project, facilitating close communication between the core team and other key stakeholders. The team would also draw on other SME talent as needed, ensuring the right decisions were made while not overburdening SMEs with extensive time commitments.
- **Team alignment:** the core team members reported to the Project Sponsor and admired and respected her. They wanted her to succeed, and motivation and alignment was strong throughout the project. The entire team was aligned to common goals.
- **The right incentives:** the team was incented with bonuses by bringing in the project within targeted timeframes and budget.
- **The right attitude:** the team members avoided finger pointing and blaming one another, and they were extremely flexible and always looking to move through obstacles to find solutions.
- **The right consulting talent:** the HRIZONS team had the right skill sets to deliver what was expected. The lead HRIZONS consultants had years of experience implementing the SuccessFactors Suite, and the team was able to draw on other HRIZONS consultants as needed to ensure full coverage of issues.
- **The HRZ®EXECUTION Methodology:** integrating strategy, process, content and technology to ensure that best practice standards were followed throughout the project. Issues such as reporting functionality, technical integrations and competency modeling were all addressed.
- **Avoiding Work-Around Solutions:** the NECAM team recognized that they wanted HRIZONS to guide them in the best ways to configure the SuccessFactors products without unwieldy work-around solutions. This ensured relatively quick solution design decisions, leveraging the strengths of the SuccessFactors suite as it was architected to be used.

## Lessons Learned

In reviewing the project, a number of additional factors were identified as important for successful project completion for this and future projects. These included:

- Thorough understanding of the client's business needs early in the software sales process. This is one of the differentiating strengths of the HRZEXECUTION approach: engaging early with the client to ensure that what is delivered is clearly defined before the sale rather than later on.
- Extensive testing with each iteration of the solution design to ensure a positive user experience with all potentially serious issues identified and resolved before rollout.
- Taking sufficient time communicating with stakeholders and system users prior to the rollout to address potential concerns and question and to ensure user acceptance and adoption.

*“Our confidence in our selection to partner with HRIZONS was established early in the implementation. The consultants truly partnered with us on the decisions that were made during the design, testing and rollout of our modules. The HRIZONS’ consultants brought a wealth of expertise and leading industry knowledge that harmonized well with the NEC team that had clearly defined business requirements from the beginning. This combination made the project a success.”*

Janie Lunday, Director of HR Talent Management/  
Recruiting and Operations at NEC Corporation of  
America, and Project Lead



## ABOUT HRIZONS®

HRIZONS is an HR Cloud Technology Company that brings cloud HCM products and services to market. As an SAP Gold Partner and Pinnacle Award Winner for SAP SuccessFactors, we offer value-add services, cloud HCM application extensions built on SAP Cloud Platform and integration solutions that help customers realize the full value of SAP SuccessFactors.

Our purpose is to help customers make the digital HR transformation and move their HR technology to the cloud to meet the needs of today's evolving workforce, to execute their business strategies, and achieve better business results.

Our unique and comprehensive approach to solution architecture incorporates six core elements: Strategy, Process, People, Technology, Content and Analytics. Our consultants' deep domain expertise helps customers to align, integrate and design HCM solutions that bridge the strategy-execution chasm. We help guide customers on a journey to an integrated platform, by providing knowledge, guidance and expertise so they can have confidence and peace of mind the project is being done right. Whenever customers need support or are ready to optimize their HCM programs, HRIZONS consultants are a dependable extension of their HR team.



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