



# A Customers Journey to HR Cloud

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*Learn how TE Connectivity, a large, global, semiconductor and electronic component manufacturing company, made the leap from legacy to cloud using SAP SuccessFactors...an Upgrade2Success story.*



## Client Overview

TE Connectivity (TE) produces highly engineered connectivity and sensing products that power electric vehicles, aircraft, digital factories, and smart homes. They also introduce innovations in connectivity products that enable life-saving medical care, sustainable communities, efficient utility networks, and the global communications infrastructure. They have a global workforce of 80,000 employees and an additional 15,000 contingent workers in 65 countries, manufacturing \$120 billion in products annually. They have been recognized by Fortune in 2018 as among the world's most admired companies.

## Business and Project Challenges

As part of their human capital management (HCM) transformation journey, TE was looking to standardize, simplify and optimize global HCM transactional processes and to significantly reduce costs of their HR transactions. They wanted to enable global employee and manager self-service capabilities in manufacturing locations around the world, and to build out HR shared service capabilities in multiple transaction centers, including the U.S., China, India, Mexico, Brazil, the Netherlands amongst others. They also wanted to automate HR processes where possible and to optimize the value of HR Business Partners (BPs) by enabling them to focus on critical business functions rather than routine HR transactions. In addition to these clear business objectives, they needed to address the complexity involved in creating a streamlined global HCM system across 65 countries in 10 different languages.

The TE leadership team knew that SAP SuccessFactors and the SAP Upgrade2Success program was the key to accomplishing these objectives on their journey to HR cloud. It would give them the enhanced integration needed to optimize all their HCM functions for improved talent management and business performance.

They needed a technology solution that would not require the immediate migration of 200+ integrations that currently existed between their SAP HCM On-Premise solution and downstream 3rd party applications that were managing specific HCM functions. It was important to remove that complexity from the critical path to project completion to ensure that the implementation could be achieved within an aggressive 9-month timeframe.

TE was looking for a trusted and experienced SAP SuccessFactors services partner who could understand the complexities of these business and technology challenges and who would partner with them in designing an optimal upgrade solution. Most importantly, they wanted a proven partner of SAP SuccessFactors with deep product, data migration and integrations capabilities, and the ability to advise and partner rather than dictate a standard solution. The HRIZONS team gave them the confidence that they would be heard and that they would get the solution to best fit their needs and requirements.

## Results

The HRIZONS sales and solution-consulting team was a crucial factor in establishing an alliance with the TE team to deliver the best of breed cloud-based SAP SuccessFactors solution. HRIZONS sales and service consultants made the effort to understand and address the challenges that TE was facing, building trust over months of discussions and shared problem-solving. This level of engagement prior to the sale provided TE with the confidence that they had the right partner who would understand their situation and deliver the solution they needed.

The first objective of the project was to implement SAP SuccessFactors Employee Central, its core HR cloud product, and to migrate their on-premise HR transaction data. This included the implementation of manager and employee self-service functionalities for 65 countries spanning 10 languages, and to build out the HR shared services module of Employee Central called Employee Central Service Center across multiple international locations.

The second objective was to implement a full data-replication from Employee Central to SAP HCM on-premise to ensure that the 200+ integrations with downstream HCM third party applications would remain intact. The strategy was to perform a streamlined implementation of the transition to the cloud to meet the implementation timeline of nine months, which could not have been accomplished if all the downstream integrations had to be migrated at the same time. Having those integrations operating throughout was a critical objective, providing the flexibility to complete the migration of the integrations as phase two in the future without the immediate time pressure, increased risk and complexity. Note: Phase two was just kicking-off at the time this case study was published

A third objective was to implement Onboarding and synchronize all the Employee Central data fields with the current SAP SuccessFactors modules that had previously been implemented, including Performance & Goals, Compensation, Recruiting, Learning, and Succession & Development. As a customer of SAP SuccessFactors for 10+ years, TE's HCM applications were well designed and did not require any significant configuration changes or optimizations with this project.

## Implementation Process

This implementation project, **Upgrade2Success**, was completed by the targeted nine-month implementation timeline. This required extensive preparatory work, including at least five weeks of meetings with HR reps to coordinate and synchronize data field requirements across 65 countries covering over 45,000 employees. All countries were required to use the same data fields, workflows, and approval processes for all the HR data, with the only exceptions being those required for legal reasons.

This level of standardization simplified the design and testing process and enabled the HRIZONS team to deliver the solution within the nine-month timeline. The lead HRIZONS Employee Central consultant also designed custom Excel-based tools to streamline the process of translating hundreds of pieces of text from multiple sources and nine languages into a single spreadsheet that could be easily compiled and uploaded into Employee Central. This further shortened the turn-around times for managing this level of data transformation.

The other critical success factor for this implementation was to provide Employee Central full data-replication back to SAP HCM on-premise. This enabled TE to keep the 200+ integrations with third party downstream functions, such as payroll, online and functioning throughout the project and following it. This removed the task of integrating these integrations from the critical path to project completion for this implementation. Without this step, the project would have been considerably longer and more expensive.

SAP SuccessFactors and HRIZONS consider Employee Central full data-replication back to SAP HCM on-premise as a best practice for all similarly complex Upgrade2Success projects. This approach ensures clear client cost savings, reduction of risk, and improved time-to-market delivery of the solution. The estimate is that this would have been a two-year rather than a nine-month project if this approach had not been used, with all the related resource challenges, costs and risks involved. A follow up plan will allow a measured approach to migrating those integrations to Employee Central as the next phase of their journey.

Another important feature of this Upgrade2Success project was the integration of Employee Central and position management, which allowed TE to leverage the enhanced capabilities of position management to streamline workflows of many HCM transactions related to job changes, promotions, and handling situations without incumbents in open positions.

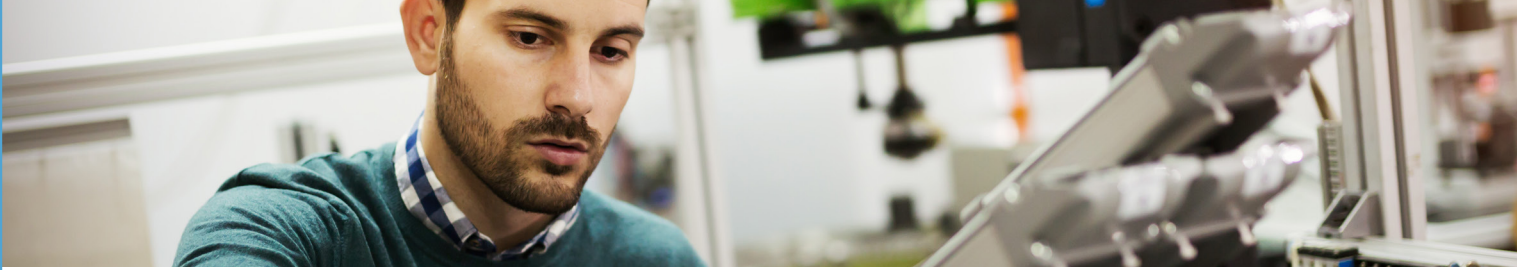
HRIZONS' consultants also implemented Onboarding which synchronized position management data with all the relevant Employee Central data to manage new hires globally. This included customizations where needed based on the unique needs of regions, such as the Chinese market where there were high levels of turnover in blue color positions related to product production cycles. Onboarding processes were automated to expedite many of the typical workflows and approval processes to bring on large numbers of new employees at one time.

Finally, HRIZONS leveraged the latest SAP SuccessFactors product enhancements to optimize the functionality of the manager and employee self-service centers and HR shared services. This level of product knowledge and partnership with SAP SuccessFactors was one of the differentiators that ensured TE got optimum value from the new solution.

## Successful Outcomes

TE's Upgrade2Success project was successfully implemented in just 9 months. Significant successes included:

- Employee Central implementation including full integration with Recruitment, Onboarding, Compensation, Performance & Goals, and Succession Planning.
- Streamlining of HR data and HR transaction workflows covering: 80,000 Employees plus Contingent workforce (Total Global Workforce 95,000); 65 countries; 10 languages.
- Implementation of Onboarding synchronized with Employee Central and position management.
- Implementation of Employee Central Service Center.
- Employee Central full data-replication back to SAP HCM on-premise, maintaining 200+ integrations with third party HCM applications with no disruption of service and substantial cost savings and efficiencies for the current project.
- EnableNow to enhance training of line managers, employees, and HR on the new applications.
- Portal integration with corporate and HR SharePoint platforms.
- Exceptional partnership between HRIZONS, SAP SuccessFactors, and the TE project teams and sponsors to ensure a successful Upgrade2Success experience.



## Key Lessons Learned

- The importance of establishing a strong partnership at the senior business level to give the client the confidence that they have a trusted advisor and partner who understands their business and technology challenges.

Upgrade2Success projects require a high level of trust as they impact the management of core HCM data and transaction processes that affect every employee and HCM process in the organization.

- The value of creating streamlined solutions that simplify data management and workflow processes globally. Not only does this enable clients to optimize HCM cost savings and efficiencies; it also streamlines the design and testing processes to ensure a quicker and more effective implementation of Upgrade2Success projects.
- The value of not disrupting current integrations between the legacy SAP HCM on-premise solution and downstream HCM third party applications during the primary Upgrade2Success project. These are much more effectively handled in a second project phase following the upgrade to Employee Central.
- The fluency of our consultants in speaking “SAPanese” – the distinctive SAP terminology of on-premise solutions and the translations to cloud-based Employee Central and other SAP SuccessFactors modules.
- The importance of the deep product knowledge and open communication that comes from being a long-term SAP SuccessFactors partner. This allows for more creative solutions that make a big difference in optimizing technology configurations and related processes.

## Conclusion

This project represents the clear advantages of using HRIZONS for Upgrade2Success projects to achieve HR data and transaction efficiencies and cost savings. In addition to these very tangible financial benefits, we expect to see enhanced line manager and employee engagement through the self-service capability and through the improved management of all the key HCM processes and reporting on a fully integrated, cloud-based SAP SuccessFactors platform.

This complex Upgrade2Success project would not have happened without the close partnership of the HRIZONS and SAP SuccessFactors teams in responding to TE’s distinctive business challenges and objectives. This partnership and high level of project execution was demonstrated throughout this project, resulting in a solution that has positioned TE to achieve all their stated business objectives.

Anticipated next phases of this project include:

- Expansion of Service Center capability with automated integration with Cisco Chat and Interactive Voice Response(IVR). This will allow employees and agents to chat live from within Service Center to more rapidly resolve open tickets.
- Internal analytics expansion with the use of Tableau and data lakes supported by the broad use of SAP SuccessFactors API’s for data retrieval.
- Incremental optimizations with Recruiting, OnBoarding, and Succession.

Successful projects of this scope require a strong trusted advisor relationship with the client’s senior management and project teams and the ability to deliver the expected results.

## 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.



# SAP SuccessFactors



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