SAP HR System Implementation & Process Change

Global Provider of Chicken, Beef, Pork, and Prepared Foods

The client is one of the world's largest providers of chicken, beef, pork, and prepared foods. The client has annual revenues over $35B with over 100,000 employees.

Challenge	Solution	Benefits

Challenge

- The client had over 800 HR/Benefits/Payroll end users located across 75 domestic processing plants and 22 states

- The majority of end users were not PC literate

- The client's HR/Payroll systems were old and increasingly troubled by downtime and maintenance issues

- The current systems did not allow the client to respond to changing business needs or support future growth

Solution

- Conducted Change Readiness Assessment: Surveyed all end users, conducted focus groups, and gathered feedback on how to best engage, communicate, and train them during the SAP implementation.

- Created Sponsorship Network: Established a cascading pyramid of sponsorship that included an Executive Steering Committee, HR, Benefit and Payroll team leads, and Project Leaders at each physical site.

- Executed Multi-Faceted Communication Strategy: Analyzed the existing communication strategy, developed a phased plan tailored to the user's needs, and built in end user commitment throughout the life of the project. Communications included: monthly newsletters, project web site, workshops, letters from project sponsors, videos, and company-wide conference calls.

- Performed Job Impact Analysis: Identified the functional changes as a result of the SAP implementation and how they would impact end users. This analysis was then used to construct training and communication.

- Analyzed Training Needs and Designed End User Training: Identified desired end user skill sets, conducted a skills assessment, and designed end user training. Deployed the first phase of training focused on an introduction to the new system and supporting processes.

Benefits

- Implemented all components within 12 months, on time and on budget

- Trained 800 users on PC literacy, SAP, and process changes

- First payroll run generated 65,800 checks, with less than 2% error rate

- Engaged end users throughout the project, resulting in a smooth transition

- Due to the project's success, we were engaged for several subsequent projects