



## A GREAT PLACE TO WORK POWERED BY HCL

An HR Transformation Journey at Woolworths

### CLIENT BACKGROUND



is an Australian company founded in 1924.

### KEY PRINCIPLE

Every man, woman and child needs a handy place where good things are cheap.

### SERVING 28 MILLION CUSTOMERS

each week by offering the best possible convenience, value, range and quality through Australia's best-known brands - Woolworths, Caltex Woolworths, Thomas Dux, Countdown, Dan Murphy's, BWS, Langtons, Cellarmasters, Big W, Masters, ALH and EziBuy.



**3,000**  
STORES ACROSS  
AUSTRALIA &  
NEW ZEALAND



**SPANNING**  
FOOD, LIQUOR,  
PETROL, GENERAL  
MERCHANDISE,  
HOME  
IMPROVEMENT  
AND HOTELS



EMPLOYS MORE THAN  
**198,000**  
PEOPLE AND A  
COMMITTED BUSINESS  
PARTNER OF MANY  
THOUSANDS OF  
LOCAL FARMERS,  
PRODUCERS AND  
MANUFACTURERS



2015 ANNUAL REVENUE WAS  
**\$60.7 BILLION,**  
WITH STRONG  
PERFORMANCE FROM ITS  
CORE FOOD AND LIQUOR  
OPERATIONS DRIVING  
CONTINUED EARNINGS AND  
PROFIT GROWTH FOR THE  
GROUP

## BUSINESS CONTEXT

In the last 15 years, Woolworths broadened its business base and with this came significant growth.



Resulting complexities of this growth included:



MANAGING AND  
PAYING STAFF



PEOPLE-RELATED PROCESSES  
WERE UNCLEAR, OFTEN  
INVOLVING MANUAL STEPS, AND  
WERE TIME CONSUMING



LACKED VISIBILITY ON  
THE CAPABILITIES OF STAFF  
- KEY TALENT WAS NOT  
EASILY IDENTIFIABLE

In order to address these issues Woolworths embarked on an HR transformation program to replace their ageing HR applications landscape with a set of solutions that would:



OPEN STAFF  
COMMUNICATION



MAKE LINE  
MANAGERS MORE  
ACCOUNTABLE  
FOR MANAGING  
THEIR PEOPLE



MAKE  
EMPLOYEES  
MORE  
ACCOUNTABLE  
FOR THEIR  
CAREERS



PROVIDE THE BASIS  
FOR DEVELOPING A  
HIGH PERFORMANCE  
CULTURE WITHIN THE  
ORGANISATION

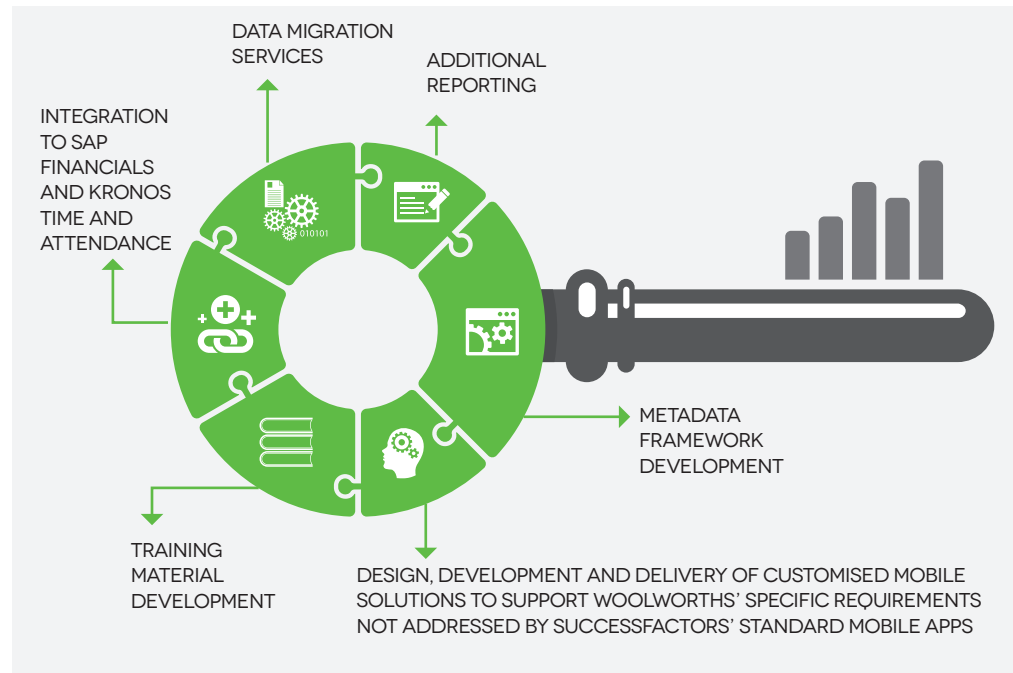
In 2012 Woolworths selected the SAP Human Capital Management (HCM) suite as the application platform on which it would base its HR transformation project.

## HCL'S SERVICES SOLUTION

Woolworths engaged with HCL Technologies (HCL) at this time, initially to deliver a blueprint design engagement for Woolworths for its SAP HCM solution. While evaluating the SuccessFactors BizX Talent Suite as a replacement for several SAP HCM solutions – following SAP's acquisition of SuccessFactors – in early 2013 Woolworths decided to base its HR transformation journey on SAP's SuccessFactors HCM suite.

HCL was selected by Woolworths in late 2013 as its strategic implementation partner to design, develop, deliver and implement a fully operable HCM solution for its 198,000+ employees, based on SAP's SuccessFactors Employee Central, Performance Management, Succession and Development, Learning, Compensation and Employee Central (Cloud) Payroll products.

In addition to the software solution implementation services, HCL was also asked by Woolworths to deliver:









HCL worked in partnership with Woolworths to deliver SuccessFactors Performance Management and Talent and Succession solutions in mid-2014. In October 2014, Woolworths successfully went live on Employee Central (Core HR) and Employee Central Payroll for its 25,000 salaried employees. In March 2015 Woolworths launched Learning to all employees. Compensation was deployed a few months later in July 2015.

In parallel with the deployment of BizX solutions over 2015 and the first half of 2016, HCL worked with Woolworths to convert its remaining retail and other business unit staff from the legacy Payroll solution for Australia to Employee Central and Employee Central Payroll, with four additional payroll deployments. The latter deployments leveraging integration with Woolworths' Time and Attendance solution from Kronos.

## CLIENT BENEFITS

Woolworths needed its new HCM platform to support the needs of employees in the 21st century, while also helping the organisation achieve its objectives. Woolworths identified the following benefits from its HR transformation program:

 Transformation of the people function within Woolworths	 99.5% of pay on time and right amount
 Help people grow in their careers	 98% of employees have at least one objective
 Improvement of HR service delivery by having in place the processes and technology to provide great service for their people	 Mobilised line manager accountability without appearing to "outsource" HR admin
 Data and insight on people and the organisation to drive great decision making	 9,000 leave requests; 9,500 learning items assigned; 10,000 changes to employee details (job, compensation, contract); and 1,200 recruitment requisitions (65% from line management) each week
 Engagement with their people to help drive growth in the business	

## CLIENT KEY LEARNINGS

Woolworths identified the following key learnings from its HR transformation program journey with HCL:



The change program needs to be focused on what's in it for me (to drive engagement)



Fully understanding custom and practice at sites relating to Time and Attendance solution (goes to properly understanding business requirements and ensuring process standardisation, where needed)



Senior leader sponsorship – Business, SAP and Program Partners - important to achieving desired outcome(s)



Differences between a cloud-based and on-premise solution (there are differences and it's important to understand them to achieve required outcomes)

## HCL AS A PARTNER

When asked about HCL's contribution to their program, Woolworths Chief People Officer, David Guise, said:

"We couldn't have done it without HCL being right with us on the journey and being very flexible in their response to any issues that arose. This whole project wasn't just about putting a system in, this was about transforming the people function... Growth at every level is what the project was about and HCL have been great partners in that growth journey".



## SOFTWARE AND TECHNOLOGIES IN-SCOPE

SAP's SuccessFactors HCM suite (Employee Central, Employee Central Payroll, Performance Management (including Goal Management, 360/Multi-rater, Stack Ranker and Calibration), Succession and Development, Learning, Compensation, Role Based Permissions and Platform/Foundation functions), Dell Boomi (SuccessFactors Integration Platform), SuccessFactors API Library, SAML (SSO), Business Objects Data Services (Data Migration), ABAP, SuccessFactors ORD.



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**HCL**