

## ALLEN banks on the human element with SAP SuccessFactors

World leader in Engineering and Technology Consulting (ETC), ALLEN had total confidence in the expert guidance of SOA People when it came to ensuring the successful implementation of its SAP SuccessFactors cloud solution. Today, supported by a powerful, flexible and upgradeable tool, the group has laid the foundations for optimising how it manages training, skills, performance and business relations. This has provided a sustainable impetus for its growth prospects in France, and internationally.



### ABOUT ALLEN

For nearly three decades ALLEN has built a reputation as the preferred technology partner of major corporations. Positioned across the full spectrum of engineering trades, ALLEN is involved in added-value projects, either in consulting mode or packaged mode (structured projects).

ALLEN operates in five business sectors, each representing approximately 20% of its turnover: aerospace, automotive, energy, telecoms and services (banking and finance). With offices in 20 countries around the world (Europe, North America and Asia), the ALLEN Group generated overall, year-on-year growth of 12.2% in 2016 with 20,400 employees, 18,000 of whom are engineers.

### CHALLENGE

#### The human element: the driving force for sustainable success

The development of its human capital is the driving force behind ALLEN's long-term success. As Group Training Manager, Isabelle Rousseau, explains, *"In rapidly moving businesses such as ours, the company's performance is linked closely to the way talent is managed. Our strong, ongoing growth is both organic (2,000 engineers recruited last year) and external (acquisition of specialist companies) and is based on the significant efforts we make in Talent Management. This involves assessing and developing skills, training people in a business and technical environment and providing support functions. This deliberate policy on our part has three aims: to underline the appeal of ALLEN for attracting the best people; guiding and supporting all of our staff in their quest for excellence; and developing loyalty among the men and women who are the company's greatest asset."*

#### A trusted partner

After a consultation phase, ALLEN opted to entrust the implementation of its new solution to SOA People. *"We felt that an atmosphere of trust was created from our very first contacts with the SOA People team,"* continued Isabelle. *"The approaches that they suggested were extremely promising from the outset, thanks to the breadth of their understanding and abilities. Their input combined*



*in-depth knowledge of SAP environments with detailed expertise in the SAP SuccessFactors solution. This dual skill made a genuine difference in comparison with their competitors, who were focused more on just the solution."*

SOA People used an iterative approach to integrate SAP SuccessFactors. This was particularly well suited to the agile implementation of cloud solutions. *"The team at SOA People were very reactive and efficient, particularly when it came to taking the reporting obligations specific to France into consideration. The Go Live was achieved within the timeframe originally set"* explained Alice Nemcsek, Project Manager for the ALTEN HRIS.

#### **Natural convergence with SAP**

*"Part of the employee's life is managed in SAP HR: admin, employee identification, time and activity management. Yet until 2014, the processes for managing training and performance were still handled manually using a tool developed in-house and linked to Microsoft applications (Excel, SharePoint),"* continued Alice.

*"We were looking to automate our management processes using a solution that could be integrated with our back-office SAP,"* adds Isabelle Rousseau. *"The new tool also needed to make it easier to run operations monitoring financing and reporting, taking account of specific national regulatory obligations, particularly in France."*

## COMPREHENSIVE SOLUTION

From the very beginning of the project and once the various other tools available on the market had been examined, SAP SuccessFactors was clearly the more relevant solution when compared with the competition, in terms of the requirements expressed by ALTEN and the IS environment in place.

Thoughts about performance management (Performance & Goals) were soon added to the initial needs relating to the LMS (Learning Management System) module. *"The steering committee rightly said that it was preferable to take a broader view of the project by building on the complementary and convergent nature of the modules,"* continues Isabelle Rousseau. *"Run in parallel to the launch of the training module, a test was conducted on performance management. This proof of concept (POC) phase validated the implementation of the second module, following on from the first."*

Since coming on-stream, the benefits of SAP SuccessFactors have been demonstrated in back-office and front-office. The power of the tool gives it the ability to cover a very broad spectrum around the business lines of training and performance management. By way of example Sanaa Samai, AMOA RH of ALTEN, mentions, *"There's the optimisation of financing and reporting, or the smoothness of distributing E-learning material, or the automation of certain training programmes making it possible to allocate specific courses, based on the profiles of the employees and the positions they occupy."*

## PROMISING BENEFITS

Less than a year after SAP SuccessFactors was implemented, it has already confirmed its relevance. As Isabelle Rousseau points out, *"We are now seeing the early benefits, especially in terms of professionalising the training community within the Group. Training is currently undergoing major changes, driven in particular by digitisation, rather along the same lines as other functions, such as marketing were a few years ago."*

This is a point of view shared by Sanaa Samai, *"We need to incorporate this new digital component into what we do. The training teams play a major role in this area. They need to take these new issues on board and use the new solution to take a new dynamic to every level of the company. My mission is to help guide this change, working with key-users who regularly audit the way the tool is used. SAP SuccessFactors makes an effective contribution to standardising training processes as digital becomes more and more important, drawing on closer-knit teams and the introduction of shared joint networks via the cloud. These are all elements that promote a much more collaborative way of working, while centralisation helps us save time in carrying out tasks."*

## PROJECTION INTO THE FUTURE

ALTEN's priority is to position the solution within the management of training and particularly within E-learning, emphasising use of the tool by all potential in-house audiences. Today, staff can already view their training history and assessments. Tomorrow, from 2017, they will benefit from the introduction of an E-learning catalogue.

According to Isabelle Rousseau, *"This will involve a significant phase of change management; a process that is already well underway. There's also a need to reinforce communication with managers, to whom we will decentralise certain elements of training management as things progress. Once SAP SuccessFactors is firmly installed with all of the people we deal with, other thoughts are likely to follow aimed at expanding the solution's operating scope, step by step. We believe that this is a structurally critical project for ALTEN."*



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