CASE STUDY: SECURITAS DIRECT

Securitas Direct, a leading alarm and security services company chose Meta4®PeopleNet to implement a global HR solution worldwide. The company has close to 1.5 million customers in the countries where it is active: Sweden, Finland, Norway, Denmark, France, Belgium, the Netherlands, Spain and Portugal. Securitas Direct relies on 6,000 employees to achieve this together with another 1,500 employees at partner companies.

IN DEPTH SELECTION PROCESS

The search for an HR solution that would fit Securitas Direct started in 2008. After scrutinizing as many as 60 different applications, the short list whittled down to 4 players. Further in depth discussions and analysis knocked out yet another 2 contenders based on the requirements sent out in an RFP. Eventually, the steering committee for the selection process had to decide between the two final candidates. All in all, the in depth selection process took something like 9 months before Meta4 and Securitas Direct signed the contract in March 2009. Charlotte Birgander admitted that in Scandinavia where the head of Securitas Direct is located, "It was a little surprising up here for a company like us to choose a Spanish company. It's not so common, because we usually have some Nordic suppliers or we could go for the bigger ones like SAP or Oracle. But we found that Meta4 and PeopleNet matched our needs better."

Securitas Direct really liked the workflow functionality for processes. Having a global system was also important as the company has been growing in many countries. Similarly they liked the self-service portals as they could see it was a really user-friendly tool. The priorities given to these three factors helped to cinch the decision to go for PeopleNet.

> " The main purpose was to find and improve common HR processes to work more efficiently across borders, spend less time in administration and focus more on operations and strategic HR. "
>
> Charlotte Birgander,
> Head of Internal HR Service

OVERCOMING THE LONG DISTANCE CHALLENGE

The biggest challenge was the long distance relationship between Meta4 in Spain and Securitas Direct in Sweden. At first it was difficult to get it right with the right mix between remote connections, web contact, and face to face meetings which varied from project phase to phase.

For Securitas Direct, the toughest time of the project implementation was the acceptance testing, precisely because of this long distance relationship. But for the second phase of the project implementation for the Employee Self-Service, tactics were changed. There was more contact, testing was much more targeted and better distributed between different people. This approach was much more satisfactory and efficient.

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Project objectives :

- To move away from a mostly manual system to a common HR system
- To have a common overview of all the people in all the countries
- To improve HR processes, automating them operationally to be able to move from pure administration to strategic HR.

Project implementation timelines :

- A step by step approach taken slowly to make sure all was working properly before rolling out to managers and employees.
- The core plus some add-ons, was delivered to HR in all countries after several months.
- Another 6 months was needed for launching employee and manager self-service portals, which went live in February 2011.

At first HR struggled, as it was a change in the way they worked with new common processes in place, a quantum leap from the highly manual system of before. Now it is well accepted and HR focuses on exploring the data now readily available and how to get value out of it.

IT also saw improvements, because the PeopleNet application is integrated with the corporate Active Directory. Corporate data is always kept up to date through the data exchange enabled this way.

IMPROVEMENTS IN THE WAY HR STAFF, EMPLOYEES AND MANAGERS WORK

PeopleNet is an entirely new way of working in many countries. They have access to data they didn't before and it all flows better.

Managers and employees alike discovered that self-service is a really good tool for them. In fact this is the PeopleNet module most appreciated, along with the processes. "Self-service is overall the best part for us, because that's the face out, that's HR out on their computers." Managers see the value as they can view all the information on their employees, manage many processes such as hire and modify salaries, cost centres, work units, and even some aspects of performance appraisals. In some countries, Securitas Direct also implemented "My work time" which lets employees comfortably control and report their variations in their schedule and holiday requests and the like.

> " With Meta4 PeopleNet we have also streamlined our processes and they are aligned with IT processes and we also supported them in their standardization. But also from central perspective, when looking at KPIs, we now have consolidated data; before it was like comparing apple to pears. "
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QUALITY DATA AND PROCESSES IN COMMUNICATION

"I think it is really valuable that we have the managers start the processes," commented Charlotte Birgander, "Managers are the ones on the job and with the knowledge." In reality, data also comes to life where it starts within the very process itself too. For example, when managers start a hire process with all that it entails, the data they submit is also submitted to HR and saved into the system.

In fact the PeopleNet's workflow engine is used quite a lot for communication in processes. The system sends out various information to different departments depending on what they need to know, to do, or to follow up with new actions. Now everyone knows about a new hire in time to do their follow up actions, for example, the Finance department gets the relevant information for their accounts and the IT department can proceed to set up the corresponding user account and a computer.

By allowing managers and departments to act, the information flow in a process has hugely improved the overall quality of communication with HR and employees.

FAST TRACKING EXPANSION AND NEW ACQUISITIONS WITH GLOBAL HR

There are other important advantages to be had through globalizing the management of human capital. Charlotte Birgander states this very clearly, "We are growing quite a lot, both organically but also through acquisitions, so for us it's really important to have a system that we easily can set up in a new country." This was already put to the test one month after launching the Self-service portals; Securitas Direct acquired a new company. This company was added in at no extra costs; it only took one week before everyone had access and could start to use the self-service as well.

THE BOTTOM LINE: STANDARDIZED CROSSBORDER PROCESSES FOR GLOBAL STRATEGIC VALUE

Securitas Direct is now able to perform HR activities globally, "For us in HR we can now actually support each other across borders, which is good, so if someone is ill or vacant, or if there is a vacancy in another country, we can support this." Likewise the company can begin to operate strategically, as Charlotte summarized, "With Meta4 PeopleNet we have also streamlined our processes and they are aligned with IT processes and we also supported them in their standardization. But also from a central perspective, when looking at KPIs, we now have consolidated data; before it was like comparing apples to pears."

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