



CASE STUDY: VISCOFAN

Company information

The Viscofan Group founded in 1975 in Spain, is a world leader in artificial casings for meat products and has production sites in Spain, Brazil, China, Czech Republic, Germany, Mexico, Serbia, United States, and Uruguay.

- The company pioneers innovation within the food sector; it is the only world producer with the technical know-how to manufacture all four technologies present in the artificial casings market: cellulose, collagen, fibrous and plastics.
- The total workforce of the group consists of more than 4,000 employees, highlighting 263 positions at top and middle management levels in 14 countries.
- Ever since its IPO in 1986, Viscofan has been listed on the continuous market. It is registered on the Madrid Stock Exchange General index (IGBM) in the consumer goods segment and the food sub-sector. Viscofan has also been on the IBEX MEDIUM CAP index ever since the year 2008.

from their products as well as major mergers and acquisitions undertaken in the international market over the last few years. Currently, Viscofan has casing production centres in Spain, Brazil, the Czech Republic, Germany, Mexico, Serbia, USA, and China. It also has sales offices in Canada, Costa Rica, Russia, Thailand and United Kingdom.

Through its offices and its network of representatives, the company sells their innovative products in more than 100 countries on all continents. This provides the company with an entirely international view of the needs of the global meat processing industry.

The Spanish multinational's strategy is focused on seizing opportunities for market growth and its main goal is to consolidate global leadership in the artificial casings market.

The company's vision is based on four pillars: to create sustainable value for shareholders; to stand out above the competition in terms of efficiency and productivity; to be the benchmark reference for their customers on best practices, quality, and service; finally, to attract and retain people with greater talent from the market.

THIS WAY TALENT MANAGEMENT IN VISCOFAN IS FULLY INTEGRATED INTO THE COMPANY'S STRATEGY AND FULLY ALIGNED WITH THEIR BUSINESS GOALS

HR INTERNATIONALIZATION, INNOVATION AND ALIGNMENT WITH THE BUSINESS AT THE GLOBAL LEVEL

Internationalization and innovation are key differentiating factors that have always been inherent to the Viscofan Group ever since its inception. Founded in 1975 in Spain, the food company has experienced strong growth thanks to the success brought in



BACKGROUND

Due to the different organizational structures and business processes, Viscofan had a separate and independent structure from their information systems. With respect to HR management, the company had a decentralized model where each country had a local system for transactional and operational management of payroll and personnel administration processes. As a corporate tool, the company had a business intelligence system for integrating all the information on more than 4,000 employees uploaded through monthly reporting from the different local HR sites.

These independent structures increased complexity for Viscofan when it came to unifying criteria and automatically extracting information online on the workforce. Similarly these circumstances made it hard to implement global HR policies as well as to obtain analytics on the group.



“ The Meta4 Cloud solution is a perfect fit for our company’s growth, since it makes it easy to configure the management of new countries and ensures standardization of HR processes. ”

Juan José Rota,
Corporate HR Director at Viscofan

TECHNOLOGY AT THE SERVICE OF HR

Initially Viscofan began searching for an in-house solution. However after both an analysis process and verifying the advantages of the SaaS [Software as a Service] mode, the company finally chose the Meta4 Cloud solution as the technology tool to support their strategic HR model. This solution serves as a global multi-country master database, or single system of record, and provides the group with the ability to deploy common HR policies across all subsidiaries, while respecting local legislation in each country.

PROJECT GOALS

The company aims to address everything to do with people management in a unified way under a corporate HR model to cover the group’s global and local needs. This model differentiates “operational functions” [personnel administration and payroll, labour relations, health and safety] defined locally in compliance with each country’s legislation from monitoring the corporate policies set down. And secondly it sets the so-called “management functions” [recruitment/hiring, training, performance management, talent management,

compensation and benefits] under corporate definition and mandate. Additionally for handling the group's management teams, Viscofan defined a model based on competencies management that integrates the development of recruitment, training, performance and career planning entirely for this specific talent group in mind.

Juan José Rota declared, 'We were looking for the right solution to fit our business requirements. One that would be fully integrated with our local information systems and provide real-time information access for corporate and local levels as well as for C-level management themselves.

With the Meta4 cloud platform, Viscofan will reduce their operating costs and technology upkeep, as well as enjoy guaranteed functional evolution and tool maintenance. Additionally, the solution will allow the group to consolidate and automate employee information, budget local and global costs, and make the most of talent within their organization to be more competitive and agile in decision-making.

CURRENT SITUATION AND FUTURE PLANS

In order to create a solid base for deploying the solution, the project Meta4 undertook, began by implementing "Global Core HR" for the entire organization and the employee self-service tool to facilitate corporate HR communication for the group. The first phase of this project enabled the group to put into place a single master source, or system of record, of the workforce together with all the positions in all countries. This is absolutely essential in order to be able to deploy a common HR policy to all subsidiaries.

Subsequently Viscofan then rolled out their training model for their group of managers in Spain. Once this is finished, the company then plans to deploy the remainder of the talent management modules available in the solution across all the countries in which the Viscofan group is present.

"We were looking for a solution to our business requirements, which would fully integrate with our local information systems and provide access to information in real time at the corporate and local levels as well as the managers themselves."

