



Success story

British-American Tobacco (Holdings) Limited

Industry

- Consumer Products

Solutions

- OpenText™ Extended ECM for SAP® SuccessFactors®

Services

- OpenText Professional Services

Results



Consistent HR documentation
in a single, secure solution



Quick and easy to access
employee documents to
support processes



Automation of HR
document generation



New reporting and
analysis possibilities



Cost savings, efficiency
improvements and
greater compliance



British American Tobacco turns to the OpenText Cloud to improve employee file management

**OpenText™ Extended ECM for SAP® SuccessFactors® provides global,
single source of the truth for employee records**

"OpenText Extended ECM for SAP SuccessFactors was a natural choice for us. We can now manage all employee files, letters, contracts and other documents in one place, providing global continuity as employees move around. For the first time, with OpenText, we have a single source of the information we need."

Andy Straw
IT Programme Manager
British American Tobacco

British American Tobacco (BAT) is a global tobacco and Next Generation Products company, with brands sold in more than 200 markets, employing around 50,000 people worldwide. Revenue in 2016 was £14,751 million with cigarette group volumes of 665 billion.

With BAT having grown both organically and through acquisition over many decades, the BAT Human Resources (HR) Function had become highly federated. Globally, many different processes, service levels and IT systems, across approximately 180 countries were in use to manage employee files.

As part of its global HR transformation project, BAT set out to provide a world-leading HR service centered on SAP® SuccessFactors®. In order to manage the significant volume of employee file information and document generation, BAT selected OpenText Extended ECM for SAP SuccessFactors to complement its single, global instance of SAP.

Andy Straw, IT Programme Manager at BAT explains further, ***“To extend the capabilities of SAP SuccessFactors, Extended ECM for SAP SuccessFactors was a natural choice for us. We have other successful OpenText implementations, including OpenText™ Vendor Invoice Management for SAP® Solutions. We can now manage all employee files, letters, contracts and other documents in one place, providing global continuity as employees move around. For the first time, with OpenText, we have a single source of the information we need.”***

SAP SuccessFactors is a cloud solution, in keeping with BAT’s cloud-first strategy and complementing SAP SuccessFactors Cloud. BAT therefore chose to deploy Extended ECM for SuccessFactors in the OpenText Cloud, using its European data zone. OpenText ensures all back-ups, maintenance or updates take place as necessary.

Overcoming the challenges of providing a global HR function

As part of the rollout of OpenText and SAP SuccessFactors, BAT is implementing three HR Shared Service Centers at strategic locations around the globe. By centralizing the HR function to these centers of excellence, not only are economies of scale providing a return on investment, standardized and consistent processes are helping to further reduce cost and increase efficiency. Reporting is also more inclusive, accurate and timely.

“Following the implementation of OpenText Extended ECM for SAP SuccessFactors the speed of our systems has significantly improved. We can now produce all kinds of reports, whenever we want, at the click of a mouse,” says Straw.

As a truly global organization, BAT is committed to the development of its people to be a winning organization and the best in its industry. To this end, it develops talent that will help provide a competitive edge and that means that individuals must be attracted to the organization and then want to remain.

“We know that the next generation of our leadership are millennials and they expect the best support to reach their full potential. That often means individuals will move around the globe. OpenText provides a single place for the storage and management of their entire employee file and therefore it travels with them as they move around. This reduces the administration burden on HR personnel and line managers, who can instantly access what they need,” says Straw.

Security, employee self-service and bottom-line savings

While security and privacy practices were well adhered to, with a highly distributed HR function, reliant on physical paper, email exchanges, network file-shares and multiple point solutions, it was relatively

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onerous. OpenText, with its tight and seamless integration to SAP SuccessFactors has streamlined the previous processes to continue to meet the privacy and security standards that BAT operates.

“Everything we do now is process driven. Access is strictly controlled and users only have access to content in the context of a process. For example, an employee may initiate a change of nationality via our Microsoft® SharePoint® employee portal. This will trigger a process to gather the necessary documentation and once approved, this is stored securely in OpenText in the employee file. Access is subsequently only allowed in the context of a specific process within SuccessFactors,” says Straw.

The solution’s efficiency gains are contributing to bottom line savings, as well as softer benefits. Employees have been very positive as the solution rollout accelerates, providing feedback including, ***“It’s brilliant now, having everything HR in one place”*** and ***“Requesting annual leave was so easy, I love the new system.”*** To date, more than 95 percent of employees with access to the system are using it. Feedback has also shown that users like the new, modern user interface, accessible from any device, including mobiles and tablets and seamlessly integrated into the SuccessFactors UI.

Automating employee communications

The OpenText solution is also helping BAT improve and automate employee communications. With simple-to-create templates, communications such as occupational risk letters and employee reference documents can be created in line with the specific needs of each country. Data is automatically extracted from SuccessFactors and used to populate the templates. The communication can then be reviewed, as it will appear for the individual employee within a web browser.

As the solution is hosted in the OpenText Cloud, the entire global team has access to design templates using the web tools. Once documents are generated, they are automatically stored within OpenText for long-term retention and retrieval, ensuring employee files are kept complete.

HR analysis now a simple task

In the past, scenarios such as a move of production from one location to another, often another country, meant detailed information gathering in order to analyze the skillset of employees in the context of the move.

“HR administrators can quickly and easily prepare analysis to support business planning and strategy. It is not just about the time saving, enabling faster decisions, but the completeness of the information and providing accurate analysis. All our documents are in one place, in a consistent structure, making it easy to find items and identify those that are missing,” says Straw. ***“Now, we can fulfill requests from HMRC in hours with limited administrative burden with OpenText.”***

All currently planned functionality has been fully implemented, with more than 20,000 employee files available. Over the coming months, remaining files will be available, taking the total to around 60,000.

“The benefits of OpenText will continue to be realized over time. For example, the solution will handle annual compensation review documents electronically. Currently, each pack is printed, signed and personally handed to employees during their review with their line manager. Employees will be able to review the documentation online prior to the meeting, saving time and expense,” says Straw, ***“I’m sure that the OpenText solution, which is on time and budget, has and will continue to deliver many benefits to BAT, including support in meeting our upcoming obligations under the forthcoming General Data Protection Regulation.”***



About OpenText

OpenText, The Information Company™, enables organizations to gain insight through market leading information management solutions, on-premises or in the cloud. For more information about OpenText (NASDAQ: OTEX, TSX: OTEX) visit opentext.com.

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