

# **Aker BP Transformation Towards Total Workforce Management with Zalaris & SAP**

Concept Sharing – SBN

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# Agenda



# Agenda

## Aker BP Transformation Towards Total Workforce Management with Zalaris and SAP

■ **Description:** Over the span of the past 12 months Aker BP has revamped their HRIS portfolio and are, as we speak, releasing the final modules of their project. The core in their integrated portfolio is **SAP SuccessFactors** (for Employees), **SAP Fieldglass** (for Contingent Workers) and **'Zalaris SAP'** (payroll, time and expenses for employees). The HR scope owner from the transformation project will share his thoughts, insights and experiences so far, relating specifically to their:

- Vision & Strategy
- Design Principles
- 'Aker BP Requirements' vs. 'Best Practice'
- Lessons Learned
- Communication & Engagement Activities

# HRIS Agenda

## Blocks

1. Introduction
2. Vision & Strategy
3. Elected Route
4. Design Principles
5. Lessons Learned

# Block 1: Aker BP Introduction

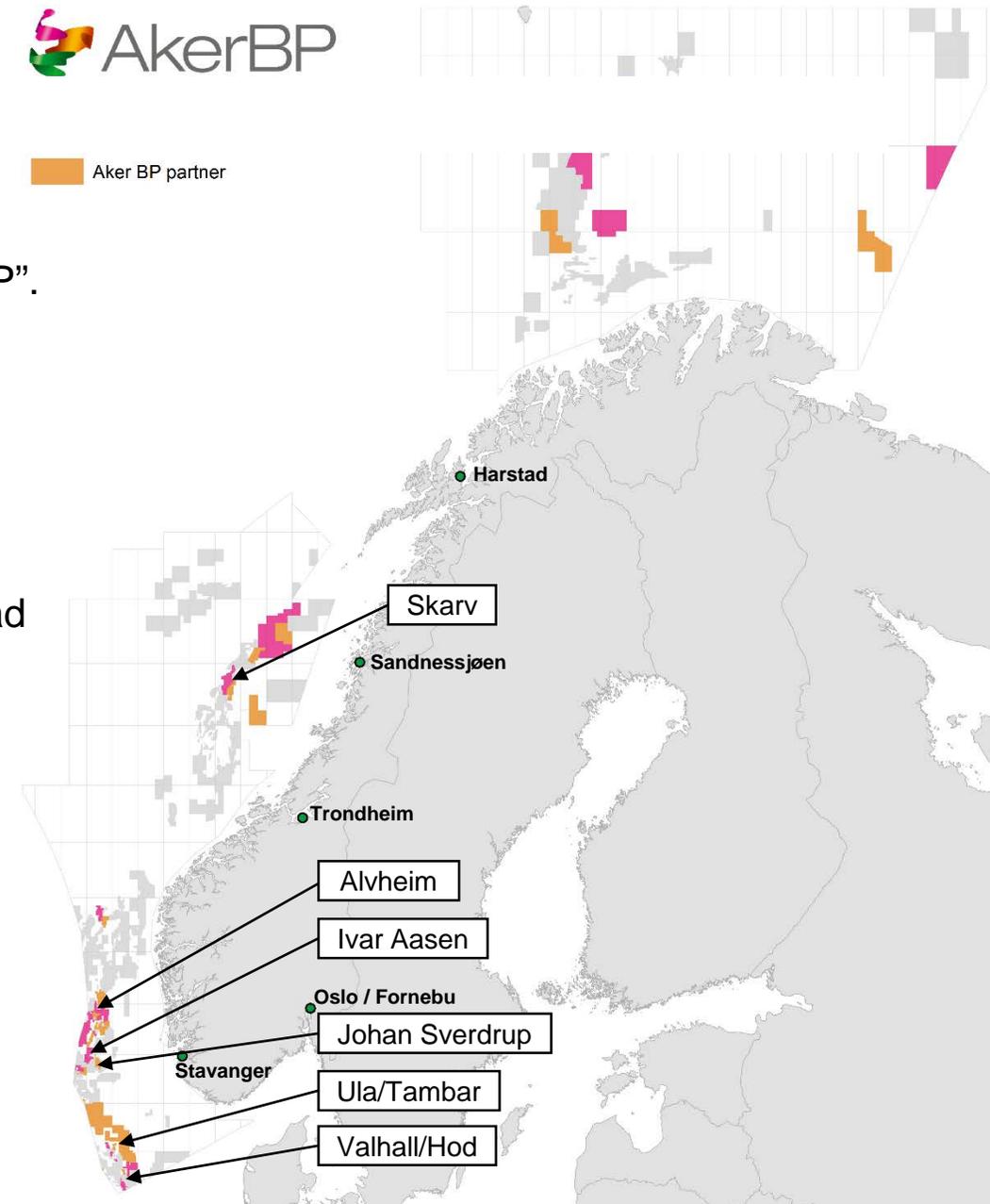


# AKER BP Aker BP



 Aker BP partner

- Aker BP is listed on the Oslo Stock Exchange under the ticker “AKERBP”.
- Owners are Aker (40%), BP (30%) and others (30%)
- 1 700 employees
- Offices at Fornebu, in Trondheim, Stavanger, Sandnessjøen and Harstad



# Growth Through M&A



Acquisition of Norwegian subsidiary for a cash consideration of USD 2.1 billion (2014)



Merger between Det norske and BP's Norwegian subsidiary, creating Aker BP (2016)



Acquisition of Norwegian subsidiary for a cash consideration of USD 2.0 billion (2017)

## Targeting new opportunities:

- Financially accretive
- Operated assets
- Predominantly liquids
- Upside potential



Acquisition of Norwegian subsidiary for USD 75 million (2015)



Acquisition of Norwegian subsidiary for USD 120 million (2015)



Acquisition of license portfolio in Norway, incl. NOK 45 million (2016)



Acquisition of license portfolio in Norway (2016)



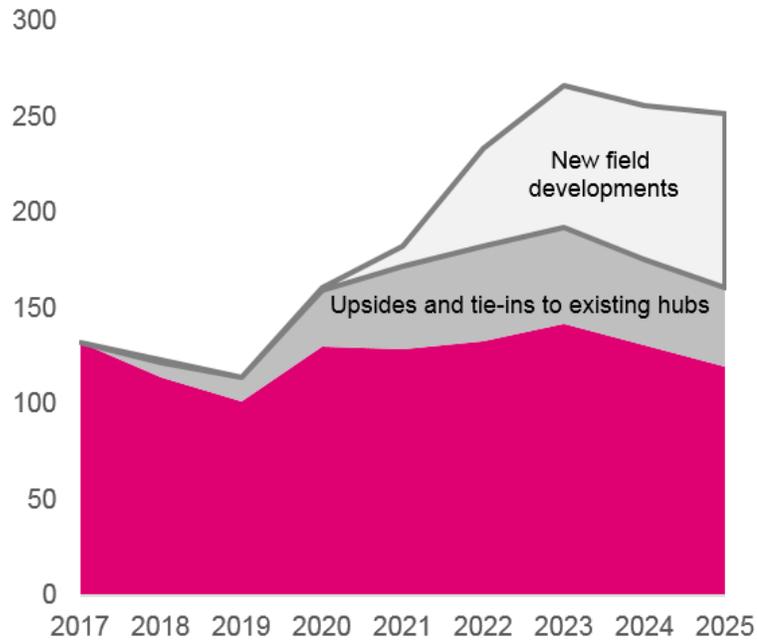
Acquisition of license portfolio in Norway (2016)



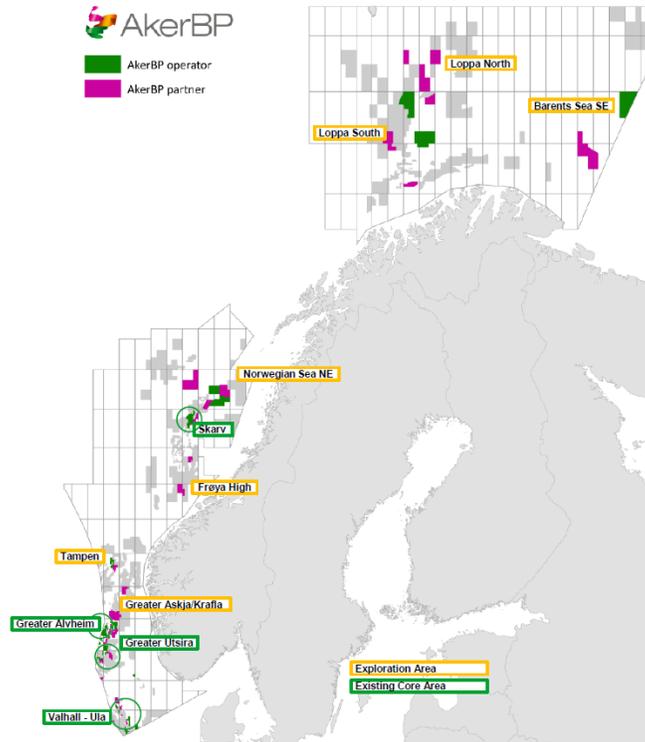
Acquisition of license portfolio in Norway (2018)

# Continuing Our Growth Journey

## Maturing Existing Assets



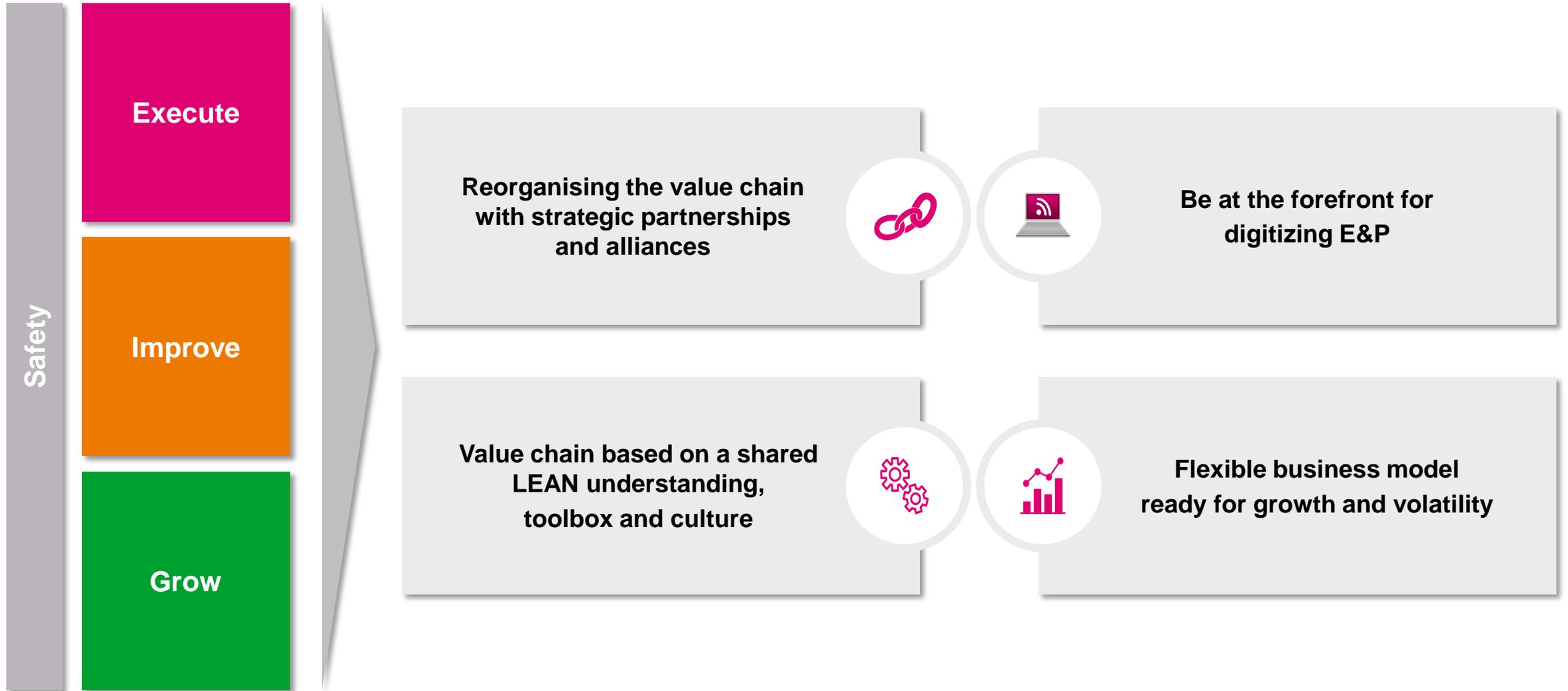
## Exploration



## M&A

<p>Acquisition of Norwegian subsidiary for a cash consideration of USD 2.1 billion (2014)</p>		<p>Merger between Det norske and BP's Norwegian subsidiary, creating Aker BP (2016)</p>	
<p>Acquisition of Norwegian subsidiary for USD 75 million (2015)</p>	<p>Acquisition of Norwegian subsidiary for USD 120 million (2015)</p>	<p>Acquisition of license portfolio in Norway, incl. NOK 45 million (2016)</p>	<p>Acquisition of license portfolio in Norway (2016)</p>
<p>Acquisition of license portfolio in Norway (2016)</p>		<p>Acquisition of Norwegian subsidiary for cash consideration of USD 2 Bn</p>	

# Strategic Toolbox



## Block 2: Vision & Strategy



# HR Vision & Strategy

## Overall Vision

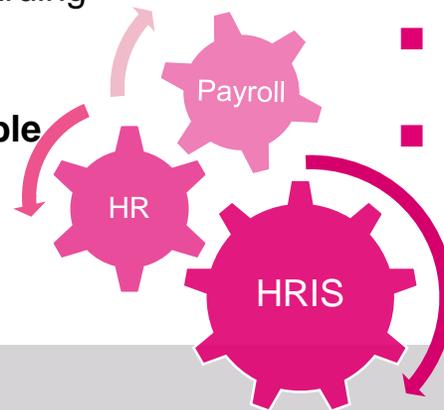
The HR function shall be acknowledged as a key contributor to building Aker BP's organizational capability, enabling the Company vision.

## HRIS – Objectives & Criteria

- Contain leading **reporting and analytics** functionality in order to empower management, leaders and employees
- Stimulate **simplicity and mobile** access for management, leaders and employees in order to reduce (time) 'waste'
- Enable leading **workflow based end-to-end employee lifecycle management** in order to improve transparency and efficiency in on-boarding, employment and off-boarding phases
- Develop a **compliant, robust, consolidated and stable HRIS software** portfolio
- Automatically **adopt the latest value-adding HR technology** and standards

## Payroll Services – Objectives & Criteria

- Deliver leading **silent-running-payroll-services** («rett lønn til rett tid ihht gjeldende lover»)
- **Stimulate simplicity** with regards to visualization and understanding from an employee perspective
- Deliver **efficient and timely first-line-support** for employees
- **Proactive** management of payroll data and services
- **Efficient delivery of compliance reporting** to authorities

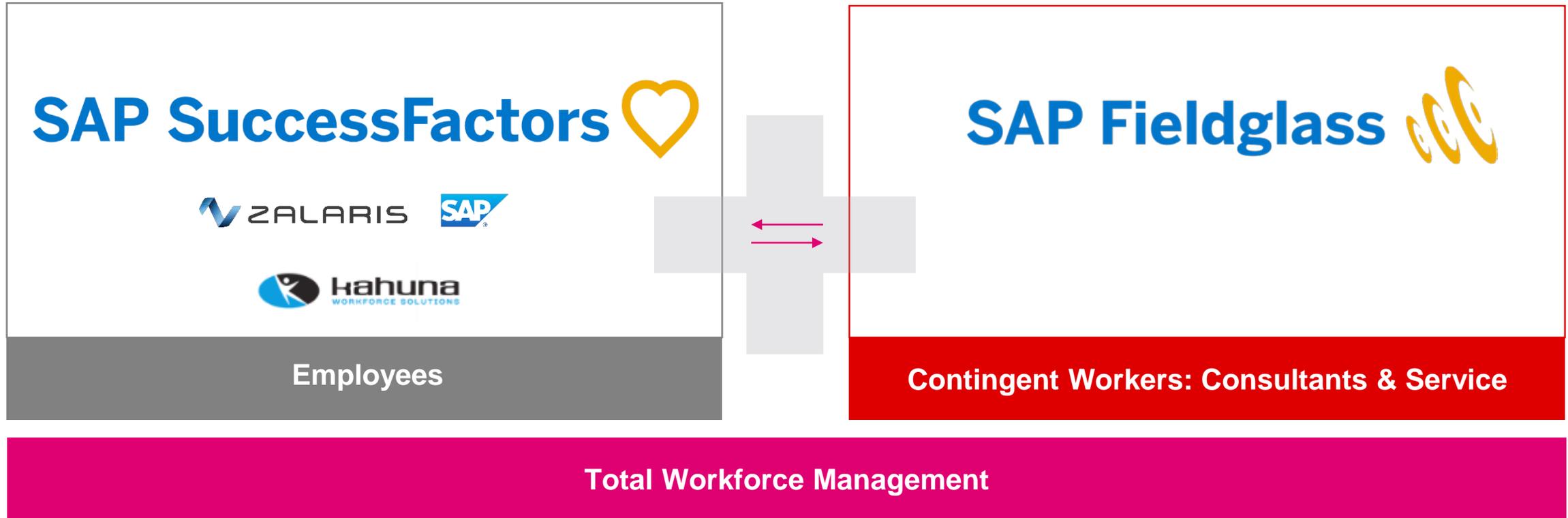


## Block 3: Elected Route



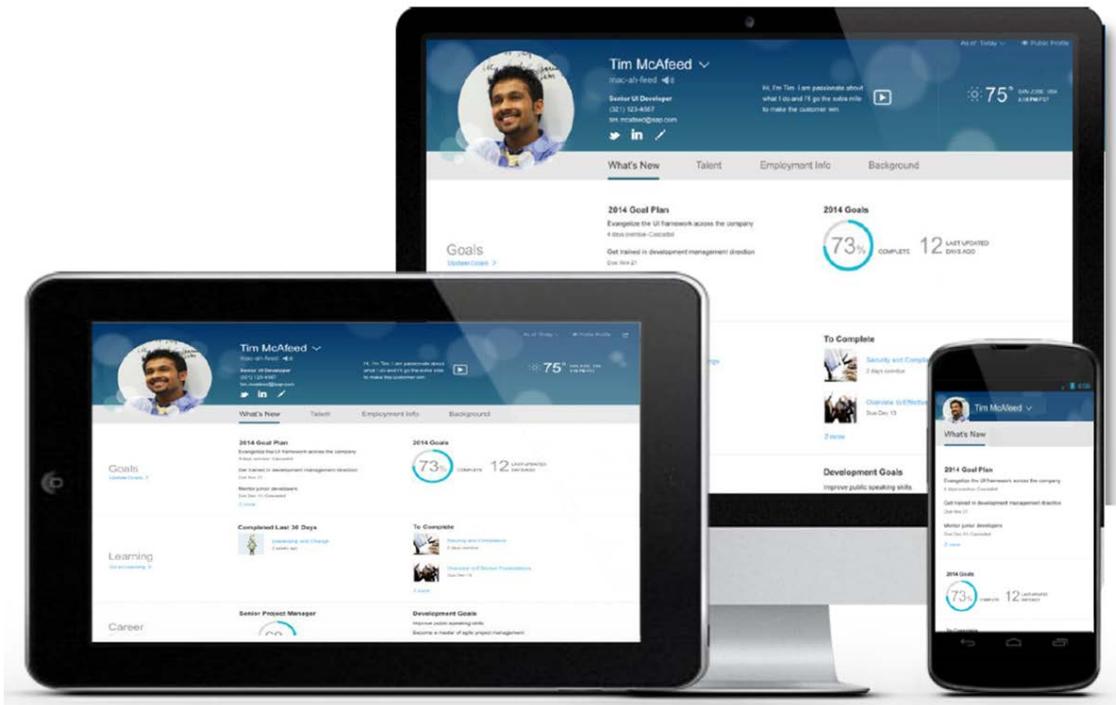
HRIS

# Core Software Portfolio



# What Do We Get?

## Sample of User Interface



## Key Qualitative Arguments

- **Leading end-user functionality** (intuitive and mobile) in a one-stop-shop provides a significant opportunity for increasing the flow-efficiency and reducing waste across all core processes for all end-users
- A **consolidated off-the-shelf software portfolio** with significant opportunity for company specific design as standard increases the number of hours spent on value-adding activities for functional user and reduce hours spent on non-core activity.
- **Integration of HRIS and service delivery** (payroll, travel & expenses, support) in an 'industrial mechanism' reduces cost and increases the quality of the service delivery ('proactive' vs 'reactive').
- Fully **digitized end-to-end lifecycle management** improves the flow of data in line with the digitalization strategy and LEAN principles

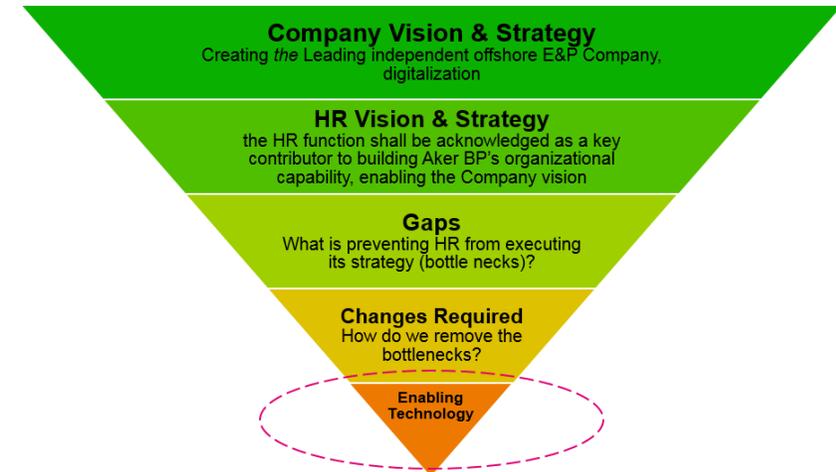
# Block 4: Design Principles



# Design Principles

## Key Principles Valid for Software, Services & Support

- 1) **Compliance**, compliance, compliance
- 2) **Aker BP value** over individual value
- 3) **End-user flow-efficiency** over HR resource efficiency
- 4) **Simple, intuitive & standard** - as few clicks and notifications as possible for the end-user, limit the data fields in use, prioritize flexibility and simple administration
- 5) **Empower the end-user** by visualizing and providing real-time data



## Block 5: Lessons Learned



# Lessons Learned

## Project Lessons

### ■ Aker BP Requirements vs. Best Practice

- Aker BP best practice?
- Zalaris Best practice?
- SuccessFactors best practice?
- Why do we have our best practices - do we understand each other?

### ■ Red Thread Across Modules

- Does a module specific decision impact other areas and modules?
- If so, who can make such calls from both a functional and technical point of view?

### ■ Empowerment & Quick Decision Making

- Who participates in the workshops?
- What mandate do they have?
- Which key areas might require additional consideration?
- What if we need to change something down the line?

### ■ Dynamics of the Project Team

- Customer & Vendor?
- One Team?
- Culture?

## Operational Lessons

### ■ Internal Structure & Competencies

- Can our resources manage operational activities from Day 1 and beyond?

### ■ Day 2 Scope

- Is there a Day 2 scope?
- How do we manage continuous improvement?
- What project principles are key to maintain?

### ■ Dynamics of the Operational Team

- Customer & Vendor?
- One Team?
- Culture?

### ■ Incentive Models

- Can this help us drive continuous improvement?

# Lessons Learned

## Communication & Engagement Lessons

### ■ Offering vs. Actual Need

- What do employees want?
- What do leaders want?

### ■ Communication

- Workplace?
- Email?
- Information screens?

### ■ Training

- Manuals?
- Videos?
- Classroom?
- e-Learning?

### ■ Support

- Email?
- Telephone?
- Tickets?
- Workplace?
- Face-2-face?
- Aker Anna?
- Information Desk?

## Reflections

### ■ Workplace by Facebook

- Painful?
- But worth it?

### ■ Creating A Sense of Availability & Urgency

- How do we help ourselves?
- How do we recognize the customer?

### ■ Simplification is Still Change

### ■ Input for Improvement – the Aker BP Culture

- How do we recognize and consider 1700 different opinions?



[www.akerbp.com](http://www.akerbp.com)