

VOLVO

PEOPLE DATA PROJECT

By the People Experience team

Capgemini - Who are we?

270,000 employees who design and build tomorrows businesses

50 countries global presence

4 decades of SAP Experience

Global Strategy Partnership with SAP since 1993 - Market Maker Partner

20,000+ SAP resources globally: 5,000 working for North America markets, 10,400 for Europe, 3,600 for APAC, and 1,000 for LATAM

1,300 clients around the world

SAP Centre of Excellence
(SAP CoEs) - world-wide network of Specialists and Innovation Teams

30+ Delivery & Solution Design Centers

V O L V O



TECHNOLOGY MADE THE DIFFERENCE, ENABLING BUSINESS CONTINUITY



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Function: SAP HCM/SF Solution Architect

Role project: Solution Architect/Solution Lead

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INTELLIGENT HR

TRANSFORMING HR TO MEET THE CRITICAL MOMENT

Taking Digital Transformation to the **Next Level**

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Project Manager for People Data

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2020 Highlights

Accelerated commercial transformation

Strong employee engagement

Investments in designing, developing and producing electric motors in-house

Delivering on our sustainability ambitions

Our first fully electric car delivered to customers

Continued good results within health and safety

150%

INCREASE IN SALES OF RECHARGE CAR MODELS

XC40

LAUNCH OF THE FULLY ELECTRIC XC40 RECHARGE

EUR 500 M

SUCCESSFUL ISSUANCE OF THE FIRST GREEN BOND

Global Presence With Sales in Over 100 Countries

AMERICAS

California
R&D and Design Centre

Charleston
Models: S60

New Jersey
Americas Headquarters

EMEA

Gothenburg (HQ)
Global Headquarters
R&D and Design Centre
Car Production

Models: V60, V60 Cross
Country, V90, V90 Cross
Country, XC60, XC90

Ghent
Model: XC40

APAC

Bangalore
Models: S90, XC60,
XC90

Kuala Lumpur
Models: S60, V60, S90,
XC60, XC90

Chengdu
Models: XC60

Luqiao
Model: XC40

Shanghai
APAC Headquarters
R&D and Design Centre

Daqing
Models: S60, S90



VOLVO CARS AT A GLANCE 2020



**661,700
CARS SOLD**



**39,000
EMPLOYEES**



**SEK 263BN
REVENUE**



**SEK 8.5BN
EBIT**

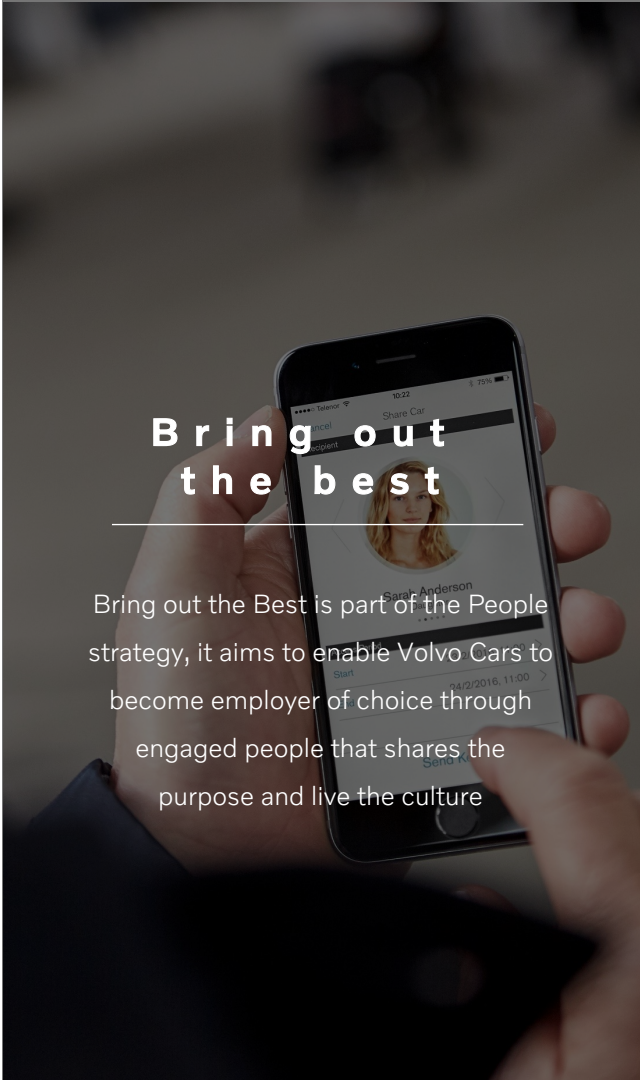
The business climate within the automotive industry calls for actions to attract and retain talent

As an established company within the automotive industry, Volvo Cars is impacted by the everchanging business climate. As the automotive industry is characterized by fierce competition, disruptive change and talent shortage, the competition for talent is intensifying.

Attracting and retaining the right skills and talent in the workforce is of vital importance. In order to achieve this, the organization needs to develop the right conditions for employees to grow and develop their own capabilities and competence.

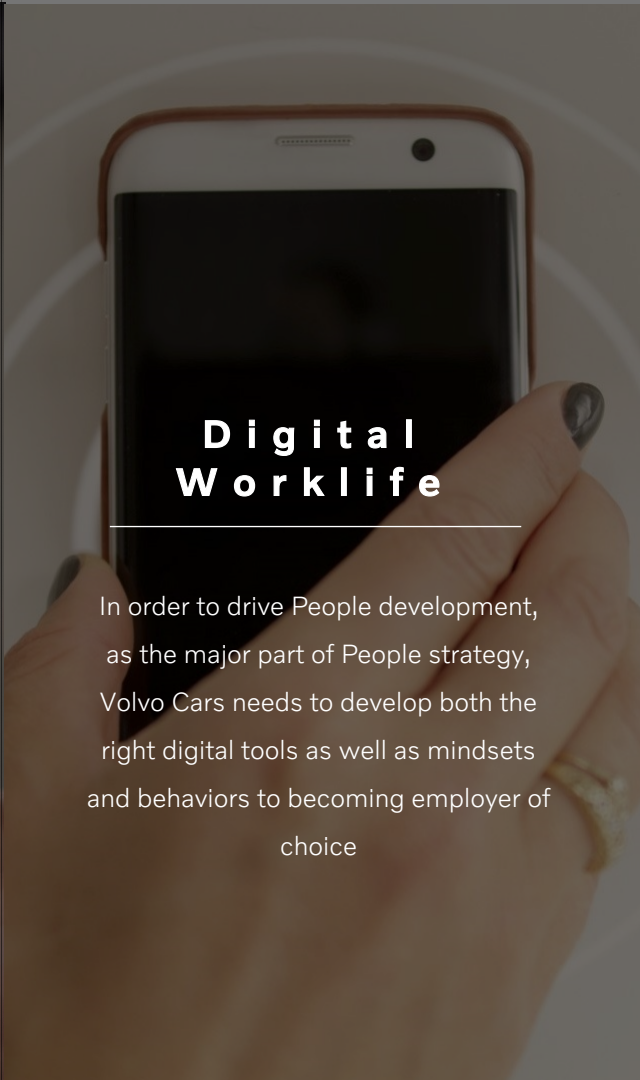
In addition to this, as a global organization, **global ways of working gains importance in order to become smarter, better and faster.**





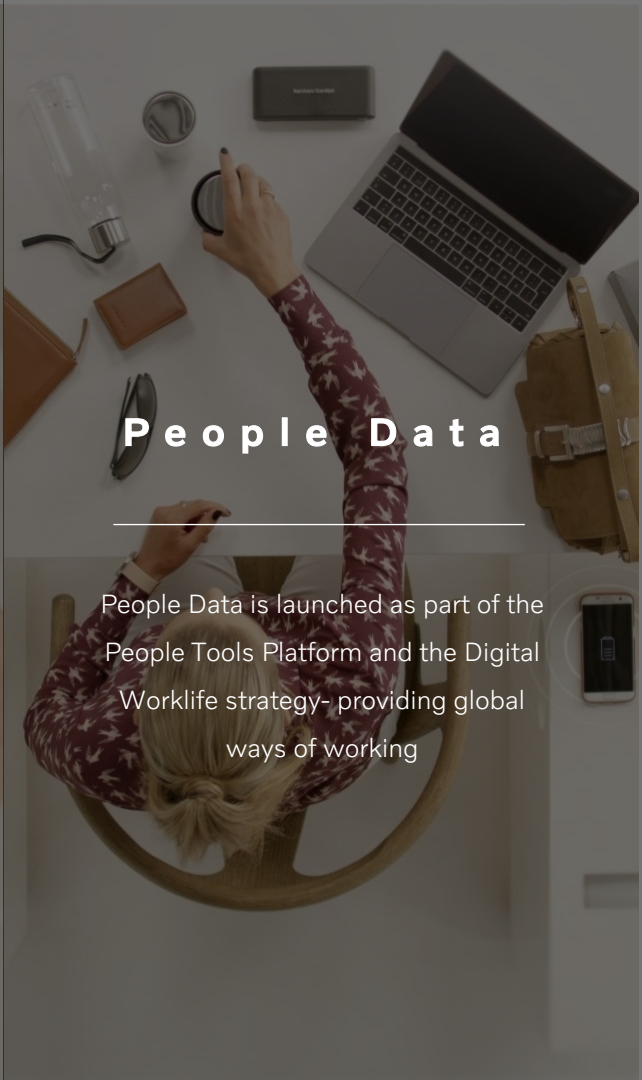
Bring out the best

Bring out the Best is part of the People strategy, it aims to enable Volvo Cars to become employer of choice through engaged people that shares the purpose and live the culture



Digital Worklife

In order to drive People development, as the major part of People strategy, Volvo Cars needs to develop both the right digital tools as well as mindsets and behaviors to becoming employer of choice



People Data

People Data is launched as part of the People Tools Platform and the Digital Worklife strategy- providing global ways of working

Objectives



The overall objective of the People Data project have been to implement the SuccessFactors module called "**Employee Central**"- a solution that aims to standardize used HR systems across all global regions.

Capgemini took over the just started project as implementation partner and requested was to ensure that the solution was adopted throughout the organization and that change was captured when going from local to global.

Challenges

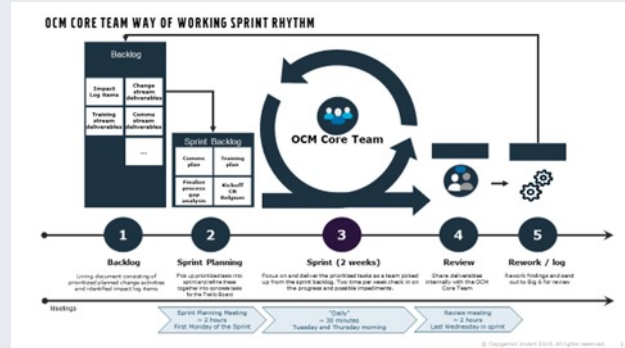


Change: Implementing global ways of working is complex as local requirements and legal implications are challenging to align with global processes

Complexity: Overall complexity of legacy systems and data in place as the system are interconnected which increases complexity in data migration/integration

Global project: A huge project with team members spread out throughout different countries which means different time zones, ways of working and differences in culture

In order to secure full adoption of the digital solution, Capgemini's New Change Deal was applied



The Change management team has been working with an agile approach based on the New Change Deal, with a Change Backlog and 2 weeks sprints.

The Capgemini Invent team worked closely with Volvo Cars in co-designing the solution and project approach.

The change management team used an agile approach in their way of working:

Sprint planning & review: sprint planning were held at a certain frequency going through the necessary actions for each sprint. Reflection on the last sprint was held.

Trello board system: Having double trello board where one functioned as the major deliverables in each sprint the other one the short-term actions to reach the deliverables

TO
GET
THERE

The Change Network enabled the change to be monitored and adopted throughout the organization

PURPOSE

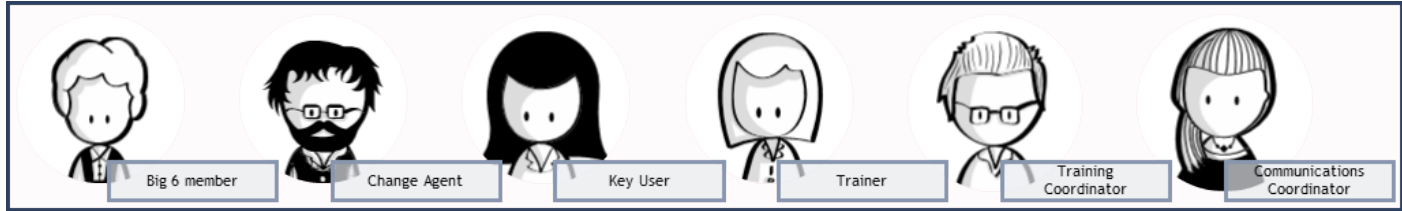


A Change Network was set up with the main purpose of leading and facilitating the change and making the adoption successful

We needed their help to understand current ways of working, and what impact the new global way of working would have for the functions

The Change Network has been key for the project success

CHANGE ROLES



CENTRAL PROJECT CHANGE TEAM

APAC

America's

Belgium

EMEA

Sweden

Continuous alignment throughout the entire project with kick-offs and weekly/monthly touch points to ensure that the change network representatives were fully involved

The vision has been to support implementation by creating a curious organization, inspiring leaders and empowered users



Adoption

- Understanding the **scope of change**
- Support the **Big 6** and establish the **Change network**
- Investigating what would change and create a plan on how to **manage the change**
- **Identifying and analyze process gaps and change impacts** for different Big 6 regions and units
- Identifying appropriate **actions** to ensure that **the gaps** between as-is and to-be are closed
- Follow up on **adoption** and create a plan to **realize the benefits** of People Data



Communication

- Using communication to create a shared **vision** for the change
- Understanding the need to mobilize stakeholders, create buy-in, inspire and engage people and create a **communication plan** to address it
- Create **inspiring content & material** and communicate to reach out to the heart of the people and **prepare** for the change
- Secure **engagement**, participation and commitment from the organization
- Define and communicate a **clear persona journey**, how each **Persona is impacted** and what are the benefits per persona



Trainings

- Identifying the **knowledge gap** between as-is and to-be in order to map out the **training needs**
- Creating the appropriate and efficient **training concept** and designing a **training plan**
- Creating **training material** (English)
- **Coordinating the translation** to 8 local languages
- **Conducting Train the Trainers** sessions
- **Enabling** PX community, manager and employees to understand how to **use PD**

Our time plan



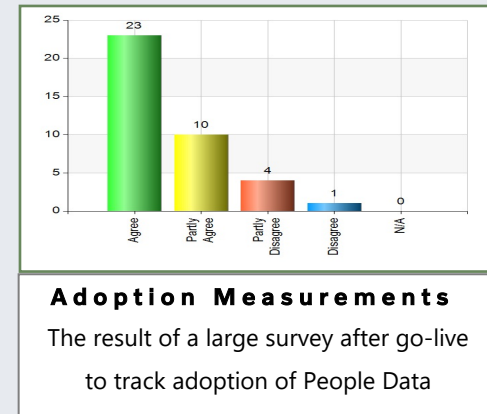
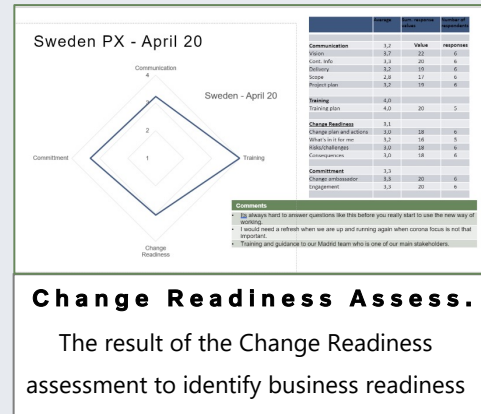
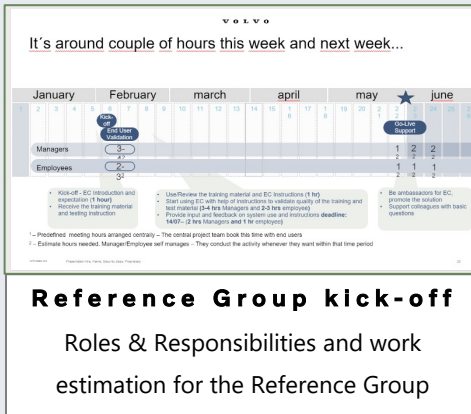
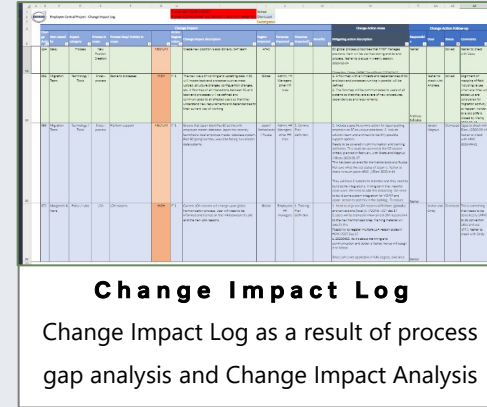
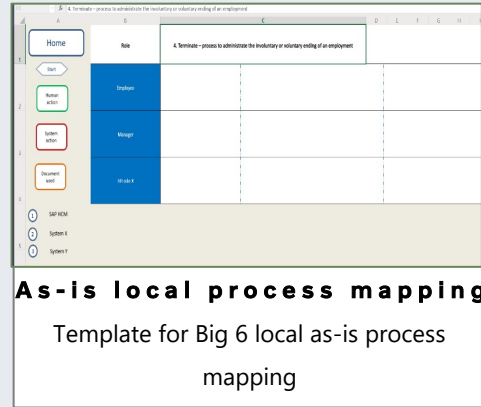
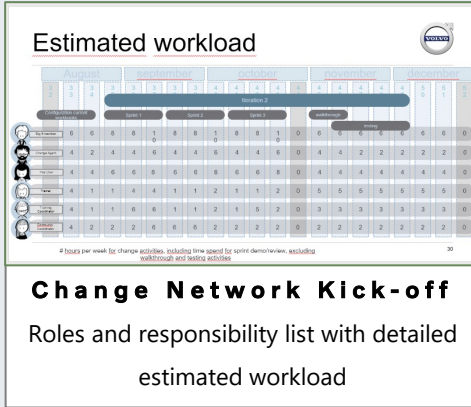
The main change activities that has been delivered during the project

- Setting up Change Network
- Big 6 alignment and coordination
- Setting up design principles, implementation principles and adoption principles for the project
- Persona gatherings
- Change Network kickoffs
- Mapp as-is processes, support in to-be process mapping and process gap analysis
- End-to-End process mappings
- Change Impact Assessments and Change Control Tower setup
- Change Readiness Assessment and follow-ups
- Supporting PX MT with risks/challenges
- Reference group kick-off
- Support with UAT
- PX MT dialogues
- PX Q&A sessions
- Change readiness workshops
- Define and implement adoptions measurement
- Lessons Learned sessions
- Handover



The main adoption activities have provided an understanding for the change, the impact of the change on involved stakeholders and the opportunity to manage the change in the local context through the change network and close involvement of Big 6 representatives. By this we have achieved a shift in way of working and mindset.

A selection of the main adoption activities



Adoption: Challenges/achievements



Achievements

- Global processes and definitions in People Data!
- Buy-in and support from major stakeholders, Senior Management, local PX MT within the Big 6
- Closed large number of gaps from the change impact log to ensure business readiness
- Followed up and closed large number for risks
- Several lessons learned sessions and knowledge transfer and wrap up of the project
- Coordinating and creating understanding for local E2E processes



Challenges

- Diverse ways of working, systems and cultural differences
- Resource availability
- Unclear process ownership
- Challenges due to local system landscape and complexity
- Mapping the local as-is processes, due to diverse process maturity, large number of locations and large number of processes
- Understanding of the impact on the local end-to-end processes and coordination in in local E2E process mapping

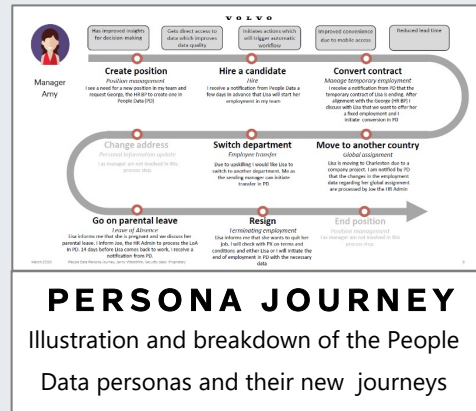
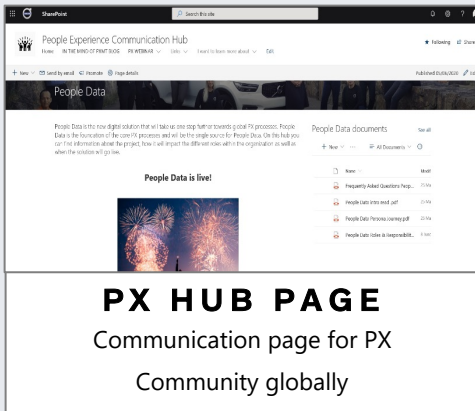
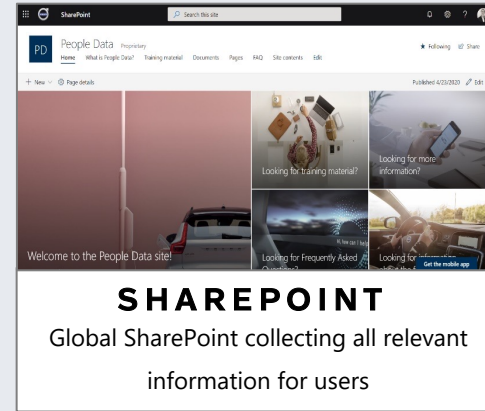
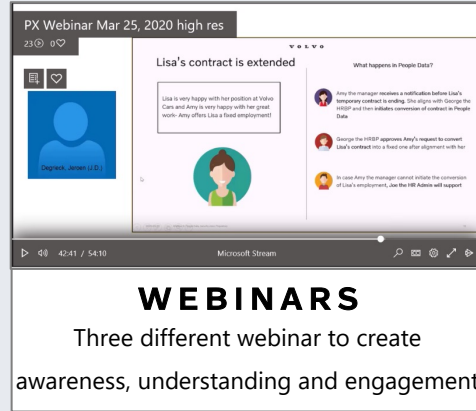
The main communication activities that has been delivered during the project

- Aligning communication with digital journey
- Aligning communication with other initiatives
- My employment information
- Global Go Live communication
- Communication network alignment
- Communication to support functions (such as People Direct)
- Continuous updates of material
- Preparing and managing three webinars
- Preparation and alignment of messages in global channels
- Preparation of material for presentations such as PX Let's talk sessions
- Managing and updating PX Communication hub page
- Setting up and managing global SharePoint
- Communication network kickoff
- Setting up a communication plan
- Setting up a stakeholder analysis
- Handover
- Developing material: videos, introduction decks, roles & responsibilities deck, persona journey, one pagers, infographics, FAQ and posers



The main communication activities has provided an awareness and understanding around People Data, ensuring the right message has been provided to the right target group in the right time to enable adoption of the new solution

A selection of the main communication activities



Communication activities has enabled awareness and understanding of People Data despite challenges



Achievements

- Setting up and handing over a global SharePoint with all relevant material for present and future use
- Creating an awareness and understanding for People Data throughout the organization in different user groups
- Using communication deliverables to create inspiration and engagement from stakeholders
- Setting up and coordinating communication through internal support functions and channels
- Creating themes, personas and material that can be used for future communication material in other initiatives



Challenges

- Ensuring global communication material is compliant with work council countries regulations
- Balancing between local and global specifics in produced and published material
- Reaching through with communication initiatives through the noise of COVID-19 and organizational restructure
- Finding right timing of publishing material through global communication channels and creation of a coherent digital journey story

The main training activities that has been delivered during the project

- Set up a training network
- Set up training plan
- Develop training material: Instruction manuals, instruction videos and quick reference cards
- Prepare and organize train-the-trainer sessions
- Coordinate translations by the training network
- Organize monthly training network alignment sessions
- Coordinate local training by training network
- Continuous updates of training material
- Include labels/support/training links in the system
- Continuous alignment with My Employment on training material
- Create test scripts/cases for reference group testing and UAT
- Structure and organize super user/org design expert training
- Handover



The main training activities has provided an understanding for how to use People Data as well as how to provide training in the system to the local networks, hence filling the knowledge gap between as-is and to-be processes



Train-the-Trainer sessions held or coordinated globally and locally



Quick Reference Cards describing processes
in a simplified step-by-step manner



Instruction videos showing how to conduct certain actions in the People Data system



Instructions manuals describing processes
in a more detailed step-by-step manner



Information and clarification directly in the system and links to more support



Coordination of training material
translations into 7 languages

Training activities provided the support and tools needed to successfully adopt People Data upon and after go live



Achievements

- An active and involved training network that joined alignments meetings every month and successfully trained their PX colleagues after having received the train-the-trainer training
- Training material targeted at different target groups ensuring a customized training curriculum meeting the different needs
- Translated the material into the 7 languages the system will be available in
- Integrated global training material and labels in different languages in the system ensuring an user friendly adoption



Challenges

- Balancing the global process/material with the local end to end processes which need to be a local responsibility
- Continuous changes to process/system that required updates in (translated) training material
- Reaching through with training sessions through the noise of COVID-19 and organizational restructure in a digital way.

To measure the perception of the project approach, a survey was sent out with questions concerning different topics

The survey that was sent out touched upon different subject concerning the overall project structure and approach, connected to meeting structure, governance, level of friendliness and openness as well as the digital solution itself.

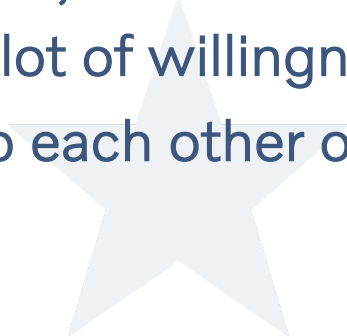
The results from the survey where then consolidated and used as the basis for discussions about lessons learned from the project and how to improve.

			Agree	Partly Agree	Partly Disagree	Disagree	N/A		Agree	Partly
			Collaboration & Teamwork and Proud							
1	The collaboration with/within the project team was constructive and effective		63%	25%	8%	4%		100%	18	
11	I am proud of what we achieved and believe that People Data will bring great value to the organization?		75%	8%	13%		4%	100%	18	
8	I felt sufficiently involved in the People Data project and could contribute		75%	8%	4%	13%		100%	11	
			Governance and Decision							
2	The meeting structure (settings, agendas etc.) was helpful in the development of People Data		58%	29%	4%	4%	4%	99%	14	
3	I am happy with how we made decisions and progressed		39%	35%	13%	13%		100%	9	
5	The set-up of iterations contributed to the People Data development		57%	17%	9%	13%	4%	100%	13	
7	My role and purpose in the project was clear and I felt that I could deliver accordingly		54%	25%	4%	8%	8%	99%	13	

We asked the project team what we had been doing well during the project..



"Collaboration"



"Positive, can-do mentality
and a lot of willingness to
help each other out."

"Scope control!"



"Great team work!"

"Including local business
representatives in the project,
excellent co-operation!"

"Cooperation worked well, team
members helpful and knowledgeable"

Lessons learned

1. **Decision making:** The decision making process could have been more efficient, for future reference it could have been good to appoint process owners for easier and faster decisions. A decision log could also have been used to illustrate in what forums some decisions had been taken, who was responsible for such and the rationale behind.
2. **Local to global:** The transition from local ways of working to global ways of working was more complex than anticipated. The work of mapping out the end-to-end processes could have started earlier as it was time consuming.
3. **Collaboration and team work:** It has been a great collaboration both internally within the project team but also in the interaction from the business. This enabled friendliness but also getting things done as everyone supported each other.



Lessons learned cont..

- It is very important to secure that business representatives can be full time dedicated to the project to reduce risk of too much work
- It is important to have a high level of alignment between streams to ensure that activities are not overlapping and to reduce the risk of resource need overload. A SPOC could also have been assigned for Big 6 to align on responsibilities and activities
- It is important to actively work on the internal project communication in terms of decision-making and transparency in activities
- It is necessary to be able to take ad hoc discussions, both within streams but also between streams, to take fast decisions
- The consolidated planning approach and the Change Network/persona approach applied in the project worked out in a good way



Comments from business

"I would like to recognize you for all the hard work that you have put into this project. I know there have been many challenges and large complexity and 2020 will for many reasons be a year we will always remember. As a team you have learned and you have found solutions to difficulties through long hours and strong collaboration. Fantastic work!"

- SVP People Experience

"There are fewer things in my career that makes me more impressed and proud than the efforts and achievements of the Employee Central project Team at Volvo Cars. And a big up to the hard work of our partner Capgemini!"

- Project sponsor

