



Customer insight

Kruger aligns its talent
and manages performance
to create amazing outcomes





Performance management creates

amazing
outcomes

Although Kruger Products maintained a diverse and successful staff team across North America, the UK and Mexico, it lacked a system for storing employee development data and measuring individual performance. This made it difficult to track and advance the workforce and to encourage employee engagement and career planning.

A workplace survey also revealed a strong demand for performance based rewards and greater transparency in managing individual careers. The company acted swiftly to address this challenge by introducing new measures including a bonus structure based on merit. However, they still lacked an overall talent management strategy.

“Our employees were telling us it was difficult to assess their career paths and to grow within the organisation without any tools or guidance,” explains the Director, Human Resources and Legal Counsel for Kruger Products. “They wanted to know where they stood and how they could be rewarded for their achievements. The bonus plan was one initiative but some found it difficult to understand how to qualify for the scheme without a performance management system in place.”

Greater clarity in identifying key talent drivers had the potential to improve employee relations, enhance career prospects and let people see at any given time where they stood when it came to receiving a bonus.

Setting the scene

Kruger Products is the leading Canadian manufacturer and distributor of tissue products for consumer and commercial “away from home” use. The company manufactures and distributes a wide range of products including bathroom tissue, facial tissue, paper towels and napkins. Some of their best-known brands include Cashmere®, Purex®, Scotties®, SpongeTowels®, White Swan® and White Cloud®.

Kruger Products prides itself on delivering consistently high quality products and is the largest producer of sanitary tissue products in Canada.

The company currently operates facilities across Canada, the United States, Latin America and the United Kingdom and has 2,500 employees.

Inspiring solutions

Kruger Products set out to find a solution that could help the organisation track the performance of its workforce and to help nurture top talent. More specifically, the company was looking for a self-service solution that would enable users to readily access information


pertinent to their specific role and to update it as needed - anywhere and anytime.

“When sitting down with employees we wanted to have the capability to talk about their potential future. A reliable performance management system would provide a lot more clarity of information giving us instant access to information about individual career preferences, mobility, and past performance,” comments the Director, Human Resources and Legal Counsel.

From the organisation's point of view it would also align teams and individuals by ensuring the right objectives were in place so that everyone was working towards achieving their career goals.

Kruger Products made several attempts to build its own in-house system - but nothing could deliver the results that were necessary for their long-term talent goals. The company eventually decided to look externally for a partner who could offer a reliable, flexible and proven solution.

“We needed a system that we could count on. It had to be an intuitive, web-based and secure solution that didn't require customisation.”



“We looked at all the providers in the market and examined numerous systems - our research concluded that Lumesse* would be the strongest company for us to work with in terms of its technology, usability and financial stability.”

The Lumesse solution and range of functionality impressed Kruger Products, particularly its reporting and evaluation capabilities and integrated workflow support. The highest level of security standards and its proven ability to integrate within any system, including Kruger’s existing SAP application, also set Lumesse apart from the competition.

Kruger Products selected a number of modules from the Lumesse Talent Management suite to meet their needs. The first was Career and Succession Planning to facilitate efficient career planning and streamline decision-making processes. The second was Performance Management to help monitor and support competency development at individual and group levels, followed by Learning and Development. Comprehensive training and development support was also provided to ensure that everyone understood how the system worked and how to maximise its full potential.

Fantastic outcomes

Since implementing Lumesse Talent Management, Kruger Products has created a highly transparent talent system that allows over 500 salaried employees and 20 HR staff to retrieve and input employee information quickly and efficiently.

“We positioned Lumesse internally as a tool that provides employees with their career at their fingertips, so now they are happy to see their profile updated and their background experience taken into account,” explains the Director, Human Resources and Legal Counsel.

“We have a wealth of information on hand to allow HR and individuals to better manage careers.”

Kruger Products is making full use of this information and the speed at which it can be retrieved.

“In terms of HR visibility the department gets requests for information about employees all the time. Before, we couldn’t track background data. Now when we get a request we can say, ‘that’s easy - it will take me two minutes’,” says the Director, Human Resources and Legal Counsel.

“It surprises people that we now have the information that before HR said they couldn’t track, because it was too difficult. We can service the organisation at a speed that no one could ever have imagined.”

Furthermore, managers can conduct interim reviews and make the right organisational decisions based on their employees’ performance history. This information is easy to find since managers now have instant access to the system through the “manager self-service” and the ‘employee’s self-service’ option. Such a feature allows the company to take a more strategic approach when it comes to charting people’s future within the organisation.

Giving managers a better overview of employee performance and rewarding achievement accordingly also improves compliance with project management processes. The reason is simple: there is a true incentive for employees to comply with targets. They now know that their work will be recognised and rewards will follow. Workers are also better aware of the processes they need to comply with to achieve results, thanks to Lumesse Performance Management.

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Lumesse Performance Management has contributed strongly to Kruger Products' financial success. We believe the Lumesse solution and the processes it has enabled have been a major contributor to our phenomenal success.”

Kruger Products Limited

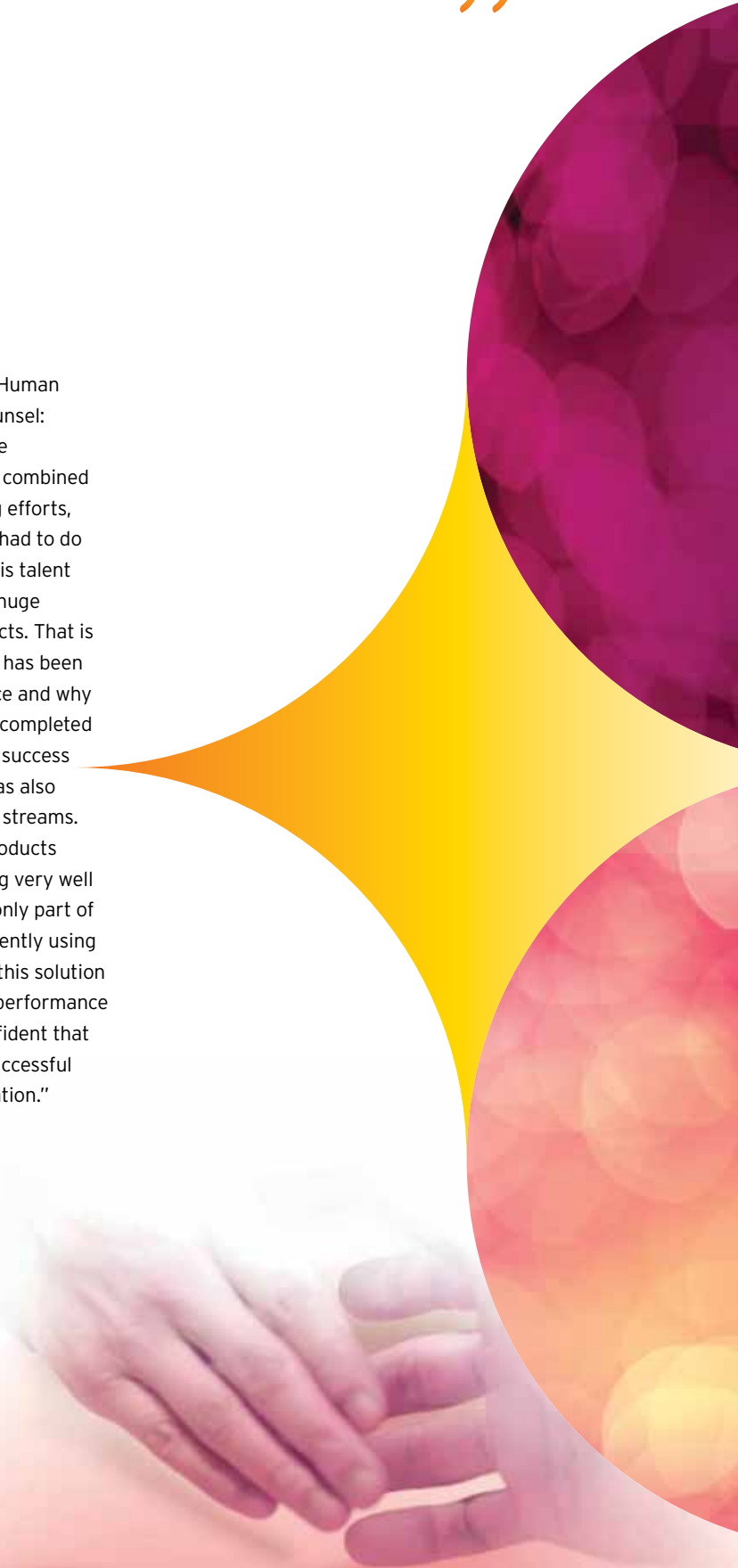
This module enables managers and employees to work together in setting goals and provides a detailed report on completion status to assess performance. This makes it easier for employees to understand the organisation's strategic focus and what they need to do to contribute and therefore qualify for promotions and bonuses.

Lumesse has also helped Kruger Products achieve astounding business results in a highly competitive market. “Lumesse Performance Management has contributed strongly to Kruger Products' financial success. We believe the Lumesse solution and the processes it has enabled have been a major contributor to our phenomenal success.” Kruger Products is also managing to stay ahead of the competition. “Despite the current economic climate we are in the best financial position that we have ever been in,” he adds.

Kruger Products continues to use Lumesse to nurture existing talent and to increase employee satisfaction. The solution also assists the HR team to fill internal positions with the right, high-calibre candidates, thereby helping to maximise performance and safeguard the future success of the company.

Comments the Director, Human Resources and Legal Counsel:

“The impressive Lumesse technology and support, combined with our internal training efforts, has meant that we have had to do minimal work to make this talent management solution a huge success at Kruger Products. That is why this change process has been a very positive experience and why the implementation was completed at lightning speed.” The success of the implementation has also helped increase revenue streams. He adds, “The Kruger Products division is currently doing very well financially - and it's the only part of the company that is currently using Lumesse software. With this solution we align our people, we performance manage, and we are confident that we are building a very successful and sustainable organisation.”



In brief

Solution: Talent Management

- Performance Management
- Career & Succession Planning
- Learning Management

Industry: Manufacturing

Country: North America

Employees: 2,500

To manage the careers of its international workforce, Kruger Products Limited needed a centralised talent management system for storing employee development data and measuring individual performance.

Lumesse provided Kruger Products with a solution for tracking and developing employee capabilities using its web-based talent management platform. The solution allows HR to retrieve and input employee information quickly and efficiently and to reward individual achievement. It also gives employees access to view and update their performance profiles. Any changes are immediately captured by the

system and reported back to HR so the team is always up to date with the performance status of its workforce.

The Lumesse solution has enabled Kruger Products to develop the company's human capital and to help identify and retain those with real potential by rewarding exceptional achievements. Employees can use the solution to engage with HR more efficiently about their career goals and to highlight their individual accomplishments. As a result Kruger Products has boosted workforce performance, retained top-talent and significantly increased revenue streams.

About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

www.lumesse.com/get-in-touch



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