

Leading global manufacturer



Customer insight

Integrated talent management solution transforms succession planning for senior roles





transforms

succession planning

Across its operations in Asia Pacific the company's overarching corporate talent management objective is to ensure it has the right person in every post. For senior management positions in particular, this depends on careful succession planning.

Setting the scene

The company prefers to fill senior positions by drawing on talent from within the region. However, competition for top talent in Asia Pacific is fierce and, like other companies in the region, the manufacturer was struggling to find suitable candidates. The company therefore needed to improve its ability to recruit staff with the greatest potential and identify high-calibre internal candidates – and manage their development as successors for senior management positions. Furthermore, the company needed to ensure its investment in training and assessment of its employees was well targeted and would help individuals achieve their full potential.

However, the company did not have a single source of comprehensive talent profiles for its employees. Different aspects of talent information were stored in separate spreadsheets and databases, which made it hard to retrieve, analyse and use the information, leading to a lack of transparency and inefficient HR processes.

This international division of a large manufacturer is a leader in its sector. It employs 23,000 people and has a market capitalisation of approximately \$50bn.

Inspiring solutions

Following a tendering process for a talent management application, the contract was awarded to Lumesse.* According to the Regional HR Manager in Asia Pacific: "We were impressed not only by the Lumesse solution and its ability to meet our career and succession planning requirements, but also by the trusted relationship Lumesse built with us."

Lumesse implemented a comprehensive, web-based talent management solution covering HR Management, Skills and Competency Management, Career and Succession Planning, and Learning Management. The integrated solution consolidates and helps the company make best use of employee information across its entire Asia Pacific operation.

The Lumesse solution supports both regional and market-based succession plans with a consistent process for identifying and nurturing management talent and leadership capabilities.

Initially supporting the most senior management positions (including C level and directors), it will subsequently be applied to other senior roles within the company. The company is now better able to ensure readiness of successors for key positions and more confident of having the right mix of skills, knowledge and experience in place to execute the region's strategy.

With Lumesse Talent Management talent and leadership sourcing can be approached in a way that's aligned with business strategy and needs, and that facilitates recruitment of candidates with the greatest potential to contribute to the organisation's profitability. In addition, the solution makes it possible for the manufacturer to exploit its employer brand as a key driver for attracting and retaining high-calibre talent.

The system is centrally administered, but facilitates local management of user data, maintenance and training registration. This self-service model engages employees by giving them responsibility for creating their own work profiles and career development plans.

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Line managers have online access to this information for the individuals in their teams, enabling them to compile skills and competency assessments more easily, endorse development plans and make better-informed strategic talent decisions.

The Lumesse solution also helps the manufacturer make more effective use of training and development resources. It's easier to balance supply and demand for each session or event, and to align training and development resources more closely with talent development requirements.

Fantastic outcomes

With the Lumesse solution, the company has a comprehensive talent database covering its Asia Pacific operations. Its leadership pipeline can now be managed using comprehensive, reliable information from a single integrated source.

“The Lumesse solution significantly improves our succession planning capability for senior roles,” says the Regional HR Manager. “We can now identify and prepare successors more easily, which helps us ensure business continuity and drive sustainable growth. And because we will be

able to reduce the number of external hires for these senior positions we expect to see a reduction in our recruitment costs as well.”

The talent management solution will also promote the transfer of ownership of competency management and career development planning from HR to individual employees and their line managers. This gives line managers easy access to information that is critical for employee development planning and simplifies the definition and maintenance of skills and competencies for each job role. In addition, the company is now taking a more comprehensive approach to appraisals by involving more stakeholders in assessing individuals' performance.

Because employee information is now integrated into a single location, information access is faster and more effective compared with the multiple spreadsheets and databases previously used. The scope of information that individuals can access depends on their job role and is controlled by their system login. For example, each employee can see his or her own information, while a line manager's login allows details to be viewed for everyone in the reporting line.

For the regional head office in Hong Kong, the Lumesse solution provides access to data from across the country in real time, and makes it easy to generate customised reports that are used to project, monitor and analyse employee data more effectively.

And because the Lumesse solution releases HR from the administrative burden of maintaining and updating spreadsheets, locating information from multiple sources, and handling training registration, HR personnel can now focus on proactive analysis of employee information and other higher-value activities.

Ultimately Lumesse Talent Management will act as a platform that fosters trust between managers and their teams, helping enhance the company's reputation as a caring employer, and further strengthening its employer brand.



In brief

Solution: Talent Management

- HR Management
- Skills & Competency Management
- Career & Succession Planning

Industry: Manufacturing

Country: Asia Pacific

Employees: 23,000

For its operations in Asia Pacific, this manufacturer's ability to ensure it has the right person in every post depends on careful succession planning. As the market for top talent in the region is extremely competitive, it needed an efficient way to identify and nurture candidates with leadership potential who could execute the company's strategy in the region.

Lumesse implemented a comprehensive web-based talent management solution. It provides a single location for creating, storing

and managing employee talent profiles across the region, with a self-service capability that engages employees and reduces the HR administrative workload.

The Lumesse solution brings together accurate, up-to-date information about employees, including skills, competencies and career development plans. As a result, the manufacturer is now better placed to build a leadership pipeline based on comprehensive, reliable information from a single integrated source.

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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