

 **Customer insight**

Talent management solution  
enables performance  
planning, cutting the time  
taken by 50%





# Enabling performance planning

**Imec's reputation rests on the work of its scientists, researchers, engineers and those who support them in pushing the boundaries of knowledge. Objective setting and performance evaluation are key productivity tools for the company to ensure that all employees are effectively contributing to the company's objectives and maintaining its high standards of excellence.**

Imec operates a matrix management structure: many employees are part of a centre of expertise and will typically contribute to several research programmes simultaneously, each with a different programme manager. This way of working requires a number of managers to contribute to the performance evaluation process for each employee.

Performance planning and evaluation were handled using forms posted on imec's intranet by HR. After publication of the company's balanced scorecard – which includes the objectives of the top two tiers of management – employees would download the required forms. They would either print and complete the forms by hand or complete electronically and share by email. Version control was a problem because it was easy for people to use copies of the forms previously downloaded instead of checking the intranet for the most current. Validation of objectives throughout the multiple programmes was hardly manageable.

With no uniform way to gather or store the information captured, imec could not easily gain an overview of individuals' objectives, nor of their performance. Without any visibility of the overall process HR also had no way to track progress and ensure that all employees completed each stage on time. Misalignments and delays were common and the whole process was taking considerably longer than the company wanted.

## Setting the scene

Imec performs world-leading research in nano-electronics. Imec leverages its scientific knowledge with the innovative power of its global partnerships in ICT, healthcare and energy. Imec delivers industry-relevant technology solutions. In a unique high-tech environment, its international top talent is committed to providing the building blocks for a better life in a sustainable society. Imec is headquartered in Leuven, Belgium, and has offices in Belgium, the Netherlands, Taiwan, US, China and Japan. Its staff of more than 1,750 people includes over 550 industrial residents and guest researchers. In 2009, imec's revenue (P&L) was 275 million euro.

## Inspiring solutions

Imec decided to redesign its processes and look at how technology could help it improve the efficiency of its objective setting and performance evaluation practices. The company uses SAP as its backbone solution for master data but selected Lumesse\* Talent Management as the best answer to its needs, based on the solution's functionality, user-friendly interface and lower design and development costs.

The solution caters for all of imec's permanent employees and has been deployed in both English and Dutch. Lumesse worked closely with imec to customise the solution to accommodate the company's matrix structure and multiple stakeholder approach.

"One of the reasons we chose this solution was its flexibility," comments Hubert De Neve, imec's Executive Vice President of Human Resources. "We were impressed by how easily it could be integrated with SAP and because it could be adapted to our specific organisational structure and requirements."

“The talent management solution is instrumental to our performance planning and evaluation process. It enabled us to cut the time taken by 50%. Divisions now typically have all of their team and individual objectives ready in four to six weeks instead of two to three months.”

imec

The solution has also been integrated with the SAP portal on imec's intranet, which gives employees access to various categories of company information. Clicking on an information category related to talent management opens the talent management solution and takes the employee straight to the appropriate application screen.

“It's a completely seamless experience, including the look and feel,” says De Neve. “And it's reliable. The level of availability from a technical perspective is very high and the system response time is remarkable. All of these elements add to a consistent and positive user experience.”

## Fantastic outcomes

The talent management solution has already made a considerable difference to imec's objective-setting process. Instead of filling in forms, employees and managers now draft objectives directly in the talent management solution. With objectives stored centrally in a tool designed for that purpose, managers and HR can now analyse and report on objective-setting much more readily. They can easily review the objectives of staff to ensure that individual, team and company objectives are well aligned overall.

“We very quickly received positive feedback about how easy the system is to use and access; and

how much people appreciate having information at their fingertips,” reports De Neve.

The solution's structured workflow helps everyone to follow the objective-setting process correctly and in a timely way. HR has full visibility of progress and can issue reminders or prompts if required. They're also relieved of the task of version control.

“The talent management solution is instrumental to our objective-setting process,” says De Neve. “It's enabled us to cut the time taken by 50%. Divisions now typically have all of their team and individual objectives ready in four to six weeks instead of two to three months.”

Imec is now using the solution to support the performance evaluation process for the first time. Comments from managers and reviewers are very positive. The solution makes it easier to capture evaluations from all programme managers for each individual and consolidate the feedback for a sound and fair performance evaluation. The company is seeing significant improvements in both the cycle time and the quality of the reviews.

“We're confident that the solution will also prove its worth further on in the performance process, by streamlining and consolidating the multiple inputs. Additionally, we believe this will enhance the quality of managers' feedback to employees,” says De Neve.

Imec is already extending its use of Lumesse Talent Management to address other identified HR needs. It's in the process of rolling out the solution's compensation management features; and is collecting and analysing requirements relating to training and development with a view to using the solution for learning management in the future.



## In brief

**Solution:** Talent Management

- Performance Management
- Compensation Management

**Industry:** Technology

**Country:** Worldwide

**Employees:** 1,750

Imec was finding its paper-based methods of performance planning and evaluation quite challenging. The company wanted to make it easier to align individuals' objectives with overall company objectives. It wanted to speed up its performance management processes, consolidate the information captured and make it more accessible.

Imec has redesigned its processes and is using Lumesse Talent Management. The system has been integrated with imec's SAP solution and has been customised to accommodate the company's matrix structure and multiple-stakeholder approach to performance management.

The talent management solution is significantly accelerating imec's objective-setting process through structured workflows, elimination of paper forms and easy access to a central store of information. The process is typically 50% faster and the company's managers and HR teams can ensure that individual, team and company objectives are more closely aligned. The solution also enables faster capture and easier consolidation of performance evaluations, leading to higher-quality performance reviews.

## 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](http://www.lumesse.com/get-in-touch)



© Lumesse AS All rights reserved. Unless explicitly permitted by Lumesse AS or by applicable copyright law, no part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or otherwise.