



Customer insight

Flexible, reliable solution
helps make the talent
work for SES





talent

works for SES

SES employs some 2,000 people around the world. Running a global operation with such a comparatively small headcount results in a geographically dispersed organisation. Many managers have teams that are split across several countries and time zones, making activities like performance management a challenge.

The company's HR team is also decentralised with 36 HR professionals working in three service centres covering Europe, the US and the rest of the world. SES needs to make sure all members of the HR team work to the same standards and best-practice processes across the regions.

Having been extremely successful in its primary markets SES is now looking further afield to regions like eastern Europe and Africa for new business opportunities. "To drive new business we need to identify people in the company who are prepared to relocate and have the skills to take the business forward. We also need to be able to spot any gaps so that we can recruit accordingly," explains Christophe Tigné, Vice President, HRIS.

Tigné recognised that the company's HR strategy needed to transform to meet its evolving requirements – a situation that wasn't helped by the company's existing talent management solution which was underused and inflexible. A new system could act as a catalyst for the changes Tigné wanted to introduce.

Setting the scene

SES is the world's leading telecommunications satellite operator. Its constellation of more than 40 satellites covers the entire globe, reaching 99% of the world's population and transmitting 13,000 digital services every day. SES's customers range from media broadcasters and enterprise customers to users of civil and military government communications.

Inspiring solutions

Tigné chose Lumesse* Talent Management for its ease of use, reliability and self-service capability. "With Lumesse we have a single, integrated solution covering all aspects of talent management. This has made it easier to customise the solution to our way of working," says Tigné.

Lumesse has collaborated closely with Tigné to configure and customise the solution to meet SES workflow needs. The two companies have developed a strong and open relationship as a result.

Tigné wanted to add firmer controls to the system to ensure employees have completed the performance management stage before progressing to salary and bonus review. Additionally he wanted to align compensation management more closely with SES procedures.

To prepare employees for the changeover to the solution Tigné carried out a formal communications programme, including a campaign on the company's intranet. He also involved the company's executive committee to gain high level buy-in to the new solution.

The talent management solution has been successfully rolled out to all SES employees. Because users were well informed in advance, they have adopted the solution rapidly and enthusiastically. All HR users have been trained on all areas of the solution so they understand the relationships between the different areas and how data flows through the system. This helps avoid potential issues caused by missing or poor-quality data.

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SES

Fantastic outcomes

Self-service access to performance management enables employees, managers and HR to contribute fully to the process regardless of geographic location or differences in time zones. It also allows employees to maintain their own profiles, creating a searchable directory of skills and experience across SES while minimising HR's administrative workload. Unlike static information in printed CVs, this data can be searched and reported on so the company can mine its employees' capabilities much more effectively.

This ability was put to good use when the company was signing a contract in Russia and quickly needed to find a technical specialist with fluent Russian to support the sales team and help close the deal. SES will in future rely on the skills database to identify employees who are familiar with other cultures' customs and approaches to business.

Easy-to-run reports let Tigné and his colleagues analyse comprehensive information about skills, performance and training undertaken. They are able to see whether they have the right people on board to relocate and take on new management roles as the business moves into new markets. They can also support high-potentials with appropriate development programmes.

"This also helps with business continuity planning," says Tigné.

"We have to prepare for the worst and make sure we have people who could take over running the company in the event of an incident," he explains.

If the reports show any talent gaps SES can immediately start recruiting, refining who and how they recruit according to the data from the talent management solution.

Whereas SES was using only about 5% of its previous talent management solution, it is using 90% of Lumesse Talent Management and so gaining a much higher return on its investment (ROI). In Tigné's view the real ROI of the solution is that it meets the company's needs and saves everyone time throughout the talent management process.

Tigné runs regular reports that confirm high-quality data is being entered into the system. "I can check, for example, that the performance management process is being completed satisfactorily, avoiding issues at salary review stage," he explains.

"Lumesse Talent Management is user friendly and accessible," Tigné continues. "It helps us manage our talent pool more effectively in support of our global expansion plans thanks to automated processes and consistent procedures."



In brief

- Solution:** Talent Management
- Performance Management
 - Compensation Management
 - Skills & Competency Management
 - Career & Succession Planning
 - Learning Management
- Industry:** Telecommunications
- Country:** Worldwide
- Employees:** 2,000

Pursuing a policy of global expansion, SES needed to identify talented individuals who could take on new roles and enable the company to seize new business opportunities in new regions. It also wanted to make the performance management process more accessible so that all employees could participate fully.

Lumesse supports SES's talent management process with solutions covering Performance Management, Skills & Competency Management, Compensation Management, Learning Management and Career & Succession Planning.

Lumesse has worked with SES to customise the talent management solution to meet specific workflow requirements.

SES can now identify employees who are ready to step up to new roles and support the company's global expansion plans. It can also help managers highlight gaps and target recruitment efforts to fill them.

Self-service access lets employees contribute fully to performance management and maintain their own profiles. This creates a searchable database of skills and competency information that can be mined in support of specific business requirements.

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

