




Case Study: Gemalto

Meta4 PeopleNet Solution



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Company: Gemalto / Employees: 10.000 / Based in: 40 countries / Sector: Digital Security / Web: www.gemalto.com

IMPLEMENTATION OF AN INTERNATIONAL HRIS: AXALTO OPTS FOR META4 PEOPLENET

When it belonged to Schlumberger Group, Axalto's human resources management used an HRIS that gave support to approximately 80,000 people, which required numerous specific developments. When it became independent, Axalto needed to acquire a new Human Resources management tool that would respond to its own needs. "We already had good experience in the field of computerised management of Human Resources, specifically with the archiving of personnel data and administration on a global level explains Arnaud Soulié - HR Manager and sponsor of the HRIS project -. Therefore, we were not starting from zero!"

"SCIENTIFIC" SELECTION OF A TRULY INTERNATIONAL HRIS

At the beginning of 2005 Axalto put together a dedicated team, made up of an IT manager and an HR manager, assigned full time to the project and backed up by the respective line managers. Detailed requirements were drawn up and sent to six specialised software houses. "We had three essential criteria in mind" explains Arnaud Soulié. "Above all, we wanted a tool that was entirely in English, capable of handling our organisation's global structure.

It was important for this tool to be easily accessible and simple to use, both for employees and managers and for the HR professionals and software developers. Last, but not least, we absolutely had to recover five years of historic data and transfer these to the new system."

The six products in the selection process were "scientifically" analysed, both with regard to the

functional and technological aspects. A complete set of criteria were evaluated, making it possible to compare the offers objectively. At that point, two solutions were shortlisted: one, a classic ERP provider approach, and the other, Meta4 PeopleNet who proposed a "best of breed HRIS" approach.

In April 2005, Axalto chose Meta4 PeopleNet.

This solution responded best to our criteria as a whole. It was also very good in terms of price/value. A very important factor in our decision was that Meta4 accepted to undertake the whole project on a fixed rate. No other third parties were involved in this project which made undertaking the project easier as Meta4 took responsibility from beginning to end.

6 MONTHS OF IMPLEMENTATION FOR A DEPLOYMENT OVER 35 COUNTRIES

Implementation began immediately. "After preparing the requirements," we created ten different teams and asked each team to come up with a list of functionalities they expected from the new solution." says Arnaud Soulié. After deciding on Meta4 PeopleNet, we kept these groups so that they could work in collaboration with Meta4 consultants and accurately define their needs. This approach had various advantages: it allowed us to benefit from the specialists' competence in each field. Later, as they had been involved in the general overview of the new system, they began using this tool quite actively."

The solution became operational for our HR

THE PROJECT'S TRUMP CARDS

- A project approach aimed at implementing an overall HR solution at an international level.
- The solution's potential for evolution makes it possible to go beyond the sphere of HR by implementing a simple, yet advanced, management tool for local managers.
- Decentralised access to main HR functions.
- Going live in production in only 6 months, given the complexity of the project.



community on September 2005, only 6 months after the decision was made. Two months later and just in time for the evaluation interviews, employees and managers had access to new HR functionality so that they could carry out the whole annual evaluation process using the employee portal. This was a crucial phase in the human resources management policy for Axalto.

THE HRIS AS THE HR DRIVER FOR THE GROUP

"Our HRIS had to enhance the company's philosophy in human resources management," explains Arnaud Soulié. The human factor is at the heart of our success and we rely on strong principles. Firstly, we give priority to internal promotion and it is rare to recruit managers

from the outside. We also strongly encourage employee mobility, both geographically and in their career progression. In fact, it is the company policy that all company directors have had at least one overseas posting."

Two additional points:

- Firstly, Axalto mainly recruits young graduates in order to train and develop their progression according to quotas and objectives within the group.
- Secondly, 10% of our executive employees are expatriates. When recruiting, Axalto's HR thinks "international".

"Meta4 PeopleNet is the ideal tool for our organisation, with objectives like ours," continues Arnaud Soulié. "With Meta4 we have centralised human resources management with uniform global processes, regardless of the country, using a common language, English and access to a personnel dossier attached to each individual throughout his or her career with Axalto."

AN INTUITIVE SOLUTION ADAPTED TO THE NEEDS OF EACH EMPLOYEE IN THE GROUP

The use of the tool on the other hand is completely decentralized. Arnaud Soulié emphasizes the initial objectives: "it was important that each employee in the group, no matter where in the world, had access to his or her personnel details through a simple Web interface, without the need to download any kind of program. Meta4 PeopleNet is an extremely intuitive application and therefore, the international deployment was very fast."

In order to accelerate the use of the tool, Axalto published and distributed a small four-page brochure explaining the main operating principles. "No further training was necessary" added Arnaud Soulié. "Today everyone can update their administrative details or enter their 'Career Networking Profile,' aimed at facilitating collaboration between employees, on the group's Intranet."

The annual evaluation interviews, which sometimes involve two or three people located in different countries, can also be carried out via the web portal. Arnaud Soulié: "After a few months we noted a significant increase in the number of HRIS users in comparison with the former solution. This was one of our prime objectives. Meta4 PeopleNet is now in place and working to the great satisfaction of all employees."

What remains to be implemented is the training management according to the same principles.