

## Client Stories

### Improving operational efficiencies with human resources business processes

#### Situation

In 2000, the world's largest food and nutrition group launched a group-wide "Global Business Excellence" initiative designed to establish best practices in business processes, align data standards and use common information systems and infrastructures. The objective was to improve the performance and operational efficiency of its businesses worldwide, using a new Enterprise Resource Planning (ERP) solution.

#### Solution

In 2001, the CRH consultant, working for a professional services firm, was appointed Project Manager to develop "best practices" human resources (HR) business processes for the group. He prepared the project scope and methodology.

He first established a catalogue of the group's HR business processes. He then benchmarked them with "world-class" HR processes and identified those which could be rated as "best practices". The solution he proposed covered the re-engineering of internal HR "best practices", the new business processes to be developed, their objectives and benefits as well as an implementation approach.

Assembling a team of human resources and systems specialists, the consultant managed the development and re-engineering of HR business processes as well as their design for integration into the ERP solution.

#### Result

Within 6 months the group had new HR business processes integrated into the ERP solution. They were implemented in 3 pilot markets and received full support from both HR staff and line management. The main benefits were:

1. Clarified roles and responsibilities in people management
2. Businesses worldwide had common "best practices" HR processes
3. Supported the group's new "Management and Leadership Principles"

*Please refer to the page "Client Testimonials" of our website for client comments on this project.*