



SECURING BEST PRACTICE FOR SMES

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Securing best practice for SMEs

How can having access to enterprise-grade payroll technology change the trajectory of a small to medium-sized business? With a scalable and future-proof solution in place, innovation and expansion become exponentially easier



FOR ELISE HEYDON, the need for a proper HCM solution was immediately evident when she took on the role of chief people and culture officer at BINGO in 2017. As a family business in waste management that had grown through acquisition, BINGO was working inefficiently across various disparate HR systems, mostly spreadsheets. Core operational and financial people data was difficult to access and reconcile, which demonstrated a need to centralise company intelligence – particularly with the business’s wide network of customers and team members across different locations and systems.



“Being an SME doesn’t mean you can’t have access to enterprise-grade technology or industry best practice”

Claire Badger, talent practice director, Rizing

“About two thirds of our 1,000-plus workforce is located in our recycling facilities across NSW and Victoria, and most of the rest are out on the road, handling collections,” Heydon says. “We collect and accept commercial, demolition and construction waste, and

then recycle as much of it as we can into new products which are on sold. We’ve got employees handling a variety of tasks in a production line-style environment, driving forklifts, sorting waste and so on.”

The goal, Heydon explains, was to create

a work environment that supported growth and brought employees together, while still maintaining cost-efficiency.

Additionally, the company recently listed on the ASX, which meant a new level of accountability was going to be required to ensure that not only head office requirements but those of shareholders were being met. Introducing a comprehensive HR system wasn't just a matter of adopting best practice – it was increasingly becoming a necessity.

“Systems and processes weren't really unified,” Heydon explains. “The data was pretty fragmented – there wasn't a lot beyond hiring and firing-style information – and it wasn't necessarily up to date either.”

Simple tasks like payroll reporting took three to four days – a problematic situation for any business in which payroll is likely to be the biggest ongoing cost for the company. While leadership was keenly aware that more needed to be done, Heydon notes that it wasn't an overnight transformation. As the company had never had a dedicated HR function before, becoming a trusted voice within the business was a process.

“Ultimately, we wanted to support BINGO's leadership in making effective decisions around people and culture,” says Heydon.



“Having an HR department was pretty new in itself – we wanted to make sure we were making things easy for everyone to use”

Elise Heydon, chief people and culture officer, BINGO

“But we needed to have a bit of a cultural shift to make that happen.”

Heydon says one of the key steps in this process was finding an appropriate e-solution. There were numerous criteria that needed to be met. Most importantly, it needed to overtly improve the employee's workplace, whether they were based remotely or stationed in one of BINGO's sites. That's admittedly a broad directive, Heydon concedes, but a few key

features were highlighted in brainstorming sessions – integration with day-to-day roles, mobile accessibility, easy access to personal details, employee assessment capability and full hire-to-retire support.

“With so many paper-based records, we were finding out that really basic stuff had gone awry,” Heydon explains. “We had emergency contact details that were years out of date, and we were also finding that we didn't have good assessment data on employees who'd been with the company for years. You need to have a grasp of your employees' capabilities, particularly as we needed them to grow as the business was.”

The platform needed to be able to support high-volume growth, while also providing business intelligence for future planning and analysis. And longevity was crucial.

“Whatever decision I made, I knew the system would have to last 10 years and be flexible throughout that time,” Heydon says. “On a personal level, I wanted to make sure we had something that was heavily template-based and didn't need a lot of modification. Additionally, since this was the first time we'd used this sort of program – and having an HR department was pretty new in itself – we wanted to make sure that we were making

things easy for everyone to use.”

After considering several different options, Heydon chose to work with SAP SuccessFactors, with Rizing aiding in the implementation. Heydon had used SuccessFactors in a previous role, and knew that the system would be able to simplify many of the existing processes while still capturing the relevant data.

For Claire Badger, talent practice director

ABOUT RIZING

Rizing, LLC, is headquartered in Stamford, CT. Rizing is one of the strongest partners in the SAP® SuccessFactors® ecosystem through its combined end-to-end experience and leading number of global implementations. Rizing's HCM practice has over 900 customers, making it one of the largest, and most qualified, SAP SuccessFactors consulting firms in the world. Our 850 employees focus exclusively on SAP software and geospatial solutions with proprietary products that enable acceleration of business transformation.

at Rizing, implementation was an opportunity to showcase the importance of utilising best practice HR in any size of company.

“Being an SME doesn't mean you can't have access to enterprise-grade technology or industry best practice,” Badger says. “There's a tendency to assume that bigger company equals greater complexity of your processes, and I think that had been a daunting prospect for BINGO before Elise came along.”

The expectation that greater complexity will be needed is a common misconception, Badger explains. Many SMEs conflate ‘newest’ or so-called ‘best of breed’ tech with ‘best practice’, when they're often quite different things.

“We see a lot of SMEs who undergo expansion after they've invested in the latest and greatest tech, but it's only suited to the situation they were in when it was first purchased,” says Badger. “Once they've grown to a certain point, they have to ditch it all and start from scratch, as it's no longer meeting their needs.”

Future-proofing is more subtle, Badger notes. As a general rule, it's advisable to steer clear of overcustomisation; this will help ensure that the solution is high-functioning and agile for future needs. Implementing Rizing's SAP Verified Packaged Solutions, Synchrony People and Synchrony Payroll, Badger explains that a templated approach allowed for a relatively simple ‘build and

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- Geospatial solutions delivering intelligent location services

release' solution for BINGO, which provides an accelerated path to value and can be modified as necessary into the future.

"Rizing provided prepacked best practice SAP SuccessFactors templates for SMEs, ensuring BINGO could find efficiencies immediately and customise processes as the business develops," Badger says.

The launch itself wasn't without challenges, though not from a technology standpoint. The drive towards implementing a solution coincided with the onset of COVID-19, testing BINGO's capacity to service customers and staff remotely under challenging circum-

stances. The attendant government restrictions on workplaces meant that planned training initiatives had to be, in Heydon's words, "thrown out the window".

"Launching an HR initiative in the middle of a global pandemic isn't ideal," Heydon says. "But we just had to rip off the band-aid. It was definitely tough, but I'm very proud of the way it's all turned out."

The secret key that ensured its success and employee uptake, as it turned out, was payroll. The pandemic coincided with pay week, which meant employees were eager to log in and get their payslips. Ninety-five per

cent of employees downloaded the mobile app within the first week of release, and with a simplified, preconfigured platform that could be modified to suit business needs, BINGO was now equipped with a technology solution that was responsive and supportive enough to manage its company mission.

"These functions are really self-service oriented, so that made it easy for them to drive adoption," said Heydon. "It's formed a pattern, which we've since seen maintained in the following months. They've got all of the key information in one spot now, rather than having to email multiple departments and wait for a response."

With this technology, BINGO was able to ensure its response to the current crisis was comprehensive; HR data could be easily accessed by staff remotely so they could remain informed, understand the changes occurring, and engage directly with the company for any support needed. Team data helped highlight staff in need of assistance and manage communications and support, while allowing employees to conveniently manage leave, payroll and scheduling remotely. Additionally, the app's adoption has shaved more than 50 hours off payroll processing time for each run.

"It has been a great experience working with the BINGO team, and I am really proud of how we have partnered to deliver transformational outcomes for their organisation," says Badger. "BINGO's remote workforce required a strong focus on SAP SuccessFactors mobility and usability, which is anchored in Rizing's strong design principles and guided by Elise at BINGO."

Looking ahead, Heydon believes there are still plenty of future benefits that will reveal themselves.

"We're currently in the process of finalising strategic plans for the next financial year, and we're now better equipped to see how performance is tracking versus our stated organisational goals," says Heydon. "It's enabled us to make strategic decisions and give our business and people timely access to information, processes and support during a really challenging time. I'm really excited to see how we leverage it over the coming years." **HRD**

