

A story of redefined workforce strategy,  
engagement and productivity

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**Natively built for the cloud, Oracle Cloud HCM is a complete solution connecting every human resource process from hire to retire—including global HR, talent management, workforce management, and payroll. It's also the most connected solution across the enterprise, with one cloud unifying HCM across finance, supply chain, and customer experience. This provides a consistent experience across devices, enables one source of truth for HR data to improve decision-making, and empowers you with market-leading innovation to address your needs today and into the future.**  
**This is what we call work made human.**

**Let's discover 9 customers stories.**

# Happy people make satisfied customers

Abu Dhabi Customs is in the front line of making a great first impression for people visiting the United Arab Emirates. If everything behind the scenes is efficient, seamless and stress-free, then everything front-of-house is perfect. Making it simple, makes it smart.

## World-class customs

Abu Dhabi Customs is in the front line of making a great first impression for people visiting the United Arab Emirates. If everything behind the scenes is efficient, seamless and stress-free, then everything front-of-house is perfect. Making it simple, makes it smart.



Human capital is naturally a high priority for an organisation that depends so centrally on human interactions between its staff and the people and businesses they serve. The organisation's vision is to focus on world-class customs. This involves giving world-class resources and training to its workforce and providing them with the right tools to empower and enable them.

Abu Dhabi Customs found that its on-premise solutions had certain shortfalls in delivering to its staff the capabilities they needed and to the scale and at the speed they needed them. There was no automation, everything was manual, and so everything used up too much time. Documents, emails, WhatsApp input, smartphone messages all made up an entanglement of incoming data and a varied landscape of end-user devices using different systems.

There were also no analytical tools which meant that finding the real meaning in data involved hours and hours of studying the information; always with the possibility that key messages may have been missed along the way.

The decision was taken to move from on-premise to the cloud which, believes Dr. Ebrahim Hasan Alkhajeh, Division Director of Human Resources, Abu Dhabi Customs, "is the way forward."

Moving to the cloud involved retiring 14 different systems into one: Oracle Cloud HCM. In making the move, Abu Dhabi Customs became the first government entity in the Middle East to implement the full Oracle HCM suite and number one in the world to implement HCM Digital Assistant.

**"I love number one. Our government always supports number one, and we always have to aim high."**

**Dr. Ebrahim Hasan Alkhajeh**

Division Director of Human Resources, Abu Dhabi Customs

The organisation is using innovative Artificial Intelligence, Machine Learning and analytical tools embedded in Oracle Cloud HCM. By default, every three months Oracle Cloud HCM automatically updates itself so there is no need to continually re-engineer processes. This saves time and, due to zero human error, reduces costs.

Now, staff can easily access the information they need when they need it through any device, anywhere. "I want employees to be relaxed," says Dr. Ebrahim Hasan Alkhajeh, "not stressed about what he or she wants". That's precisely what the organisation has now achieved, with the help of Oracle Cloud HCM.

**+15%**

**Productivity increase with Oracle Cloud HCM**

**~55%**

**Level HR services increase.**



## Groceries for good

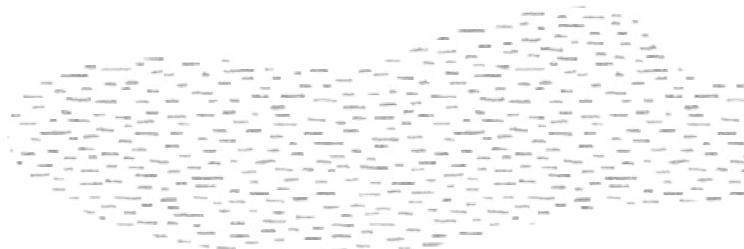
In 1844, citizens in Britain launched cooperative businesses that were owned by their members, who made decisions that supported the common good. The Co-op Group, for example, introduced rationing during World War I, banned many farming pesticides, stopped animal testing, and embraced fair trade to support its farmers and fishery workers.



Now known simply as the Co-op, the grocery chain counts 4.6 million members, who each receive a 5% discount in Co-op convenience stores and neighbourhood markets. Members also have access to Co-op offering for insurance, healthcare, and funeral services. The company shares 1% of its profits with local charities selected by its members. During 2019, the Co-op's 175th anniversary, the company returned £29 million to members through a 5 percent discount program and donated £6 million to charity through its 1 percent profit-sharing program.

Yvonne Foster's job as the Co-op's head of resourcing services means she's responsible for hiring 20,000 new staffers each year for the company's convenience stores and small markets. When Foster took on the role, she and store managers started by defining the characteristics that make a great store employee.

They plugged those preferred personality traits into Oracle Cloud HCM with an Oracle Taleo Recruiting module to create standard job postings on the Co-op's new job posting board that attracts candidates from across the British Isles. Foster later added Oracle Integration Cloud to move standard job descriptions and requirements in and out of the Taleo module. Then she engaged Capgemini to create a user interface called "My Colleague Recruit," especially designed for the Co-op so that store managers can customise their job announcements in about five clicks on the web application. "Where we used to put help wanted posters in store windows, now we're reaching more diverse, more inclusive talent," Foster says.



**"Our job is to run a commercial enterprise on behalf of our members that's responsible and successful and creates a better, fairer, and more cooperative world"**

**Allan Leighton**  
Chair, Co-operative Group.

**£4-5m**

**Overall cost reduction attributed to The Co-op's adoption of Oracle Cloud HCM.**

**4min → 30sec**

**Reduction in time and effort to raise a recruitment requisition thanks to Oracle Cloud HCM.**

# Everywhere, all the time—the unified vision driving a global brand

New Global HR strategic priorities to evolve HR community and exchange knowledge among 40+ location poses multiple challenges and complications. Driving digital transformation disseminating a common HR taxonomy and activating common HR processes allowed a real cultural shift.

## **One world, one strategy, one vision; for thousands of staff worldwide**

Assicurazioni Generali is committed to digital transformation throughout its 420 companies, enhancing efficiencies among 75,000 employees, and making sure everything goes according to plan across the more than 40 countries it operates in.



A global leader in insurance, Assicurazioni Generali (headquartered in Italy) has been focussing on using technology to maintain its edge and accelerate outcomes for a raft of innovative commercial strategies. This has taken Generali into a new phase to improve the efficiency of business models, support and enable innovative commercial strategies, and drive an even stronger, more global brand. It has put a spotlight on HR digital transformation as well.

The new Generali HR management platform based on Oracle Cloud HCM now covers all the Group's insurance businesses and branch offices worldwide representing a real digital accelerator for all strategic Group HR initiatives and a powerful asset to be leveraged by local entities. This is not just about IT implementation; it's about cultural shift, enabling management to base their decision on reliable information and encouraging our HR global community within the Group to evolve HR practices by valuing people at their best.

Fabio Fabiano, Head of Group HR Digital Processes of Assicurazioni Generali, explains

People are the heart of the business, tens of thousands of them around the world. When global businesses put people first, a major focus at Generali, the overwhelming requirement in enabling global consistency in HR processes—and shared standards in every operating company—is to embrace simplicity. Before adopting Oracle Cloud HCM, the group had more than 50 HR legacy systems operating across its local branch offices.

why Oracle Cloud HCM addressed the group's requirements for its HR transformation:

“Our big challenge was to consolidate employees' information from all locations stored in many different local legacy systems with different logics behind. This had always been a time-consuming and complex task, involving ceaseless back and forth discussions across the different level of the organization. Our need was to do it all faster, to save the time, and gather actionable information in a timely way. Oracle Cloud HCM makes it all simple”.

There was a clear need to steer our HR evolution, keeping systems and practices aligned with the overall digital transforming strategy under way across the Group. The goal was to build a first Group HR information system in cloud to disseminate a common HR vocabulary, activate common analytics/reporting capabilities and enable group HR processes ensuring local compliance requirements.

## 50 siloes

**Diverse legacy systems operating independently before the adoption of Oracle Cloud HCM.**

## 1 world view

**Common Group HR system based on a global taxonomy to streamline workforce planning globally and enable HR innovation.**

# More people, more skilled, more often

Talent search and acquisition can be a less-than-precision task if it isn't coordinated, integrated, and targeted at the right media and channels, with pinpoint accuracy. Multiply that by a global requirement and the results could be overwhelming. With the right solution in place, the results can be inspiring.



## Finding the best talent before somebody else does

Founded in 1871, Hellmann Worldwide Logistics is a globally active family-owned logistics company that provides end-to-end logistics services by road, rail, air and sea, delivering more than 17 million shipments a year. It employs 10,700 people in 257 branches in 56 countries.

Logistics makes the world go round. Accordingly, the competition among employers to attract the right talent is fierce; good people with specialist skills have plenty of choice. Making the connection with them is all important. The pipeline of suitable applicants needs to be constantly filled.

Hellmann's goal was to remain the employer of choice in the long term. To achieve this, it needed efficient and streamlined process support for talent search, selecting applicants, and providing a fast and effective onboarding experience for new employees.



To truly engage with potential employees, a personal connection makes all the difference; quality face-to-face interactions, rather than trying to forge new relationships based on form-filling and admin processes. Hellmann wished to accelerate and automate its applicant management workflows so that it could free up HR managers' time for direct contact and handling with applicants. More quality time and more appropriate technology to drive social sourcing and better visibility in search engines—to increase applicant numbers—would be the optimum combination of resources.

Hellmann chose Oracle Talent Management Cloud (TMC) for all-round support in making these goals a reality. Part of the Oracle HCM suite, TMC provides integrated modules and processes for talent search, application and selection management and the integration of new employees into the company.



Now, the company's applicant management workflows are faster, with time savings of up to 30%. Faster response times when communicating with applicants give Hellmann an advantage over other employers. Managers have the time they need for more personal involvement in the recruitment and selection process. Whenever they need to, they can access information and progress through their mobile devices.

Hellmann has also extended its reach. Connecting with more applicants via social media channels, and increasing the visibility of job ads on the Internet. Applicant numbers can be increased by up to 30%.

“With the Oracle Talent Acquisition Cloud, we were able to significantly improve our applicant management. We simplify the process for interested parties, get more applications, and process them faster. This is how we ensure our success in the competition for urgently needed specialists.”

**Nicola Wittland**

HR Manager Marketing and Recruiting,  
Hellmann Worldwide Logistics

+30%

Time saved by accelerating  
applicant management workflows  
with Oracle Talent Acquisition Cloud

+30%

Increase in quality applicants through  
increased social media reach



# Understanding technology to better understand people

Enabling customers to buy their own homes is a personal process, driven as much by emotion and personal ambition as it is by figures and finance. Staff performance is just as sensitive. When the mission of a business is to empower its customers, it must extend into empowering its own people to do so.

## Why just ticking the right boxes doesn't tell the whole person story

ooba is South Africa's largest bond originator. Since its founding in 1999, it has helped over one million South Africans to buy their own homes. The company also provides building protection insurance, life insurance and mortgage protection insurance, the latter being a mandatory requirement for home buyers.



Its core service—acting as intermediary between banks and home buyers—is free to customers. ooba accompanies customers on their home-buying journeys, at every step of the way. In locations across the country, ooba has around 400 staff.

The company's strategic direction involves moving into the Fintech arena, a direction which necessitates the shift to becoming a technology/platform business. Progressing successfully towards this goal, ooba found that its technology infrastructure serving the business had begun to far exceed the infrastructure serving its own workforce. This issue came under greater focus given the company's commitment to implement a performance strategy unique in South Africa, based on whole person perspectives.

“We were looking for a way of replacing the traditional five-points rating scale for staff evaluation. This stifles performance rather than improving it. We wanted to look at the whole person, taking emotional, spiritual, physical, emotional, intellectual, and social factors into account to gain a balanced view of people's capabilities and personal needs. To do that, you need a central repository for all information. We felt that Oracle Cloud HCM could help us achieve this goal.”

**Linda Roos**  
Group Head of Human Capital, ooba

ooba's first phase was to shift its functional HR system over to Oracle Cloud HCM, but it has viewed this as just the beginning. It is using eLearning modules through Cloud HCM to make 'how-to' videos and general workflow advice easily available to all staff, anywhere, at any time. Oracle Cloud HCM has delivered a seamless, integrated approach to the individual—their career-span lifecycle within the company, from joining through to exiting – closing the gap between ooba's consumer-facing technology and its employee facing technology.

With smarter systems now serving its employees, ooba believes it has created the momentum for easier technology adoption by employees when it comes to helping customers. “Oracle HCM has delivered a great deal of comfort and confidence for our employees about using technology when they see how effective it is for their own career purposes. It has created a momentum across the business,” says Linda.

Oracle HCM has demonstrated the value of technology to employees, provided a central repository of employee information to guide their career journeys, and reinforced the company's drive to embrace technology not simply at the heart of its business, but also within the culture it offers its own people.



Focus on the core business.  
The details will take care of themselves.

With currently more than 20,000 employees, the Saeed Raddad Group (SRG) is a leading business group across Saudi Arabia and the Arabian Gulf region. It has had an influential and substantial presence in the commercial and business life of Saudi Arabia since 1982. SRG also maintains significant international operations.

SRG companies operate in several business sectors including: trading and manufacturing, general construction, operations and maintenance, consulting and general services, healthcare, travel and hospitality, IT and electronics services, and media.

Construction projects, and the coordination and management of the company's workforce and resources, produce a daily deluge of information. This was placing considerable pressure on SRACO's various standalone, on-premise applications and servers. It was difficult to access the management insights that are so essential for operational efficiency.

SRG subsidiary SRACO decided to move to Oracle Cloud HCM, to provide a single version of the truth. Managers now have easier access to better, more comprehensive reports. They no longer have to spend time and effort collating information from disparate systems and paper-based processes.

“Oracle Cloud HCM has proved to be the complete and cost-effective solution we were looking for. The beauty of it is that it's user-friendly and integrates seamlessly with our systems.”

**Firas AL Hilu**  
Group IT Director, SRG

# Taking care of the hygiene factors

Achievement, recognition, responsibility, and opportunities for growth and advancement all rank high on the list of factors that stimulate and feed job satisfaction. The German manufacturing group, WEPA Hygieneprodukte has ensured sustainable HR policies for over 70 years, and has now moved up a gear with Oracle Cloud HCM.

## Creating real business value through HR

WEPA Hygieneprodukte GmbH, founded in 1948, is a European leader in the hygiene paper product business. It manufactures toilet paper, kitchen towels, tissues, cosmetic tissues, paper towels, napkins, industrial paper rolls, and de-inked pulp. The company employs 3,900 employees and has a turnover of €1.3 billion.



Respect, commitment, and sustainability are core values that shape the corporate culture for WEPA. The effectiveness with which any organisation can realise such values, and make them come to life through a positive impact on its people, goes up a gear when technology comes into the mix.

WEPA had been running with a decentralised system and variations on HR processes from location to location. With 13 locations, spread across Germany, Italy, France, Poland, The Netherlands, and Great Britain, it was a situation that had to be addressed.

Evaluating its workflows and ability to make the most of its data, the company identified scope for efficiency improvements and for embracing advanced analytics. For reasons of greater insights, consistency, efficiency and communication of its values, WEPA launched an HR Digitisation ‘Go Cloud’ project in 2017.

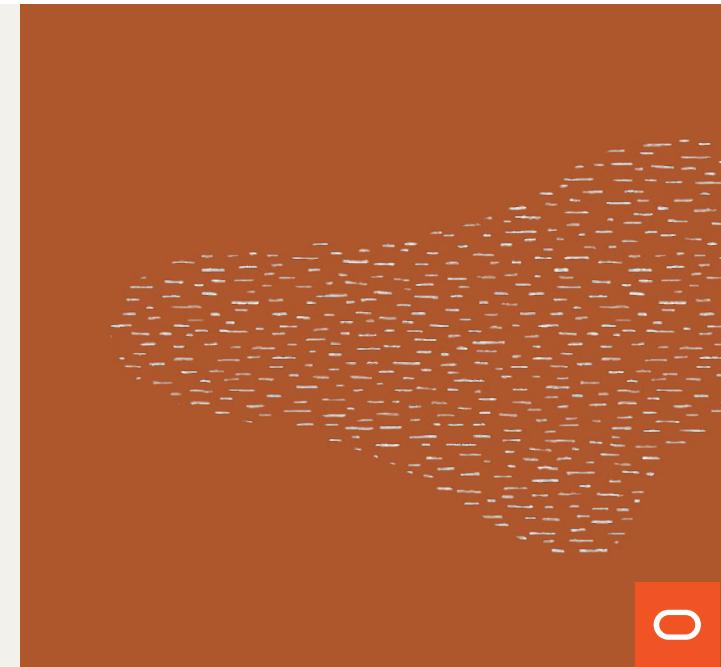
The thinking behind ‘Go Cloud, was around gaining a single view across all areas of the company’s operations, and every department, in every country; to the benefit of every member of the workforce. By consolidating data across departments, the company intended to create business value; optimised HR services and processes reflecting the corporate culture by putting people more than ever at the centre of an efficient and productive organisation.

WEPA chose Oracle Cloud HCM as a platform to consolidate HR processes—absence management, recruiting, learning and employee and manager self-service—and data sources across the business. At the same time, the company was able to build workflows and interfaces to its payroll and time management systems to partially repatriate data sovereignty.

WEPA now has one international, integrated solution covering all global and local requirements, with a single point of truth.

**“With the new HR system from Oracle, we have a good platform to further optimise international team building, the mutual exchange of ideas, and consistent and standardised processes.”**

**Martin Krengel**  
CEO, WEPA GROUP





## Different countries, cultures, and regulations: same challenge

Here's an organisation working in more than 160 countries. It faces generic operational challenges across all of them. It also faces different local regulations, hiring procedures, languages, career aspirations, and employee expectations in each locality. Here's how it balances the global and the local.



## Orchestrating perfect harmony, through an improved employee experience

Ria Money Transfer (Ria) is a global leader in money transfer services. It provides simple alternatives to traditional banking, offering a fast, secure, and affordable way for people to send money home.

Ria does this through 32 of its own offices spread across 32 countries and thanks to its extensive network of more than 402,000 locations through 160 countries across the world. Ria directly employs 4,500 people worldwide.

Within Ria's HR function, too many processes, at too many geo-dispersed locations, were running independently of each other. A constant overload of information had to be manually processed and this was a ceaselessly expanding workload for HR when endeavouring to gain a global view.

To cater to the often-unique needs of each of its offices, the variations in interpreting, and acting upon employee requirements, Ria needed a holistic tool. It needed a solution that could help process payroll, track employee turnover and retention, and help recruit and onboard new employees, regardless of language or location.



“We can now focus our HR practices on giving more flexibility to our employees, they can easily and intuitively search for the information they need and ask questions or give suggestions on what they want from HR. With Oracle Cloud HCM, we can have a much more individualised approach. We now have a unified view of what’s happening, and we are looking to implement a “self-service” system so employees and managers can send requests or register information without having to depend solely on HR to do so.”

**Carmen Cerdán Fiz**  
Chief HR Officer, Ria Financial



## 50% time saved

Onboarding process accelerated through  
Oracle Cloud HCM.

## 4 days → 2hrs

Time saved in monthly payroll preparation by  
virtue of using Oracle Cloud HCM.

Ria chose Oracle Cloud HCM to deliver the integration and automation needed in its HR processes across its operations worldwide. In addition to these capabilities, Oracle Cloud HCM would enable integration with Ria's non-Oracle apps, while ensuring security and privacy. Upon discovering that the Oracle solution could enhance the functionality of each app with new plug-ins or complementary modules, Ria knew it had found the solution it was looking for.

Oracle Cloud HCM, has enabled Ria to streamline all its HR processes; from recruiting and onboarding, to payroll and reporting. Ria has cut the payroll-approval process from four days to two hours and just a few clicks.

The organisation can now gather and analyse different kinds of data on employees worldwide, providing valuable insights that improve decision-making. "Our goal was to automate all processes, collect all information in a database, and transmit it seamlessly," says Carmen. "Oracle lets us do all of that."

# One global team: unified HR

## Meet Gruppo Mondadori

The leading Italian publishing company, Gruppo Mondadori, has been an acknowledged national and international disseminator of culture and ideas for over 100 years. Since 1907, the group has been a broad-ranging publisher of books and magazines, initially in print but now with a strong emphasis also on digital content.

The ability to adapt and respond to changing times and evolving media formats has made a major contribution to Gruppo Mondadori's enduring success.

Mondadori is the leader in the Italian trade books market through the publishing houses Mondadori, Mondadori Electa, Einaudi, Piemme, Sperling & Kupfer, Frassinelli, Rizzoli, BUR, Fabbri Editori. In addition, the Group publishes educational textbooks through the publishing houses Mondadori Education and Rizzoli Education as well as organise and manage exhibitions and archaeological sites in Italy through Electa. It also operates in the Retail sector through a network of over 550 bookstores comprising both franchised and directly-owned outlets in Italy. The Group is also the first Italian publisher in magazine market, digital and on social media thanks to a portfolio of successful brands focused on fashion and beauty, entertainment, food, wellness, design and science.



**The Group's headquarter is in Milan in Italy. Revenues in 2019 were close to €890 million.**

## **The challenge: making the complex simple**

Acquisition has been a core strategic element in Gruppo Mondadori's sustained business growth. As much as the strategy has brought fresh opportunities, it has also created operational challenges, as new companies have been embraced within the group.

Technology solutions in place in acquired companies have not always aligned with those already operating within the group, leading to disparate systems and approaches. Instances have also arisen where companies are 'technology-light' and have relied on paper-based reporting and record-keeping on spreadsheets.

Some of the approaches may have sufficed in the past. For the future, where the needs and digital lifestyles both of end-customers and of employees must be acknowledged and served, a standardised approach is essential across such a large organisation; with such a diversity of interests and wide-ranging composition of the workforce.

Gruppo Mondadori identified the need for a single human capital management solution to enable consistency and uniformity across its HR processes, for every department, location, and individual within the group.

Manual processes had been increasing as the group had continued to expand. The problem was that valuable staff time that could have been used in analysing data to look forward, was being spent in compiling reports that looked back. This had involved gathering information from numerous departments and teams, often in differing formats, to gain an overall picture; too much time for too little benefit.

There was a simpler, faster way to do things; one that would free up staff to gain insights from data rather than just bringing it all together.

Group HR and Organisation Director, Daniele Sacco, knew that the time had come to introduce big changes. He needed to reduce the time taken up by control activities and reporting, and to enhance the group's analysis capabilities to drive more informed decisions.

"We wanted to shift the emphasis from support activities to smarter decision-making," says Daniele: "This would involve raising the level of our teams to be able to help the business by making the right decisions through proper analysis." He also wanted to simplify systems and procedures, and align the many different customs and procedures prevalent across the group.

## The solution: a new chapter begins

In adopting Oracle Cloud HCM, common HCM functionality and employee self-service capabilities empower Gruppo Mondadori to better manage the changes it faces as the company continues to evolve to meet the shifting needs of multiple generations of consumers in markets worldwide.

The company can now standardise HR processes across diverse sets of users, including HR managers and staff, employees, franchisees, and job candidates. In the recruitment decision-making process, for example, the approvals workflow for hiring new people was paper-based: “We lost ourselves and spent much time soliciting those who had to sign a recruitment request,” says Daniele. “Now, with Oracle Cloud HCM, we have a very simple workflow that is very easy to use, through an “approve” or “not approve” option. Very easy”.

“We also have applications for recruiting, learning, talent and performance, people reviews, and compensation that are natively integrated,” says Daniele. “This is the first time that has happened in the history of our company, and it is a great leap for us.”



“Oracle Cloud HCM has given us the opportunity to put everything in order and somewhat forced us to have homogeneous processes.”

**Daniele Sacco**  
Group HR and Organisation Director

### **The results: quality time for ensuring improved outcomes**

Employees now use Oracle Cloud HCM’s self-service capabilities to update their own information, rather than waiting for someone in HR to manually enter it into a system. The HR team can now analyse data pulled from Oracle Cloud HCM to measure process efficiency and monitor employee engagement.

As for the future, Gruppo Mondadori anticipates that HR will use the data to assist organisational leaders with strategy formulation and future growth initiatives, by deploying machine learning, artificial intelligence, and deep analytics. These capabilities are all embedded in Oracle Cloud HCM.

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