

INFRASERV HÖCHST MODERNIZED HR MANAGEMENT

RETREADED SAP HCM ENSURES EFFICIENT HR PROCESSES, STANDARDIZATION AND COST SAVINGS



«Whether technical, professional or personnel challenges, we were able to rely on the expertise and flexibility of the SPS employees and always reach a consensus on open points in the joint committees – also with the works council or management.»

– Holger Kaltwasser, Head of Payroll HR Systems / IT, Infracserv GmbH & Co. Höchst KG

Once a standard system, which must always meet all the requirements of the subsidiaries of a group of companies, gets older, this has little to do with "standard". The results are high complexity and costly development and maintenance. This also applied to the SAP HCM based HR solution at Infracserv Höchst. There was a need for action here, which, thanks to SPS, culminated in a sustainable HR system while simultaneously ensuring investment protection.

SPS employees have been responsible for the operation of the HR system since SAP HCM was deployed 15 years ago. They know the HR processes with all the special features of the chemical industry just as well as the strengths and weaknesses of the previous technical implementation. When a system renewal was due in order to achieve higher standard proximity, comprehensive process consolidation or better transparency and maintainability, the management was presented with a proposal that guaranteed maximum efficiency.

"Brown Field Approach" – Redesign instead of starting from scratch

Instead of a new "green field" design from scratch, a hybrid approach was recommended, in which only those areas would be redesigned that contradicted the desired goals.

Meaningful and successfully established processes were to be reused, others revised and, if necessary, returned to the SAP standard, and others completely redesigned – depending on the requirements and quality of the previous implementation. System parameters such as wage types or work schedules were



≥ 50 %

reduced costs thanks to redesign



About Infracserv Höchst

The Infracserv Höchst Group with its subsidiaries Infracserv Logistics, Infracsite Griesheim, Infracsite Monheim, Contargo, Proবাদis – Partner for Education and Consulting, Proবাদis Professionals, Proবাদis School of International Management and Infracserv Höchst Prozesstechnik employs around 2,700 people and 193 trainees. In 2017, the Group generated sales of around EUR 1.1 billion. The Group's range of services includes reliable energy supplies, guaranteed disposal security, and the efficient and coordinated organization of infrastructure, logistics, processes and facilities at all times.

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to be adjusted during the course of the re-design, while existing interfaces and reports were to be retained as far as possible.

The foreseeable advantages were obvious. Users were only burdened to a small extent, since existing work processes were maintained and previous investments protected. The risks and expenses of a redesign were significantly lower compared to a new development.

The approach also proved to be attractive from an organizational point of view: a renegotiation of company agreements – unavoidable with the more restrictive possibilities of a completely standardized system – was unnecessary.

Infraserv Höchst had no difficulty in making its decision, as continuous access to all master data, accounting data and archive data was feasible, a break could be avoided, the historical data remained completely available as before, and the retroactive accounting capability remained unrestricted.

Successful implementation with "two-in-the-box" method

The existing system was transferred to an independent development system with its own client. On the basis of a specification and a solution concept based on it, nine working teams defined which system areas were to be processed and how.

The working teams were each staffed by one expert from Infraserv Höchst and one from SPS, and covered the entire range of HR management topics. Starting with payroll accounting, through organizational management, to reserve calculation, in each area the most efficient solution for the process situation was developed in cooperation with colleagues, the works council and management, and in close coordination with the other teams.

Organizational solutions were always an option. If a standard deviation concerned only a very small group of people, it seemed more sensible to find unique solutions instead of transferring the special feature from the past into the future of the system. Infraserv Höchst also benefited greatly from SPS's tax, social security and labor law expertise, as well as from its good contacts with trade unions and pension funds. For example, SPS provided the necessary figures to standardize compensation payments, so that the works council could quickly gain a comprehensive picture of the concrete monetary effects for the affected employees and a decision could be made within a short time.

One of the technical challenges was to keep the old system retroactive and to implement and deploy the new one in parallel in order to avoid data migration. In the course of a continuous process, the old world was therefore transferred to the new world. Subsequent salary increases or other changes that make retroactive accounting necessary could be carried out easily for periods long before deployment in May 2018.



0 Effort

for data migration to allow retroactive accounting

The extremely short time required to eliminate the last errors after deployment confirms the correctness of the decision in favor of the hybrid approach, as well as the low commitment of Infraserv Höchst's personnel capacities within the scope of the project. The new implementation with SAP HCM covers all key HR business processes, and since many work processes have been retained, the HR staff's efforts have been kept to a minimum.



15 %

reduced operating prices per master record

The positive cost-benefit ratio of the implementation also has a lasting effect. Thanks to higher system quality and simplified maintainability due to consolidation and standardization, operating prices per master record fell by 15%.