

SAP INFO

THE SAP MAGAZINE

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Sincerely,

Your SAP INFO Team

Day & Zimmermann improves e-business platform with SAP Enterprise Portal

Searching for the Right Talent



Professional human capital management is a key success factor for top companies today. Yoh, the talent and outsourcing services arm of Day & Zimmermann, has used SAP Enterprise Portal to make searching for high-impact talent easier for its 1,300 customers. Its e-business platform has been awarded the ASUG Impact Award by the Americas' SAP Users' Group (ASUG).

■ All successful projects, whether R&D projects, product innovations, or new IT systems, have one thing in common: High-impact people with ground-breaking ideas and open minds are behind their success. Today, projects that require companies to quickly react to market forces and assemble teams for new projects demand flexibility as the be-all and end-all.

Finding the right staff is therefore a crucial factor, which is why "the right talent for the right customer at the right time" is the motto of the personnel experts at Yoh, the talent and outsourcing services arm of Day & Zimmermann. Whether for machine construction or e-commerce, Day & Zimmermann aims to provide its customers with an innovative and unique recruiting service. A company of over 100 years standing, it has provided intellectual capital for a wide variety of projects through the decades. Its professional teams were involved in the construction of the Panama Canal, they worked on the modernization of downtown New York, and they helped create an ingenious scheme for the Miami water supply system. And without Day & Zimmermann, Hershey's Kisses would not exist as we know them, since the company developed the first machine for packaging the famous chocolates in foil wrappers.

The pioneering spirit continues at Day & Zimmermann, as evidenced by projects like the Yoh Exchange, an e-

business portal developed by Yoh. This portal enables jobseekers to find a new job, and employers to get the staff they need, temporary or permanent. Of course, the portal would not be particularly innovative if that were all it provided.

Its services, which are used by over 1,300 customers in the United States, include staffing services for industries like IT, scientific, clinical, engineering, telecommunications, and health care. Yoh also provides a comprehensive, centralized staffing program allowing companies to concentrate exclusively on their core business. With this service, all HR processes are conducted through the Yoh Exchange.

Integrated processes

In the portal, customers create an online staff request, which is similar to a job description and contains a job profile and job requirements. Once this data appears in the portal, the selection process begins. Yoh handles the staff search, interviewing and evaluating applicants (using supply chain partners for certain customers in select markets). After a consultant has been assigned, the portal serves as a central facility for the employee to record time and for the employer to approve time. There is no time-consuming paperwork or waiting for timesheets to be routed and approved. All of this data is recorded in SAP R/3.

SAP proved to be the right software for the portal. Day & Zimmermann has

relied on SAP for its enterprise resource planning (ERP) processes for many years, recognizing that a consistent software architecture has many benefits: 99 percent of its software is SAP. Not least among the benefits is that there is no need for expensive and time-consuming integration projects. For this reason, Anthony Bosco, CIO at Day & Zimmermann, decided to implement solutions from mySAP Business Suite and the SAP NetWeaver technology platform after a successful upgrade to SAP R/3 4.6C.

"SAP software is well designed and fits our 'engineer mentality' to a T," explains Bosco. "The whole suite of SAP products supports our strategy perfectly and enables us to get on with working on the business models of tomorrow. SAP NetWeaver provides us with a solid technology framework for integrating and managing our information, processes, and systems."

Bosco has to manage his company's technology requirements on a tight budget, so he never loses sight of the return on investment (ROI) from a project. mySAP Customer Relationship Management (mySAP CRM), mySAP Product Lifecycle Management (mySAP PLM), and SAP Enterprise Portal (SAP EP) have all been implemented and already show promising results. Day & Zimmermann was among the ramp-up customers for the new SAP CRM 4.0 and mySAP PLM cFolder solutions.



■ DAY & ZIMMERMANN

Day & Zimmermann accelerates customer success by delivering reliable, managed services and products. Operating from more than 150 worldwide locations and with annual revenue of U.S.\$1.3 billion, the Day & Zimmermann family of companies employs 20,000 professionals and is ranked as one of the largest private companies in the United States by Forbes. Founded in 1901 and headquartered in Philadelphia, Day & Zimmermann is a former recipient of the U.S. National Family Business of the Year Award and the ASUG Impact Award 2004.

For more information, visit www.dayzim.com.

Yoh, the nation's first technology staffing company, provides specialized talent and outsourcing services to companies that leverage knowledge and technology for competitive advantage. Yoh operates from more than 80 locations and provides long- and short-term temporary and direct placement of technology and professional personnel, as well as managed staffing services, for the information technology, scientific, engineering, health care, telecommunications, and industrial communities. For more information, visit www.yoh.com.

► In April 2001, Day & Zimmermann kicked off its portal project with an application service provider (ASP). Though the project was successful and the company did acquire customers for its e-business marketplace, significant work needed to be done to tie in SAP R/3. Also, the platform did not easily integrate community, content, and commerce. Since the introduction of SAP EP in July 2003, integration has been a fait accompli.

“The seamless integration of all elements of the portal allowed us to significantly improve our offering,” says Jim Lanzalotto, vice president of strategy and marketing at Yoh. “We wanted to move to an SAP environment as quickly as possible to leverage the investment we made in SAP R/3 – plus, we saw an opportunity to achieve technology leadership with a robust SAP offering.”

SAP EP also provides Yoh with a dynamic, stable environment and reliable performance, says Lanzalotto. He adds that this directly benefits customers, since transactions such as creating and processing an order, hiring, and inputting and signing off timesheets have become much simpler. This is particularly true for customers who

are themselves SAP users, because the integration with their own SAP systems makes the process more straightforward.

The reduction in workflow time was also a significant improvement – for example, the time-to-approval process was accelerated, making it easier for line managers to approve employees’ time. This information then enters downstream processes – such as revenue management and billing – more quickly.

The customer is always right

“For us, the customer always comes first – especially when it comes to software design,” says Bosco. Yoh’s marketing and business teams held several interviews with a wide range of customer users in the product-development phase, asking about their requirements. This enabled the designers to tailor the software to real-life business processes. All processes are role-based and provide job-specific content. The system’s user-friendliness and usability have been reflected in the positive feedback received from customers.

SAP technology made it possible for designers to make the Yoh Exchange platform highly intuitive. Users, in

turn, require little training. Nonetheless, the company was well prepared and has provided Web-based training courses and training materials to more than 4,000 users. The training courses are accessed by a relatively small number of users, but the number of calls to the help desk has also been low – a sure sign of a user-friendly system. One aspect of this is the wide variety of integrated help options that the system offers the user.

The implementation was carried out on a customer-by-customer basis, since the project leaders had decided to tackle the issue methodically. This approach allowed the implementation team to learn from any mistakes without subjecting the project to time pressure. The main corporate goal of exceeding customers’ expectations was always the guiding principle of the project, says Lanzalotto.

The project team was made up of employees from all departments, from IT to marketing to customer service. The IT team had the benefit of many years’ experience with SAP R/3 and the recently completed upgrade to release 4.6C. It was thus possible to form a small implementation team that consisted mainly of internal staff, while the

SAP partner Intelligroup was assigned to developing the software.

The implementation at Day & Zimmermann took 11 months. First, the upgrade to SAP R/3 4.6C took place at the beginning of 2003, followed by the introduction of mySAP CRM, SAP EP, and other solutions of mySAP Business Suite, such as mySAP PLM. The Yoh Exchange went live with its biggest customer on July 17, 2003, and within the first week, it had exceeded service-level targets. Important data such as weekly billing and cost reporting was transported to the system in fewer than 40 hours. Employees of this entertainment industry customer received their paychecks without any problems or delays, says Bosco.

Portal: role-based and up-to-date

Lanzalotto summarizes the benefits to the customers: “Instead of inputting and approving everything on paper, all the processes now run in the system, from an employee request, to submitting a timesheet for approval, to cost reporting. The content is now up-to-date at all times and can be accessed from any location. The role-based portal displays all the information you need regarding project costs, job requirements, work assignments, and timesheet submissions and approvals.”

He adds that SAP EP enables Yoh employees – both on-site managers at the customers’ premises and business teams – to concentrate on providing their customers with consulting services, such as optimizing business processes, because they no longer have to spend so much time on actual program transactions.

“Our brand promise is ‘Know greater talent’ – in other words, we find the highest-impact people that the market has to offer for our customers,” says Lanzalotto, “We are now in a position to fulfill this promise more fully, since our staff do not have to devote as much time to day-to-day transactions as before – for instance checking that timesheets have been completed and approved.” The Yoh Exchange now handles everything. The time-to-fill process has also improved – the time

between receipt of a customer order and fulfillment of that order.

Knowledge management is another plus point for Yoh. An employee hired through the Yoh Exchange works most effectively if he or she becomes familiar with the organizational structure, corporate policies, and strategies of the new employer as quickly as possible. The portal makes quick employee integration easier through its individually tailored, role-based information structure.

Yoh has put its own guidelines on the portal, as well as information relating to individual employers – including information about the working methods of the company, its HR policy, and its vacation system. For example, when an employee fills out a weekly timesheet, he or she can find out whether the company is closed for a public holiday. This simple way of accessing information makes it easier and quicker for the new employee to become a valuable team member.

An integrated ERP environment also simplifies support and software management. The staffing industry cannot afford system failures. To insure that performance of the system would be consistently reliable, Bosco opted for hosting services from SAP Hosting at the start of the project. This allowed him to focus his attention on the business without having to worry about performance. There was good news on the cost front too: Under SAP Hosting, support and helpdesk costs have decreased by 35 percent, since the SAP help desk now processes inquiries.

Lanzalotto notes that, with the help of SAP EP, Day & Zimmermann has now become a product leader with the Yoh Exchange and raised itself above the level of its competitors. The company has an advantage over its larger competitors in that its software can communicate easily with its customers’ ERP systems. Yoh has reached its targets: Since the introduction of the platform, its online sales have increased 30 percent, to a total of U.S.\$98 million in 2003. 2004 online sales are projected to increase at least 30 percent.

The Yoh Exchange team has also received recognition from external sources. The Americas’ SAP Users’ Group this year awarded the portal project its ASUG Impact Award. “It was a significant recognition for the Yoh Exchange and especially for the team, in which employees from all business areas worked closely together,” says Lanzalotto. The company recently received another award for the Yoh Exchange, from the American Staffing Association, for the best multimedia promotional campaign.

“An understanding of customers’ desires and requirements, and the ability to work with the IT department and SAP to implement these in the portal, were the main factors in success of the project,” says Bosco. He adds that several IT managers have already asked him for the secret of his success. He tells them to focus on the requirements of their customers. It is particularly important, he says, to understand the customer’s pain points, to work together toward a solution, and to build up a strong relationship between the IT department and the business. Companies must always let the customer lead the project.

Not surprisingly, Day & Zimmermann has big plans for the future. The company has developed “The Customer Wave” as its road map to transform the organization into a customer-centered culture that uses CRM to drive customer acquisition and development. The expansion of mySAP CRM is helping to make this road map a reality. Day & Zimmermann is just as proud of the new portal as it was of previous projects. “Our partnership with SAP has enabled us to provide added value to our mutual customers,” says Bosco. “Instead of simply providing software, we are providing our customers with a complete outsourcing package.”

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