



# A GLOBAL HR TRANSFORMATION

## VIDEO TRANSCRIPT

**Nick Hawkes:** This program has completely transformed the colleague experience here at BT.

**Elaine Bergin:** What we've delivered has been amazing and has great potential.

**[Music]**

**Elaine Bergin:** The BT groups are pretty large and complex but fascinating business, the oldest telecommunications company in the world. We've got over a hundred thousand employees, and we serve customers in 180 countries around the world.

**Nick Hawkes:** Under the BT umbrella, we have EE and PlusNet BT business and openbridge. Each of those business units has a very different makeup from a people perspective, which brings individual challenges that we need to meet for HR.

**Elaine Bergin:** Our old HR systems and processes were pretty clunky.

**Nick Hawkes:** It was a complicated mess. Systems were out of date.

**Elaine Bergin:** Lots and lots of different systems that had evolved over years.

**Nick Hawkes:** And fundamentally, didn't deliver the experience that we needed to for our colleagues and for our managers.

**Elaine Bergin:** We were determined to make improvements in this space, and we'd selected the system partner that we wanted to work with SAP success factors. These big transformations are daunting. So, choosing your implementation partners carefully is really critical. Accenture, in particular, stood out for us with regards to not just their experience in supporting SAP success factors implementations, but their passion for the colleague experience.

**Nick Hawkes:** Not only did they have great technical expertise, but they understand how a business operates and how HR processes fit into that.

**Dion Gittoes:** To deliver a program like this, it's really three key players. It's the clients, it's Accenture, and it's SAP themselves. And it's that partnership, that relationship, that makes it a success.

**Elaine Bergin:** We talked right from the very beginning about being one team, and Accenture gave us the brilliant balance between support and challenge.

**Dion Gittoes:** We've implemented success factors thousands of times over the years. So Accenture has a methodology, that we've developed, which allows us to know all the activities that need to be done to complete a program of this nature.



**Nick Hawkes:** The transformation was very much focused on every element of the colleague life cycle. Starting at recruitment or onboarding, goes through into our core processes. So, how do I book a holiday? How, as a manager, do I gain information on my team?

**Elaine Bergin:** All of that also meant putting all of our colleagues' data in one place, and that's been critical for us to be able to not just prepare for the next phases of our transformation journey, but also to be able to use data for insights and reporting.

**Nick Hawkes:** This is allowing us to achieve huge cost savings, huge efficiency savings, and also simplify our IT technology.

**Elaine Bergin:** Our colleagues have received the new system and processes really really well, and they've been particularly excited about being able to access any time, on any device, and being able to do things more for themselves.

**Dion Gittoes:** For me, this project was setting up the foundation, which allowed BT to continue to grow, adopt, and change to the environment that they're working in.

**Nick Hawkes:** The partnership with Accenture was key to our success. We have achieved fundamental transformation in our technology, which provides a bedrock for a much wider transformation around HR.

**Elaine Bergin:** I feel like we're really set up for the future, and despite a phenomenal heritage here at BT, what we're most excited about is what comes next.

**[Outro card]**

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