

After 18 years...

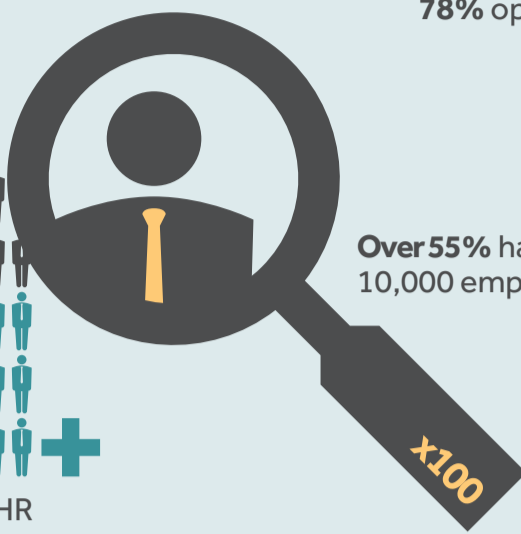
What did Ulrich ever do for us?

1. Who participated?

Over 40 organisations took part...



Representing over 2.5 million employees

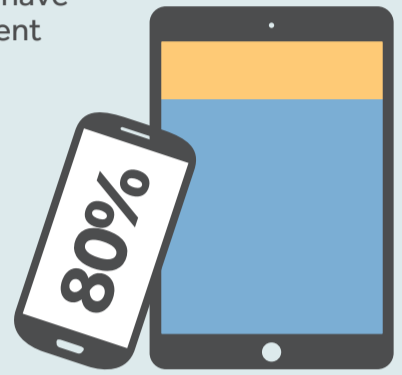


2. HR investment is the norm

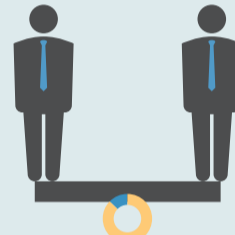
In the last 10 years...

Only 5% of organisations have made little or no investment

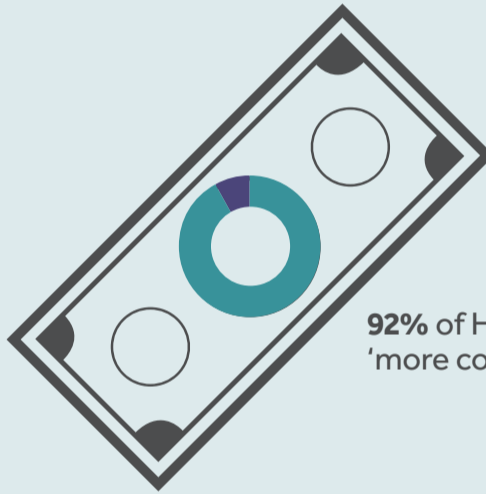
62% of organisations have invested 'heavily' in HR transformation – the majority in an Ulrich type model



3. Real benefits have been achieved

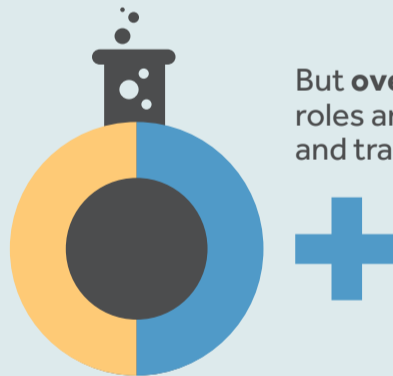
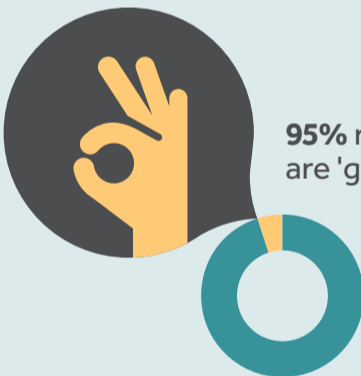


90% now have considerably more HR expertise

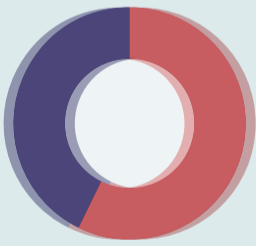


4. Lessons learned

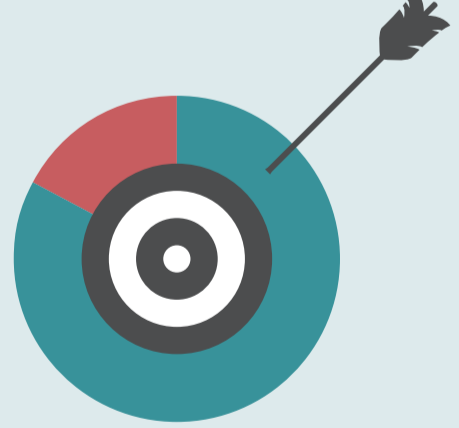
Focus has been on efficiency at the expense of strategic value...



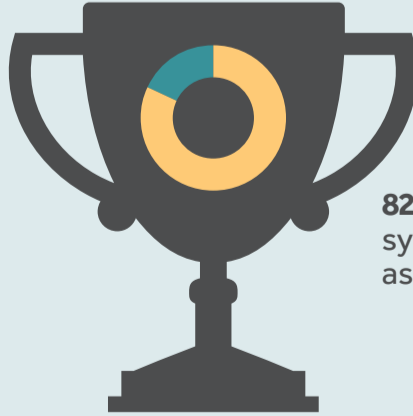
Roles outside the shared service centre are not fully embedded and aligned...



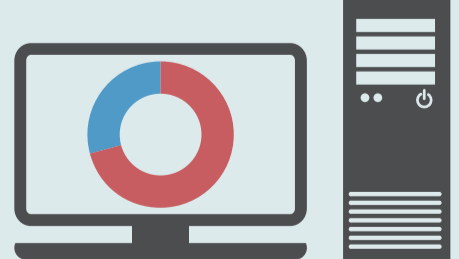
83% say talent management is a 'missed opportunity'



Technology solutions are patchy – integration is the key...



71% identified poorly integrated systems as a major business constraint



Key Messages: What would you do differently next time?

- Flex the model: one size does not fit all
- Tackle difficult design issues early
- Foster a 'one HR' culture in the new model
- Tackle capability issues – don't shy away from difficult assessment and selection decisions
- Invest early in well integrated technology solutions
- Ensure leadership and invest in change – this is the most common reason for failure