

CASE STUDY ABN AMRO

A Smooth Transition



ABN AMRO is a prominent international bank, with a history going back to 1824. ABN AMRO ranks eighth in Europe and 13th in the world based on total assets, with more than 4,500 branches in 53 countries, a staff of over 110,000 full-time equivalents and total assets of 999 billion euros (as at 30 September 2006).

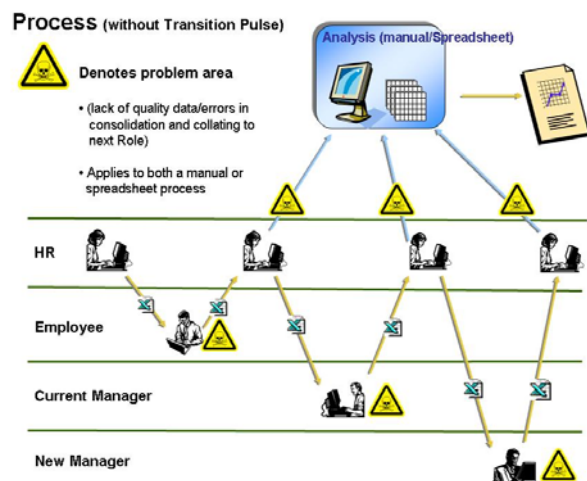
Background

ABN AMRO are already well acquainted to Pilat. They have been using Pilat's Succession Pulse™ Technology to implement their Succession Planning systems and processes successfully for over 4 years.

However, 2 years ago ABN AMRO's Head of Organisational Development discovered that their Netherlands office required an organisational restructure in order to streamline the business. The process would involve structural changes for 6000 employees, through the Central Shared Service Teams, across all the banks. ABN AMRO realised weaknesses in their current system when it failed to deliver when they attempted to commence the reorganisation using their current HRIS. If ABN AMRO were unable to deliver in time, the cost implications would be extremely substantial.

ABN AMRO started using Excel spreadsheets as a contingency plan to manage the reorganisation process as shown in the diagram across. This method was extremely time consuming, labour intensive, highly error-prone and lacked data integrity. There was no way of hiding certain elements of the data or ensuring that it was kept accurate and not lost in the transition process. Ultimately this process was extremely costly for ABN AMRO.

ABN AMRO's Pre-Pilat Reorganisation Process:



ABN Amro's Head of Reorganisation and IT Managers invited Pilat to demonstrate the additional flexibility offered by our HR PULSE™ Technology. The Transition Pulse™ module of the suite would enable ABN AMRO to utilise their existing data sources with complete flexibility and implement their reorganisation process efficiently and on time. The client soon saw the potential of Transition Pulse™ to deliver what they required. They were also comforted by the additional professional consultancy support Pilat's experienced team contributed to the project.

The Challenge

The Pilat team, ABN AMRO's Head of Reorganisation, HR and IT Managers got together and conducted a detailed brainstorming session to identify and analyse solutions to alleviate any potential problems and confirm actions and details of the process, including all time-frames.

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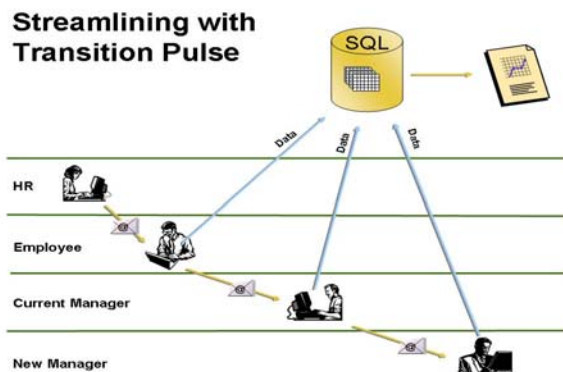
Using Transition Pulse™, Pilat were able to rapidly import the data from ABN AMRO's current process. In order to manage the acceleration of the entire reorganisation process, data was set-up for larger cycles as opposed to the smaller cycles ABN AMRO had been processing (Pilat initially tested the data through smaller cycles too). Pilat aligned both the system and agreed process through the configuration capability offered by Transition Pulse™.

During each cycle, Pilat were able to:

- provide full administrator network support.
- offer development tools to aid the process.
- assist on report consolidation and how to wrap-up.
- provide manager briefings to ensure the entire process ran smoothly and on time.
- bring experience from professional consultants to support both the system and process.

The Solution

It was agreed that ABN AMRO required a web-based interface with built in security in order to protect the data integrity. The web-based interface would speed up the process and allow for larger cycle runs. Labour time is heavily reduced and any potential error issues are prevented. See diagram below:



Key to ABN Amro's requirements was the ability to produce compliance reports for a the National Works Council. Transition Pulse stores additional employee data such as ethnicity and gender so that when the reports are generated, they are designed to select a mixture of employees with the required competences for set roles. If equal numbers are not selected, the report is able to show why, e.g. lack of experience /low scores. This functionality enables ABN AMRO to easily adhere to the Nation Works Council rules and regulations.

The Result

Timing was very important to ABN AMRO having experienced the unexpected failure of their current system. This created a lot of pressure on the Head of Reorganisation, which Pilat were able to alleviate almost immediately.

Pilat's technology enabled ABN AMRO to place people in new roles correctly and on time, enabling huge savings in labour costs. If ABN AMRO had continued with their manual process, not only would these savings nothave been made, but the additional costs of duplicated labour would have been incurred, as the process would not have been completed on time. i.e. current employees could have still been in place at the time newly contracted employees commenced their employment.

Over all, ABN AMRO have made over 50% savings in their costs and reduced the time taken to complete the streamlining process by half.

Pilat was able to provide ABN AMRO with a restructuring solution at the very last minute, when their current HRIS failed to deliver. The reorganisation was completed on time, efficiently and with little disruption.



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