

How Do You Make 23 Different Companies Act Like One?

From iron and aluminum to food, auto parts, packaging, and airplane seats, Kibar Holding makes a lot of things. For many years, its 23 operating companies worked independently. And why not? Making economy class seats has little to do with producing ketchup, right? Wrong. Kibar had developed one leadership model and wanted the companies to share more knowledge. A manager who had improved efficiency in a car-parts factory could probably do the same in a ketchup factory. But to enable such synergies, Kibar needed one view of its workforce and shared talent management processes.

As the foundation for Kibar's new "Maestro" HR system, SAP® SuccessFactors® solutions delivered. Now, employees are the masters of their career development. Top talent can be deployed across the firm, making Kibar more agile. Not only can positions be filled more quickly, but employees are more engaged than ever. That means a stronger Kibar that can deliver to customers – across every company, offering, and line of business.



“Our goal was to make every manager everywhere an HR manager for their team. But to do that, you need **a system that’s simple to use. That’s one of the many benefits of SAP SuccessFactors solutions.”**

Ufuk Özdemir, Group HR Director, Kibar Holding

With 23 companies, Kibar Holding always had a hard time keeping track of its workforce. Having centralized HR processes and one view of its talent became an important goal. This was accomplished with SAP® SuccessFactors® solutions. Now Kibar can cascade goals across the group and track and measure the competencies it needs to remain one of Turkey’s most successful companies.



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Core lines of business covering industries, trade, and services



Top 10

Of the largest Turkish group companies



4th-largest

Turkish exporter



245,000

Automobiles able to be produced per year



Empowering Employees to Become the Masters of Their Careers

Kibar Holding
Istanbul, Turkey
www.kibar.com

Industry
Cross-industry

Products and Services
Diversified industrial group for metal, automotive, packaging, construction materials, real estate, logistics, and energy

Employees
>7,000 worldwide

Revenue
US\$6 billion

SAP® Solutions
SAP® SuccessFactors® Performance & Goals, SAP SuccessFactors Recruiting, SAP SuccessFactors Succession & Development, and SAP SuccessFactors Learning solutions; SAP SuccessFactors Employee Central solution (planned)

Kibar Holding introduced SAP SuccessFactors solutions to make recruiting, talent management, and learning simpler, and to gain a single view of its workforce. Plus, HR data can be accessed anytime and anywhere by Kibar's busy managers.

Before: Challenges and Opportunities

- Consolidate HR processes on a single system for greater efficiency, transparency, and security across Kibar
- Increase employee engagement and trust to become Turkey's top employer across all sectors served
- Create one Kibar leadership group with shared competencies and values

Why SAP

- User-friendly and intuitive solutions
- Mobile functionalities, making things extremely simple for managers regularly on the go
- Best-practice, cloud-based talent management solutions – a priority for Kibar's CEO

After: Value-Driven Results

- Centralized recruiting and talent management processes
- Higher employee engagement through clarity of goals and more learning opportunities
- Higher efficiency through significant time savings for HR administration
- Faster identification of talent and leadership potential due to the ability to create consolidated HR reports
- Ability to plan succession for critical roles across the group instead of company by company
- Tracking, measurement, and reporting on competency gaps for all four leadership levels
- Faster hiring due to greater collaboration of candidates, enabled by mobile features
- Full visibility of all learning offerings for each employee, resulting in learning that is more aligned to each job
- Possibility to create learning based on Kibar leadership values

“Every detail of all our companies’ HR data is available at our fingertips with 100% transparency. It means people now have the chance to develop their careers across Kibar.”

Ufuk Özdemir, Group HR Director, Kibar Holding



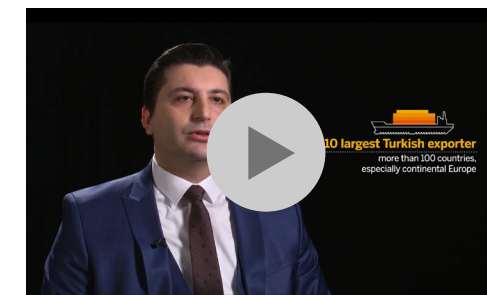
SAP SuccessFactors

12%

Rise in employee engagement

37%

Faster time to fill positions – reaching the company target



Watch the video to hear more on how Kibar is making the most of its talent with SAP SuccessFactors solutions.



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