

Swiss Property: Transparent leadership



Established in 2013, Swiss Property is a Swiss real estate developer with its architectural and engineering facilities in Estonia. The company designs and builds modern quality homes for sales and rental. When designing properties, the company keeps in mind their entire lifecycle and makes every effort to optimize the properties throughout the design process according to the “lean” principle. At the core of the company’s activities is finding sustainable solutions at every stage from building to procuring and finding lands, designing and assembling.

Swiss Property always wants to be one step ahead of the trends - and not only in its own industry. The company culture is based on continuous innovation and development. Swiss Property is proactive in looking for new solutions to boost its operations and promote transparency. One goal is to have employees manage their own work. This goal has led to the need to create an HR process that makes leadership transparent, open, and efficient for both company management and the employees themselves.



Making company goals a part of everyday work

Swiss Property

Location

Estonia / Switzerland

Industry

Real estate development

Products and Services

Designs and builds modern prefabricated quality homes for sales and rental

Revenue

9,963,080.06 EUR

Web Site

www.swiss-property.ch

Partner

Pasafin

www.pasafin.fi

Goals

- To clarify company strategy implementation among all levels of personnel
- Staff-related and performance-related data must be digitized
- To add collaboration and transparency to the leadership process

Solutions

- Implementing the SAP SuccessFactors solution
- Improvement of the HR process
- Creating a new operational culture and efficient process implementation

Why Pasafin as a partner?

Pasafin was selected to be the partner through a tendering process from the SAP network. The collaboration began in late August 2016, and both parties were very satisfied not only with the project itself but also with the people across the table. Pasafin's project manager Janne Liukkonen praises Swiss Property for its exceptional commitment to the project and clear vision: "The expectation were in line with the amount of work, and that's why the project progressed smoothly." Swiss Property's Annika Lootus praises Pasafin's knowledgeable and action-oriented team: "It was a joy to see how Pasafin really worked for us and was highly result-oriented." The project reached the finish line on schedule after 12 weeks, in November 2016.

Human resource management is now

50%

more effective than before.

100%

of all HR data has been entered into the SAP solution.

Interactive goal setting and follow-up

Previously human resource management was very traditional at Swiss Property. Development discussions were held annually and team meetings weekly, and the tools were largely emails and Word or Excel documents. Basic HR data was available on a hard drive, and there was no specific software for HR management. The company's rapid growth since its founding in 2013 called for a change, however, and human resource management required new processes and modern tools. Due to transparent management and supervision, the company was able to streamline its operations and gain a better understanding of its key employees and their motives. Performance was evaluated based on facts, and people were only rewarded for relevant actions.

Implementation of strategic goals

Swiss Property had used to manage employees with traditional methods: distinct goals were set for the business, its departments and the personnel, but information was exchanged via Word documents. When the supervisors changed, the human data typically vanished or was difficult to be traced. There was a clear need for a proper process, as well as the correct tools. The company wanted to solve all the challenges at once. The project starting point was to gather all human data into one place, including performance, personal goals, personal details, and knowhow. The main goal was to support the company's strategic needs and meet them in day-to-day tasks, to secure long-term success.

Measuring performance

In the future, the company wanted to measure and follow personal performance and goals regardless of distance, time or location. The design team was located in Estonia and part of the management in Switzerland. For this reason, one important goal for the new HR solution was excellent usability throughout as wide a range of devices of possible. When the solution was implemented, the evaluation process changed fundamentally: the goals could now be easily adjusted during the year and performance evaluation data kept up with the changes. The supervisors were no longer dependent on annual development discussions as the sole way of working. Performance evaluation had become real-time and flexible – and above all transparent.

Employee engagement grew

Through the SAP SuccessFactors solution, Swiss Property's employee engagement has grown. Employees feel that they are part of the strategic planning, since they are able to comment and take part in the process. Together with a functional process, the SAP solution itself was an important part of the change. It made participation easy. Each employee can log in with a smartphone and leave real-time comments. Management has become an open dialog across the business.

Towards upfront management

"Implementing the SAP SuccessFactors solution was a strategic investment for the whole company. Management is now more efficient, since we know what goals each individual and team has. This allows us to reward the people who've played a key part in the company's success." – Annika Lootus, Head of Employee Management and HR, Swiss Property. Annika Lootus is now the Head Of Estonian operations and believes people to be the one advantage that stands the test of time.

Swiss Property aims at a modern and dynamic way of working. The next step for HR solution has already begun: the plan is to integrate the SAP Employee Central into the current solution. However, human resource management is seen as one of the most important areas in ensuring quality operations within the construction business. Being on the cutting edge requires tools that enable efficiency in every part of the organisation.

