

**muRata**

Murata unites its HR & Management processes with Jigsaw Cloud and SAP SuccessFactors

Murata Manufacturing Co., Ltd. is a global leader in the design, manufacture, and supply of advanced electronic materials, from individual components, like capacitors and inductors, to purpose-built devices for the healthcare, automotive, and telecommunications industries. The company has offices and sites across Europe, Japan, the US, China and East Asia, and Southeast and South Asia, with more than 70,000 employees worldwide.

The challenge of uniting Murata's European teams

In the past, five separate companies operated under the umbrella of Murata Manufacturing Co., Ltd. in Europe, split across the UK, France, Germany, Italy, and the Netherlands. Each company had limited visibility into the activities of its counterparts, to the point where their sales teams could end up competing for the same opportunities. Murata wanted to unify all five European companies into one legal entity, and simplify communication and collaboration between its locations. "We were looking to create distinct sales teams for our separate markets, standardise processes across every location, and make every employee more visible to management," says Peter Welford, HR Manager at Murata Europe. "After visiting our Shanghai office and seeing SAP SuccessFactors in action, we knew we could take a similar approach."

Why Jigsaw Cloud?

Murata's European team chose SuccessFactors for the same reasons as its Shanghai office – mainly the solution's impressive depth of capabilities and range of modules. "We started out by trying to replicate the Shanghai team's implementation, but with a language barrier between us and our consultants and a significant time difference, we came to the conclusion we needed an alternative approach," says Peter. **After comparing multiple potential partners, Murata chose Jigsaw Cloud based on the company's significant experience in delivering complex projects, extensive SuccessFactors expertise and SAP Gold Partner status.**

A collaborative solution to an unconventional deployment

Murata had a clear idea of the SuccessFactors modules it needed to complete its vision, and unite its European companies. But with a matrix organisational structure, a structure that's not traditionally suited to SAP SuccessFactors, the deployment wouldn't be without its challenges. The company worked closely with Jigsaw Cloud's professional services team, combining their SuccessFactors expertise with its laser-focused strategy to overcome these structural barriers, and successfully deploy the company's first module in December 2015.

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Peter Welford – Systems Manager

ByBo Murata and Jigsaw Cloud implemented the company's SuccessFactors modules individually, with six core modules in place today.

SuccessFactors Employee Profile: 2015

Murata started with Employee Central, bringing the employee data from its five European companies into one location. The module gives Murata's HR team a single source of data, and an easily searchable database that makes it easier to organise both teams and departments.

SuccessFactors Performance and Goals: 2016/17

Murata uses the Performance and Goals module to carry out its annual performance evaluations. It uses the module to assess employee's performance and create development objectives, and to create clear management by objective (MBO) plans that are aligned with company strategy, and easy for both managers and employees to follow.

Murata's Managers now have greater control over goal setting, greater visibility of employee progress and even the power to provide real-time feedback to employees through the platform.

SuccessFactors Succession and Development: 2017

With a low employee turnover and a high average length of service, Murata needed a way to identify top internal talent and choose successors for their management team. Using the Succession and Development module, it now has a clear view of employees' skills and competencies, making it easier to fill talent gaps with targeted training, and to spot likely candidates for management roles.

SuccessFactors Learning: 2018

As the central place for Murata's digital training courses, the learning module is one of the most visible to employees. Using the module, the company's European training manager can easily set specific training courses for employees based on their skill gaps and development plans, and track their ongoing performance and results.

The company now has more than 200 different courses on the platform, ranging from Internet Security, GDPR and Product training courses to supervisor training courses and global management programmes.

SuccessFactors Employee Central: 2018/19

This module enabled Murata employees to use a common platform for booking their holidays and other absences. For the HR Team it also synchronised data from previous modules to improve HR efficiency, effectiveness and reporting.

SuccessFactors Recruitment: 2019

Murata has recently completed the SuccessFactors Recruitment module, which gives an overview of all European recruitment and is making it easier to attract and engage candidates, identify those best suited to the company.

One unified company. One powerful HCM platform.

Murata has used SAP SuccessFactors to make a seamless transition from paper-based processes and Excel spreadsheets to efficient, cloud-based employee experience. **"This is the first time we can see employee data from all our European companies in a single place. We've got an up-to-date, single source of data that's easy to search and simplifies key HR processes like training, development, and team structuring,"** according to Peter Welford.

And it's not just the company that's seeing the benefits, its employees are too. **"Our employees have more control over their development, and their hard work and specialist skills are more likely to get noticed by senior management,"** says Peter.

The Succession and Development module has already proved its ability to highlight worthy successors for company leaders, including Peter himself: **"I'm retiring soon, but using the module we easily identified someone from our management development programme to fill my role, and take over as Systems Manager."**

Get in touch

No matter what logistical challenges you face, Jigsaw Cloud can help you implement SAP SuccessFactors across your organisation.

Call us on +44 (0) 20 3432 3351, or email us at info@jigsaw-cloud.com to find out more.