



# BHARAT PETROLEUM CORPORATION

## EMPOWERING HUMAN CAPITAL TO SUPPORT GROWTH

### QUICK FACTS

**Industry**

Oil and gas

**Revenue**

US\$31 billion

**Employees**

14,000

**Headquarters**

Mumbai, India

**Web Site**

[www.bharatpetroleum.com](http://www.bharatpetroleum.com)

**SAP® Solutions and Services**

Workforce process management with the SAP® ERP Human Capital Management (SAP ERP HCM) solution

**Implementation Partner**

SAP Consulting

Headquartered in Mumbai, Bharat Petroleum Corporation Ltd. (BPCL) is India's second-largest oil company. BPCL refines and markets petroleum products. When the company decided to streamline its business processes and leverage self-service technology to empower its employees, it chose SAP® software. Implementing the SAP solution at 456 locations has enabled the company to manage growth effectively and transform its HR operations.

**Key Challenges**

- Stay ahead of the competition in a deregulated environment
- Replace multiple stand-alone systems
- Respond to changing business needs with improved and consistent processes
- Provide real-time, accurate information and improve reporting capabilities
- Establish an integrated platform for growth

**Implementation Best Practices**

- Received strong executive support and commitment
- Gained complete business process coverage in an enterprise resource planning (ERP) application
- Standardized business processes
- Focused on effective change management
- Provided just-in-time training

**Financial and Strategic Benefits**

- Eliminated the need for 20,000 printed pay slips a month
- Reduced overtime at refineries by 42%
- Enabled employees to receive compensation for personal leave and travel expenses via payroll
- Reduced monthly payroll processing time from 8 days to 3 days
- Gained ability to audit reports, process information, and make retroactive changes
- Implemented process workflow based on HR organizational structure

**Why SAP Was Selected**

- Scalable solution to support growth
- Integration across all business functions
- Support for both oil and gas industry requirements and public sector requirements
- Large installed customer base in India
- Commitment from SAP to provide support and technology expertise
- Comprehensive product road map

**Low Total Cost of Ownership**

- Completed project on time and within budget
- Aligned change management with project implementation
- Improved data quality and integrity
- Standardized processes
- Reduced training needs due to ease of use
- Developed detailed migration strategy for the legacy data

**Operational Benefits**

- Reduced cycle times for key business tasks
- Increased productivity by implementing centralized payroll
- Improved HR operations with intuitive employee self-service
- Reduced time for processing payment arrears from 6 months to 10 days
- Replaced printed pay slips with online pay slips
- Implemented robust online performance management system
- Achieved 90% adoption of new software within less than a month of deployment



“It took us just three months to roll out the new performance management system to 4,300 officers of BPCL. We used this opportunity to streamline goal-setting and review processes and to improve quality and discipline.”

Dipti Sanzgiri, Executive Director, Human Resource Development, Bharat Petroleum Corporation Ltd.

## Innovative Approach to Technology Technology to Empower Employees

Bharat Petroleum Corporation Ltd. (BPCL) is India's second-largest public sector oil company and is included on the Fortune Global 500 list. BPCL refines and markets a wide range of petroleum products for both industrial and domestic use, operating a network of retail outlets, convenience stores, and distributors throughout the country. It is a well-known and high-visibility company with more than 14,000 employees and recently-posted revenues of more than US\$31 billion.

BPCL implemented the SAP® ERP application 10 years ago and continues to leverage it to support business growth and innovation. “Having stabilized many of the core business processes, BPCL is currently streamlining its HR processes and exploring options to empower employees,” explains K. B. Narayanan, general manager of BPCL's enterprise resource planning (ERP) competence center.

The initial SAP ERP implementation project was a first in India: instead of selecting a few functions, BPCL opted for an innovative, big-bang approach, introducing the full range of functionality available at that time. This included enterprise resource planning, personnel administration, organizational management, financial management, payroll processing, time management, training, and events management.

BPCL decided to upgrade the core ERP software to the latest version of SAP ERP and to further leverage the employee self-service (ESS) functionality by implementing the SAP ERP Human Capital Management (SAP ERP HCM) solution. Their motivation? To streamline business processes and to give employees access to their own data. “We have now begun the journey of empowering and energizing our employees with various process improvements,” explains Shrikant Gathoo, executive director of human resource services. “We are even prepared to make changes to our corporate policies in order to achieve our ESS vision.”

The upgrade and deployment of employee self-service was carried out by BPCL's in-house team of experts at the ERP competence center with support from SAP Consulting. The process enabled BPCL to implement corporate policies enterprise-wide.

The upgrade also allowed BPCL to implement an agile performance management system for 4,300 officers of the company, a strong and consolidated travel management system, and a centralized payroll. Now it can process salary payments for all employees in less than 10 days. It can also audit reports, process information, make retroactive changes without the need for manual entries, and process reimbursement claims online. Meanwhile the travel management functionality

allows the company to control travel costs and disbursements. And the online performance management system enables timely target setting for employees and eases the performance review process.

## Planning for a Robust Future

Today, BPCL uses its integrated human capital management solution to record, track, and monitor payroll information, travel expenses, and other employee-related processes. The self-service functionality has empowered both employees and managers, creating greater transparency and reducing the cycle time for processing information and transactions. And the performance management functionality allows the company to assess and develop employees through feedback and appraisals. To improve some of the current processes, BPCL is exploring the use of interactive forms.

With the resounding success it has experienced, BPCL is now setting its sights on further improvements. In particular, it is focusing on talent management, with the goal of developing its leadership pipeline to manage growth and achieve the company's vision for the future.

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