



Teva: Attracting the Talent to Redefine Global Healthcare with SAP® SuccessFactors® Solutions

People everywhere need affordable medicine. Teva Pharmaceuticals is a leading global pharmaceutical company that delivers high-quality, patient-centric healthcare solutions used by millions of patients every day. With production of 120 billion tablets and capsules each year, Teva is also the world's largest generic medicines producer. After several acquisitions, the company required a **clear view of its combined workforce**. SAP® SuccessFactors® solutions gave Teva the foundation for people data it needed.



Executive overview

Company

Teva Pharmaceuticals

Headquarters

Petach Tikva, Israel

Industry

Life sciences

Products and Services

Generic and specialty drugs

Employees

57,000

Revenue

US\$21.9 billion (2016)

Web Site

www.tevapharm.com

BUSINESS TRANSFORMATION

Objectives

- Turn HR into a strategic function with the support of metrics
- Develop a high-performing workforce engaged in a fast-moving global enterprise
- Attract diverse talent to help Teva deliver new services to consumers
- Develop shared leadership values and capabilities

Resolution

- Replaced 30 local HR solutions in 80 countries with the global SAP® SuccessFactors® Employee Central solution
- Established common performance-management software based on SAP SuccessFactors solutions
- Created shared service centers for cost-effective service delivery
- Simplified and harmonized HR processes using cloud technology

Benefits

- Access for managers to top-quality HR data relevant to their responsibilities
- Faster and more accurate reporting to the board and business units
- Improved talent acquisition management

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“The SAP SuccessFactors solutions are helping us develop and enable the workforce of the future as we build a consumer-centric organization. And we can do all that while reducing our costs.”

Anat Markus, Head of Global HR Operations and Services, Teva Pharmaceuticals

100%

Visibility of talent data globally

100%

Alignment of employee rewards to performance

90%

Improved data quality in all employee records

Better

Staff retention with visual development plans

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Creating an HR function with impact

With healthcare costs steadily rising worldwide, generic medicines (“generics”) are a lifesaver for many people, especially those with chronic illnesses. Chemically equivalent to their corresponding brand-name medicines, generics are often available at a much lower cost. In many countries, generics make up over 80% of all filled prescriptions.

Keeping generic medicines affordable while re-searching and developing new specialty medicines is a responsibility that guides Teva every day. Teva’s cabinet of over 1,800 medicines and 16,000 products gives it an unmatched global impact on patients and healthcare systems worldwide. Its status as a global powerhouse in pharmaceuticals was made possible in part by a multitude of acquisitions over the past several years, including over a dozen companies throughout North America, Europe, Latin America, Japan, and other growing markets.

While that growth brought benefits to patients, it challenged Teva to manage its expanded workforce. The highly regulated pharma industry depends on having the right people with the right skills in the right place – scientists, specialists, and people with specific knowledge of the local legal and compliance regulations for new drugs. When you acquire a company in pharma, you must identify and retain the managers and subject matter experts who can make or break the success of a certain drug or R&D initiative. Teva’s workforce grew from 7,000 to 57,000, primarily through acquisitions. Teva knew it had to harmonize and centralize its HR processes for its global business.



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Putting people at the center of everything

Teva's HR leadership recognized that a new HR model would not be enough to help Teva become the kind of company it wanted to be. It needed outstanding technology. Teva selected SAP® SuccessFactors® solutions because they matched Teva's vision to put people at the center of all its processes, systems, structures, and human interactions in the company.

The first step was to fulfill a long-held wish: bring together in one software system all core HR data from the 80 countries where Teva operates and make it available to line managers and HR worldwide. The SAP SuccessFactors Employee Central solution helped Teva accomplish that, giving managers full visibility of details for employees in their area of responsibility.

With fully transparent information, managers can now identify best performers throughout the organization. Management can also plan development programs to integrate new employees and keep staff engaged and productive amid all the changes. This has resulted in a noticeable increase in staff retention and internal succession.

The new software platform was a game changer. Managers could now do things that had been unimaginable before the new solution was introduced. "In the past, managers had to go through 10 different people to get that kind of data," says Anat Markus, head of global HR operations and services at Teva. "Even if you had global responsibility, you were stuck. You only had access to local information."

"Cloud technology is the only way to standardize, simplify, and improve the level of service for our employees. When employees get better service internally, they bring greater value to our company and to all those we serve."

Mark Sabag, Group Executive Vice President and Chief HR Officer, Teva Pharmaceuticals



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Making the impossible possible with great data

Acquisitions enabled Teva to build a unique portfolio of products, global operations, R&D, and sales teams worldwide. But now the time had come to leverage those capabilities through an integrated business strategy to accelerate innovation and bring new medicines to the market faster. The transparency into HR resources and HR data provided by SAP SuccessFactors solutions is making the transformative business strategy possible.

Managers now have the data and views they need to nurture synergies, foster greater efficiency by consolidating diversified approaches, and provide training paths to increase staff satisfaction. SAP SuccessFactors solutions have opened up opportunities for optimization, greater integration, and value creation unimaginable before.

Teva's integrated business strategy requires a different style of leadership. Jettisoned is the traditional 'command and control' technique; gone is the focus on a specific business, country, product, or brand. Teva leaders now think globally, making connections across businesses, companies, brands, and product lines. To support this holistic leadership approach, Teva established a framework together with its business leaders. It specifies the capabilities leaders at Teva should display to help give employees the space they need to innovate and do amazing things. Teva's CONNECT performance management system derives great support from HR processes now possible based on the SAP SuccessFactors Employee Central solution.

“Many companies were called Teva, but were not yet fully integrated. Over the past few years, we have been on a journey to become a much more integrated organization across all our global operations.”

Tal Zorman, Senior Vice President of Leadership, Learning, and Development; Teva Pharmaceuticals



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Integrating talent management

Introducing SAP SuccessFactors solutions is helping Teva improve talent management and succession planning. For the future, Teva wants a more robust structure for talent reviews that links career development to business objectives and a strategic, integrated talent management process.

Anat Markus knows that SAP SuccessFactors solutions provide a great user experience, which is why Teva plans to introduce the SAP SuccessFactors Recruiting solution and the SAP SuccessFactors Onboarding solution. In addition to finding the right kind of talent faster, these solutions will reduce Teva's time to hire and overall recruiting costs.

Teva also plans to leverage its SAP SuccessFactors Learning solution to offer more segmented, personalized learning. "One-size-fits-all learning is no longer an option," says Tal Zorman, senior vice president of leadership, learning, and development at Teva.



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