

# Transforming Global Onboarding with SuccessFactors

Lessons from Hatch's Journey

Gloria To – Hatch

The ASUG logo is displayed in a large, white, sans-serif font. The 'A' is lowercase and the 'SUG' is uppercase. The logo is centered on a vertical gradient background that transitions from yellow at the top to orange at the bottom.

**SAP Sapphire**  
& ASUG Annual Conference  
ORLANDO

# Agenda

This session is about practical and transferable lessons designed for teams at any stage of their journey

- 1 Introductions
- 2 The case for global onboarding: Our objectives
- 3 Our implementation journey and lessons learned
- 4 Post-go live governance and continuous improvement
- 5 Q&A



Who we are

# HATCH



**65**  
offices



**\$75B+**  
in active projects



**150+**  
countries



**10,000**  
employees



**7+ decades**  
of experience

**100% proudly employee owned**

# Hatch Manifesto

## OUR VISION

We are passionately committed to the pursuit of a **better world** through **POSITIVE CHANGE**

## OUR MISSION

**TOGETHER** we create **unprecedented** outcomes for our clients by **partnering with them** to develop **better ideas.**



Our **exceptional, diverse teams** combine vast engineering and business knowledge, applying them to the **world's toughest challenges.**



We build practical **SOLUTIONS** that are **SAFE**, **INNOVATIVE**, & sustainable.

## OUR VALUES

*We believe in exceptional ideas delivered with exceptional service.*

DOING OUR  **homework**


**INNOVATING**  all that we do

Engaging great people who make a **difference** 

Acting *like* **OWNERS** 

Encouraging a **flat, connected organization**

Achieving **No**  harm

ENSURING **cost** effective, efficient **delivery**  
 Thinking globally; acting locally

Being unconditionally **HONEST** 

 **nurturing**  
long-term relationships

Living our  **commitments** with *integrity*



## Gloria To

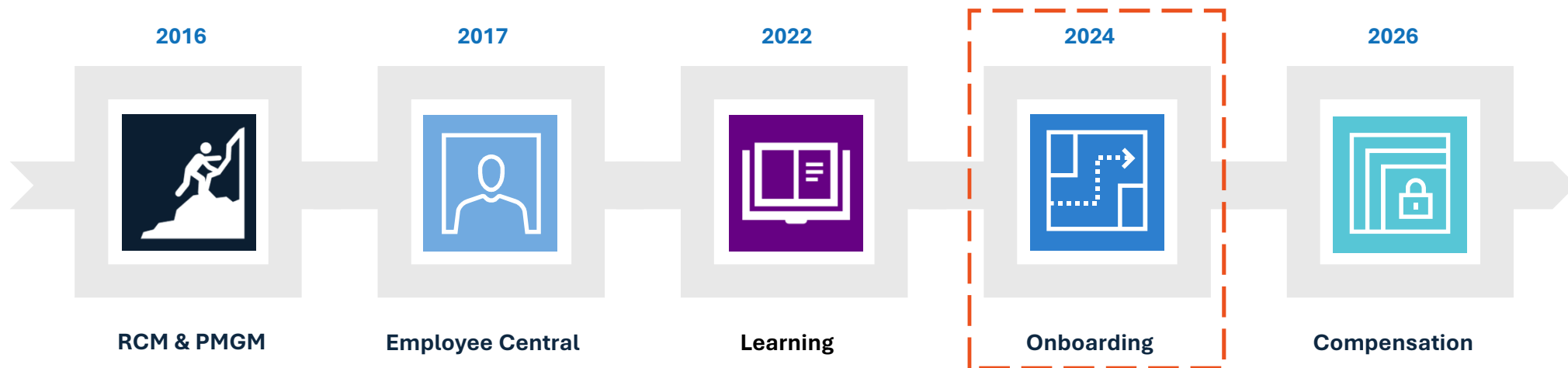
**Hatch**

Lead, HR Operations – Talent Management

**HATCH**

# The Case for Global Onboarding

# Hatch module implementation timeline



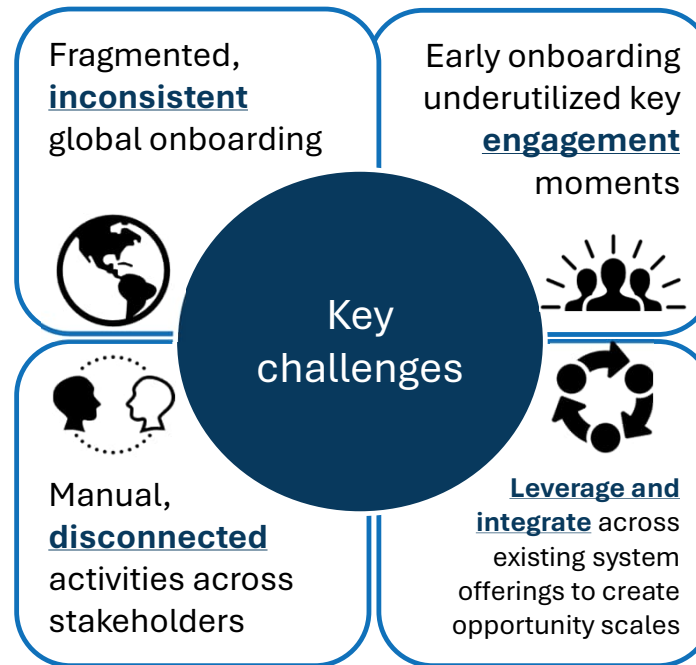
Even after several successful implementations, there is always more to learn

**INNOVATING**  
all that we do

# Global growth quickly exposes onboarding gaps

- Difficulty scaling onboarding globally
- Opportunity for more equity in the employee experience
- No single source of truth

- Delays in system access, equipment, training compliance, and overall readiness



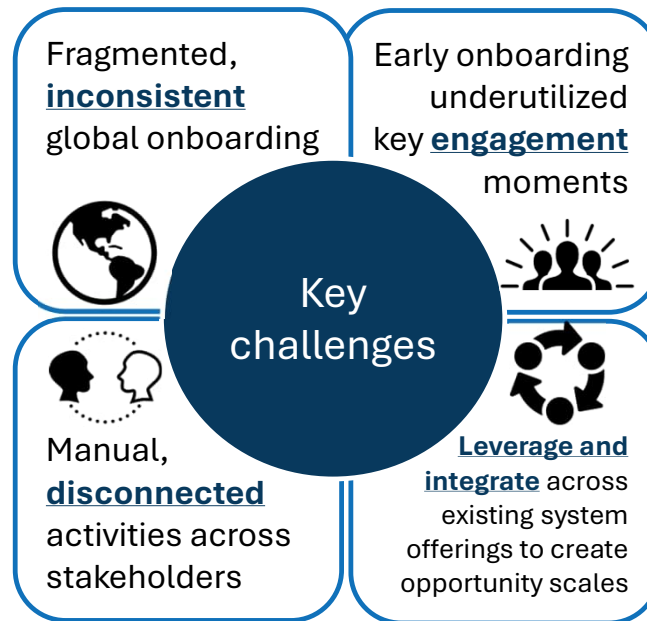
- New hires took longer to feel confident, connected, and productive
- Cultural alignment depended on local practices rather than intentional design

- Missed opportunity of first point of data into overall SuccessFactors ecosystem

These gaps signaled that scaling required an intentional and integrated onboarding vision

# Our vision of success was identified early

- Global Framework, Local Flexibility: Ensuring both consistency and compliance across diverse markets.
- Every new hire receives a clear, equitable, and recognizable Hatch onboarding experience
- Orchestrate end-to-end onboarding across key stakeholders
- Timely readiness, reduced friction, and a seamless experience for all parties



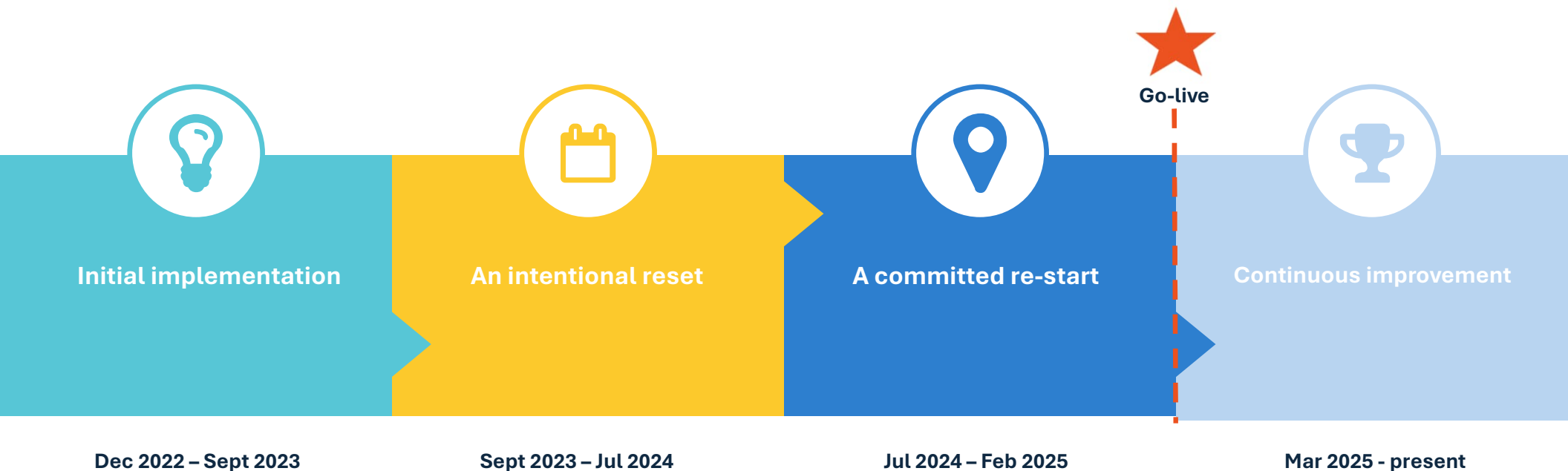
- Design an experience that accelerates engagement and embeds culture early
- New hires feel prepared, connected, and part of Hatch from day one
- Impact through optimized integration: Streamline processes, integrate with SF RCM, EC, and LMS.
- Engage with and leverage SF resources to ensure optimal design, integration, and learning.

This vision became our north star, but execution proved more complex than expected

**INNOVATING**  
all that we do

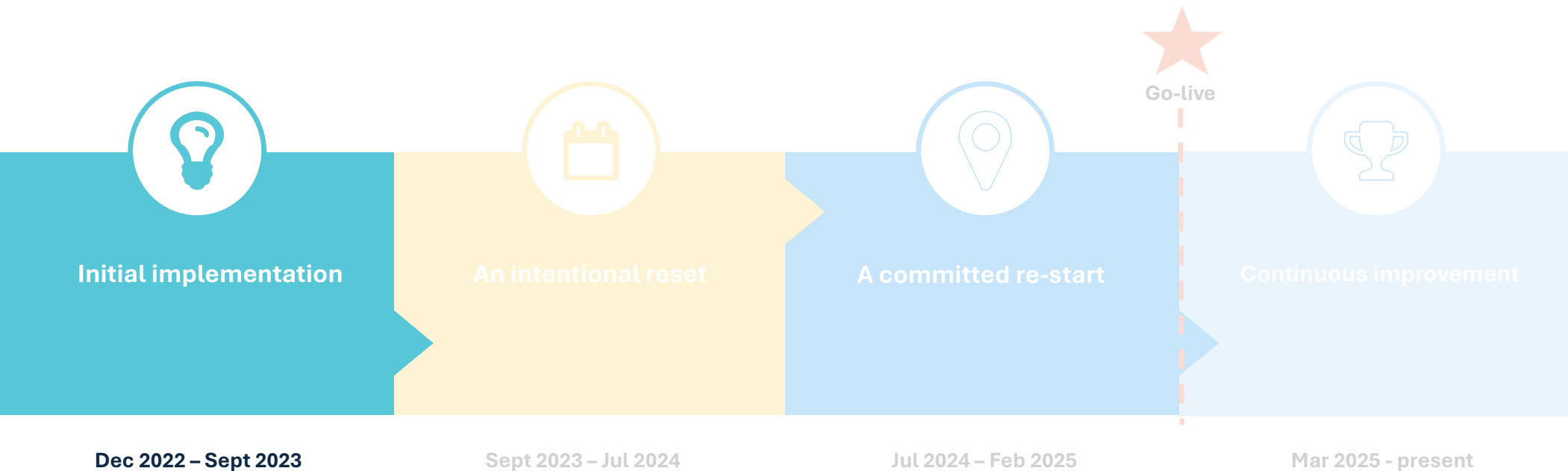
# The Implementation Journey

# Overview of the Implementation Journey



Achieving our vision was not a linear journey. Reflection and course correction were needed.

# Overview of the Implementation Journey



Dec 2022 – Sept 2023

Sept 2023 – Jul 2024

Jul 2024 – Feb 2025

Mar 2025 - present

Early challenges in the implementation limited momentum and confidence

# Lessons from our initial implementation attempt

	Shortcoming	Impact	Lesson
	System possibilities drove design instead of business requirements	Decisions were unfocused and lacked intention	Experience and process design must come first
	Implementation partner capability and leadership was misaligned with program complexity	High dependency on Hatch team for solution design decisions	Partner capability is a critical strategic decision
	Insufficient project discipline and governance	Scope creep, blurred decision and ownership boundaries	Structured and disciplined delivery approach is key
			<p><i>Technology should enable outcomes, not define them</i></p> <p><b>DOING OUR homework</b></p> <p><i>Large transformations require partnerships with proven global delivery capability</i></p> <p><i>Engaging great people who make a difference</i></p> <p><i>Provides stability and confidence</i></p> <p><b>ENSURING cost effective, efficient delivery</b></p>

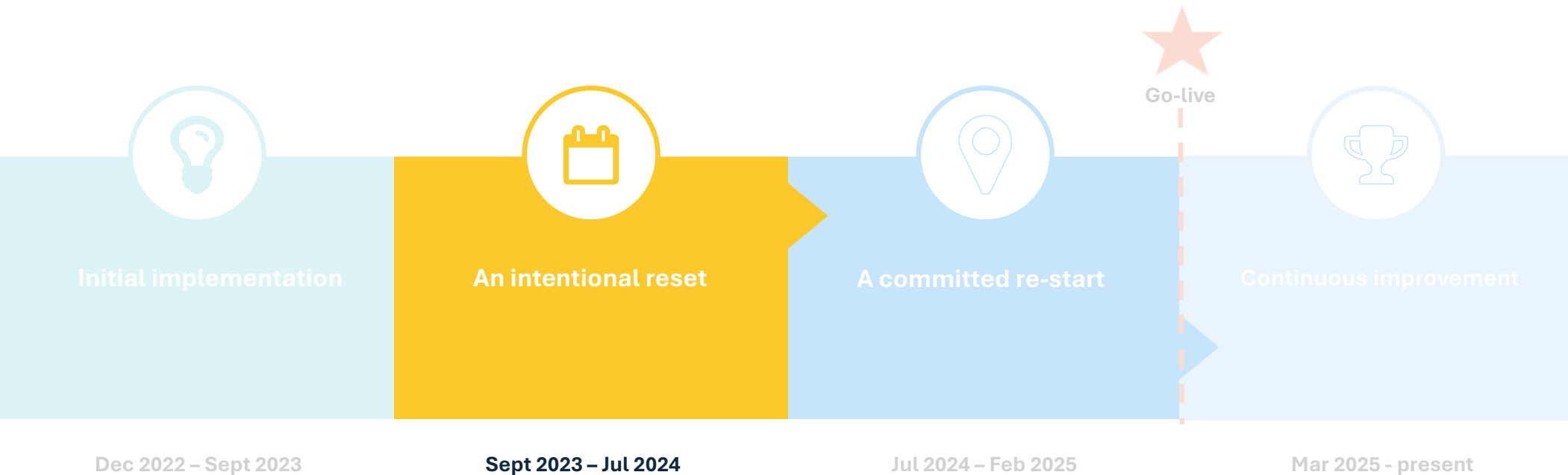
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# Overview of the Implementation Journey



Stepping back created the clarity needed for a stronger, more deliberate restart

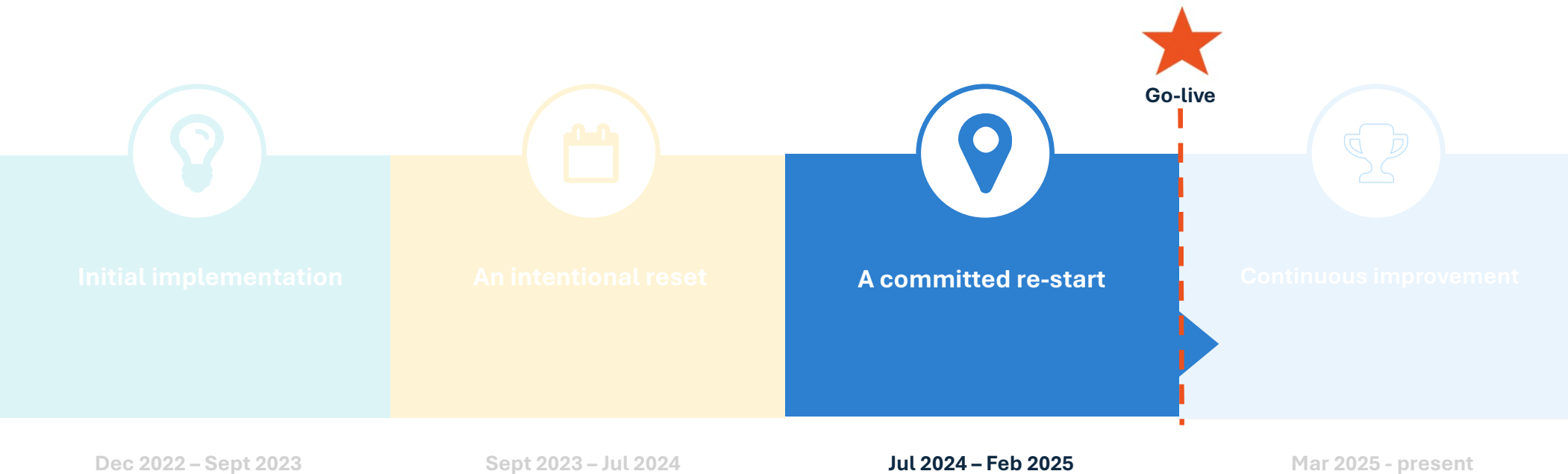
# An investment in clarity and long-term success

	Goal	Action
1	Re-establish clarity on the experience and outcomes	Mental reset and program recalibration. Documented and embedded lessons learned
2	Simplify and right-size the scope	Reassessed requirements and future-state processes
3	Re-anchor onboarding within the broader HR ecosystem	Re-evaluated system integration touchpoints
4	Build from facts, not assumptions	Conducted a formal <b>Health Assessment</b>
5	Reset the core implementation team	Reset the delivery model and implementation team

Resetting strategically can save time long-term and deliver a higher quality product



# Overview of the Implementation Journey



With the foundation reset, we intentionally changed *how* we executed

# Lessons became deliberate execution choices

Experience and process design must come first



*Technology should enable outcomes, not define them*

Partner capability is a critical strategic decision



*Large transformations require partnerships with proven global delivery capability*

Structured and disciplined delivery approach are key



*Provides stability and confidence*

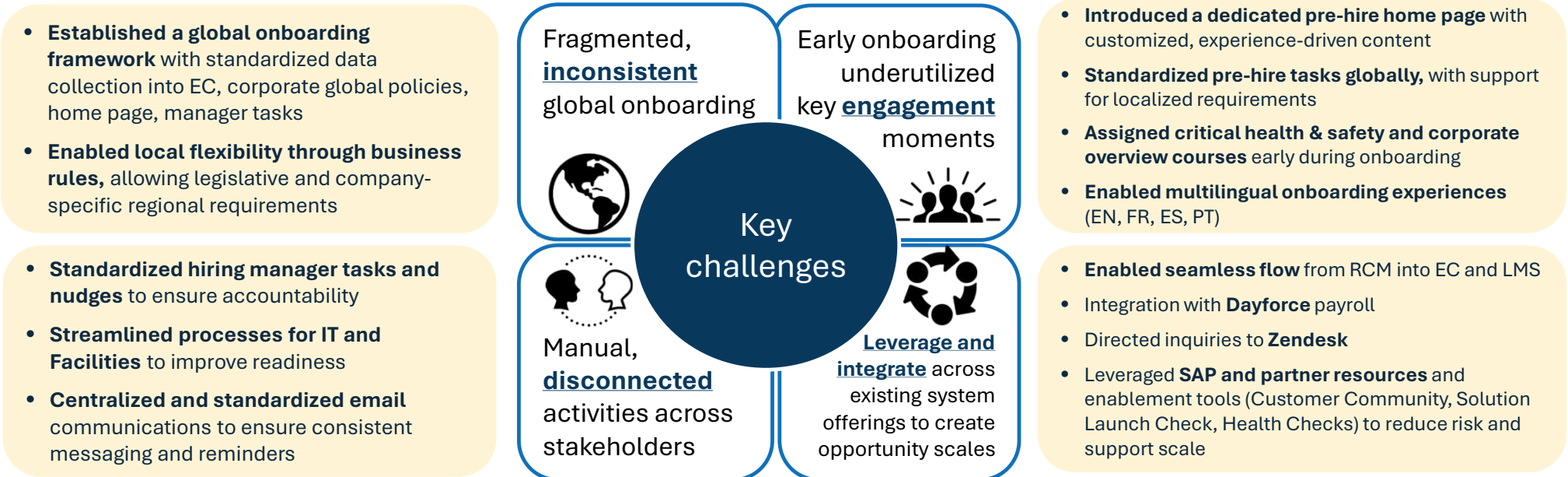
- Designed end-to-end processes before requirements workshops
- Built requirements catalogue mapped to processes
- Prioritized requirements to protect scope and maintain focus

- **Infosys:** Selected for deep SuccessFactors expertise and global delivery capability; established a core team of dedicated trusted advisors. Expectations were set early and feedback was delivered regularly.
- **SAP:** Leveraged preferred success services and relationship with Customer Success Manager; used enablement tools early to reduce risks (eg: Solution Launch Check)

- Refreshed project leadership and accountability
- Established a milestone-based delivery plan and governance model
- Clarified roles, ownership, and decision-making responsibilities

Clear requirements, the right partners, and disciplined execution made the difference

# Intentional design fills onboarding gaps



Each intentional design decision brought us closer to a scalable experience

# The learning continues

Design decisions were validated through rigorous testing



## Business-led, global testing approach

- Representatives from most countries participated, primarily HR Service Center users who directly support new hires

## Comprehensive, well-documented scenario testing

- All critical scenarios were identified, tested, and documented

## Strong issue discipline that improved readiness

- Centralized and robust issue tracking, regular check-ins to enable timely resolution, and revealed change management and training needs early

Strong testing reduced risk, improved readiness, strengthened adoption

Strong collaboration and commitment to success drove successful delivery



## Strong ownership and accountability across the Hatch team

- Team members acted as owners, proactively driving decisions, resolving issues, and maintaining momentum

## Highly collaborative partnership with Infosys

- Close, day-to-day collaboration with immediate feedback enabled rapid course correction and progress

## Shared focus on outcomes and delivery success

- Teams had a common commitment to quality, timelines, and results

A shared commitment to success enabled faster decisions, stronger execution, and confident delivery

# The learning continues

Change efforts were well-intentioned but needed to be more engaged



## **Sustain continuous stakeholder communication**

- Maintain regular touchpoints to reconfirm processes and requirements (eg: IT requisition/task)

## **Revalidate assumptions as conditions change**

- Periodically reassess stakeholder inputs to ensure the solution continues to reflect current realities, not outdated decisions.

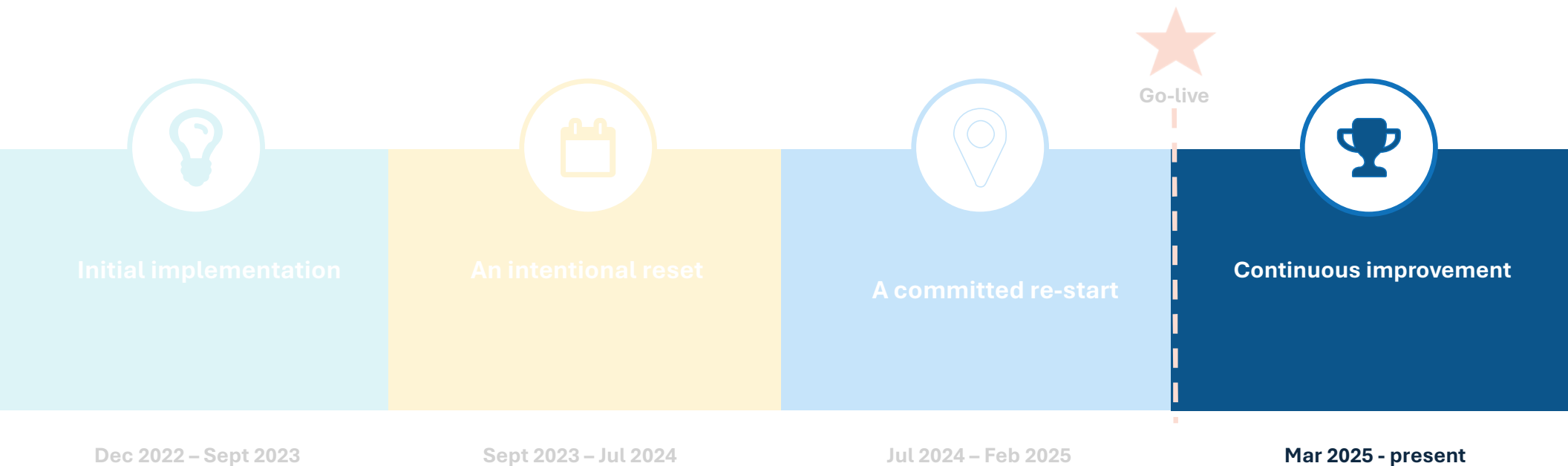
## **Engage change agents earlier in the process**

- Involve key advocates and adopters sooner to strengthen alignment, readiness, and feedback.

Long duration projects required sustained change management

# Post Go-Live Governance & Continuous Improvement

# Overview of the Implementation Journey



Sustained success depends on governance that protects consistency while enabling change.

# A defined governance model is critical to sustainability

**Governance team**  
Core governance team and meeting cadence established



**Data and process ownership**  
Responsibility for each component and dependency is clear



**Training**  
Further training and enablement needs identified and underway



**Change request process**  
For new enhancements, processes, and inclusion of new countries



**Audit process**  
Clear process and cadence are critical to ensure compliance and to reduce risk



**Continuous improvement**  
Mechanism to gather feedback established



Today, onboarding evolves through intentional governed improvements, without reintroducing fragmentation

# Thank you

# + Let's Connect



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