



## Quaker Chemical

### *Unifying global HR systems with SAS® Human Capital Management*

These days, it takes more than having offices in different countries to make a company truly global – especially if none of the offices knows what the others are doing. Quaker Chemical, a U.S.-based manufacturer that supports the steel and auto-making industries, understands only too well the challenges that arise from doing business on an international scale. So to turn those challenges into competitive advantage, Quaker has implemented SAS solutions designed to strategically align its worldwide operations.

Although it had facilities in 20 countries, in the mid-'90s Quaker Chemical was still more of a regional organization, with its headquarters in Pennsylvania and operations in the Americas, Europe and Asia-Pacific, explains Jim Geier, vice president of human resources. “We had business heads in charge of each of those regions who controlled the commercial, technical and manufacturing aspects of what we were doing. But they had no formal means for communicating with each other,” Geier says. “The products and successes we were having with one customer in one part of the world weren’t being shared with the others.”

Since then, Quaker has transitioned from a regional structure to one based on specific businesses: metalworking/automotive, steel,

product manufacturing and delivery, and order fulfillment and attainment. Now, instead of simply selling Quaker products to customers, the company offers customized solutions that rely on the expertise of its 1,000 employees. To allocate resources effectively, efficiently and aligned with overall strategy, Quaker turned to SAS Human Capital Management.

“Going into this global structure of having three or four key businesses around the world, I didn’t want them to be in a situation where they had to ask someone else to go to several different systems just to produce a list of 200 people in our metalworking business,” Geier says. “The idea was to be able to go online, get the data and manipulate it themselves.”

#### **Sharing global HR data on the Web**

For John Dennis, senior business applications development specialist, one of the benefits of implementing SAS involved how data was transmitted from old HR transaction-processing systems from around the world. He receives data through spreadsheets and Access applications. “The Netherlands exports data to me in a DOS Lotus 1-2-3 file; the U.S. presented data in text-delineated files,” Dennis says. “And the main construct just for translating the associates names in the Brazilian data got to be two pages long.



That's one of the great aspects of SAS – the ability to combine information from such systems.”

SAS Human Capital Management – a Web-based system that lets decision makers share information across the enterprise – allows businesses to:

- Measure strategic value of human capital investments.
- Align people, processes and technology around common goals.
- Deliver proactive workforce planning and the knowledge to make decisions quickly.
- Learn from best practices by leveraging benchmark data.

“Now we have a global HR environment,” Dennis says. “SAS provides the users with the ability to go one-stop shopping for essential HR information about associates globally.” And one of the things Dennis likes most about SAS Human Capital Management is the relative programmatic ease – handling tasks such as adding currency codes to enable local HR managers to view records in their local currency.

### Improving performance management

Before turning to SAS, Quaker had no way of performing an accurate headcount, Geier says. So the company tried building a process with Excel spreadsheets – a process that proved too cumbersome. Providing services to business decision makers

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#### John Dennis

Senior Business Applications  
Development Specialist  
Quaker Chemical

was significantly hampered. “But with SAS,” he says, “anyone can get the information they need with the click of a mouse. Here’s a solution that’s really going to bring value to what we do and to what we’re trying to do.”

SAS Human Capital Management also contributes to Quaker’s overall strategy of providing solutions and on-site assistance – not just products – to its customers. “With SAS, we can look at our whole organization more closely. When a customer has a particular request, we can locate the specific individual that fits that request by using the profile perspective that already exists in the organization,” Geier says. “Also, I made parts of the system available to our internal customers, because it’s important that they have this HR information at their fingertips so that they can manage their businesses. My hope is that it will also bring value to the bottom line. Instead of HR being a cost center, as people like to see it, we’ll be one that can actually help provide bottom-line income to the organization.”

Now each location feels closer to the company and to one another because they have the outside exposure they never had before. “The idea was to help them understand what globalization really is,” Geier says. “To think globally, but act locally.”

### Reports in less than a day

An early measure of success is that Geier and Dennis have winnowed the three-month data collection process for employee evaluations to less than a day.

“SAS allows us to respond to management better when they ask how things are going,” Geier says. “With SAS, I’m going to have a group of professionals doing things that are professionally focused instead of worrying about spreadsheets and collecting numbers for months. The value they’re bringing to the business customer is a lot higher, and the productivity is going to be a lot higher.”

The SAS Human Capital Management implementation at Quaker Chemical was Dennis’ first pre-release experience with SAS. Working with SAS consultants helped ensure early successes, he says.

“It was extremely positive and rewarding,” Dennis says. “There was very good knowledge transfer, which gave me a leg up on understanding the system. I’d definitely do it again.”



World Headquarters  
and SAS Americas  
SAS Campus Drive  
Cary, NC 27513 USA  
Tel: (919) 677 8000  
Fax: (919) 677 4444  
U.S. & Canada sales:  
(800) 727 0025

SAS International  
PO Box 10 53 40  
Neuenheimer Landstr. 28-30  
D-69043 Heidelberg, Germany  
Tel: (49) 6221 4160  
Fax: (49) 6221 474850

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