

Business Case



PROSEGUR, A COMPANY BY AND FOR PEOPLE



**the
key
talent**

DIGITALIZING THEIR TALENT MANAGEMENT PROCESS

Prosegur is a security company with a clear purpose, to make the world a safer place by taking care of people and companies. To this end, it **is permanently at the forefront of security in both the physical and digital environment.**

Prosegur is an international company operating in more than 26 countries with more than 160,000 employees. It is characterized by being a people-oriented company, and this is reflected in the care it takes of its customers and its employees.

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THE CHALLENGE

One of the main challenges in a global company such as Prosegur is to ensure quality in the team's management around the world and to promote the professional development and improvement of people. To do this, it is essential to have a clear and real-time picture of the talent. From the Talent area, in collaboration with the businesses, **we periodically develop employee assessments with two types of objectives:**

- ■ **Talent Identification:** Directed to each of the areas of the business allowing the managers to have a clear vision of the strengths and areas of development of each person in the team and to make hidden talent visible.
- ■ **Reskilling:** The permanent incorporation of innovations and new technologies requires continuous learning processes. The objective of these programs is to analyze the knowledge and skills of the teams and compare them against the current and future needed profiles. Development programs are activated in order to improve people's knowledge and skills at the pace that the business needs.

Each of these assessment programs involves hundreds of participants from different countries. In addition, each program is tailored to **each business area in order to identify key talent for each area of the company.**

PROJECT GOALS

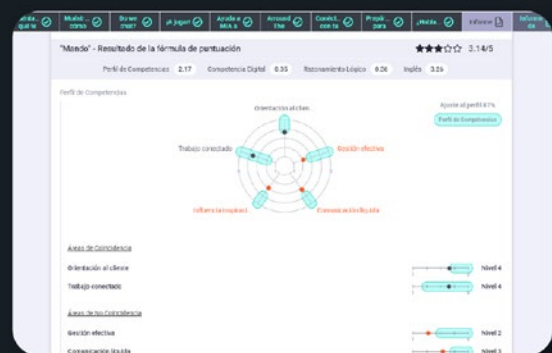
With the aim of offering the best possible service to the business, the **Human Resources area of Prosegur has set out to incorporate a technological platform to optimize the processes of identifying Talent and reskilling**. More specifically, the objectives to be achieved with the incorporation of this solution were:

- ■ **Homogenize the talent identification process across the world:** Offer a global solution that could be adapted to each business area but would allow comparison of the results of participants around the world.
- ■ **Make data-driven decisions:** Being able to visualize talent data in a simple way to make intuitive decisions.
- ■ **Reduce the management time of each program:** The management of each project required a high degree of dedication for the Human Resources, reducing the time available to analyze results and organize development plans.
- ■ **Adapting assessment programs to Prosegur's leadership model:** The company has a leadership model that constitutes the framework of key behaviors, which is common to all regions. Therefore, the assessment tools and the process itself had to be adapted to Prosegur's Talent model and not the other way around.
- ■ **Improve the employee experience:** Reduce the time that each employee spends on the assessment process and build seamless projects with a single point of access to each phase of the process.

PROPOSED SOLUTION

To meet these objectives, Prosegur incorporated the Panorama Talent identification and management platform. From this platform, Prosegur's Human Resources department autonomously configures each assessment process, adapting it to the needs of each business area, while maintaining a common structure for all countries. Specifically, the assessment programs have the following phases:

Soft skills test: Application of a competency test, adapted to Prosegur's leadership model, with all the scientific and technical guarantees of reliability and validity.

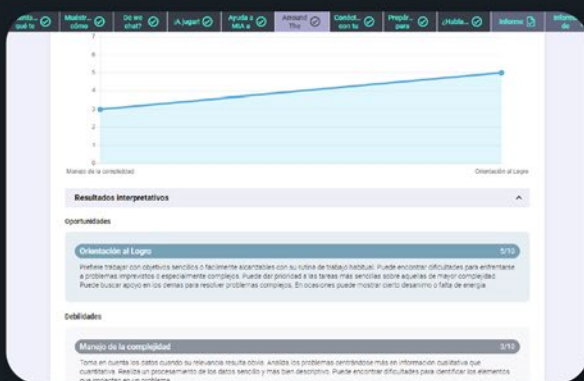


Product and knowledge test: A series of specific product and financial knowledge tests were loaded into the platform to analyze the gap between the knowledge of each participant and the one required for each position.

Additional tests adapted to the business: From Panorama, Prosegur accesses a portfolio of more than 60 assessment tools including business case, group dynamics, aptitude tests and language tests, which can be selected according to the needs of each business area.

PROPOSED SOLUTION

Personal interviews with Human Resources: Panorama provides HR teams with a predefined interview guide and a common assessment guide to ensure homogeneity and equal opportunities for participants in the process, regardless of the evaluator and country.



Once the assessment process has been completed, the platform returns an automatic feedback report to each participant, always positive and oriented to their development, which allows them to prepare for the final interview with Human Resources.

In addition, Prosegur has a dashboard that allows to have a global picture of the results segmented by business area, group, location, etc.

RESULTS

This time it is Belén Fernández and Marta Castro who tell us the results after using Panorama in different programs in the last year. According to them, ***“The assessment has been totally autonomous. We load the group and when the invitation is sent, the participants access autonomously, gaining efficiency”.***

“When it comes to giving access to countries it has also been very easy. Each region has been able to visualize their data and access the participants and their reports”.

The exploitation of data through the dashboard has made it possible to visualize talent information and compare results between different groups and against benchmark profiles. This has made it possible to streamline the analysis process and to share the results with the business in a simple and understandable way.

Probably one of the most significant improvements is related to project optimization. As they tell us ***“We have reduced the time from almost a month and a half to two weeks”.***

Participants access the program through a landing page that informs them of the objectives and benefits of the project, they can also visualize each one of the phases and access directly by clicking on each phase. In this way, participants ***“Visualize the entire journey of the process and can see which test they are in and which ones they are missing”.***

Panorama can be integrated with other platforms and, as Belén points out *“We have found that Oracle's robustness is perfectly complemented with Panorama's flexibility”.*

The best summary of the experience with the Panorama platform is provided by Belén. ***“It allows you to work in a very global way, to have the information in real time and with a very positive employee experience”.***