

Case Study on:



Ruban D'Honneur Recipient

European Business Awards 2012/13

Employer of the Year Award
Sage España



Sage España

The Journey of Excellence

Words from the Judges

"Sage works with all its employees to help them to be the very best."



Sage is a leading supplier of business management software and services to over six million customers worldwide and to more than 350,000 in Spain through Sage España. Sage España is a well-deserved recipient of the European Business Awards Ruban d'Honneur for Employer of the Year. The accolade has been given in recognition of the company's Extraordinary Employee Experience (EEE) which highly motivates its employees, in turn resulting in significantly improved customer satisfaction.

Sage culture pays particular attention to people and the group as a whole has always invested heavily in its HR strategy. Sage España's current HR policy is supported by the Sage Group and Sage Spain Board and has been developed to reassure its employees at this difficult time in Spanish economic history.

The HR policy or EEE helps employees feel that their work is more than a job and that their employer really cares about them. This helps to encourage loyalty, flexibility and greater understanding in all areas of an employee's working life from initial recruitment and introduction to the company, right through to career progression, training and internal communications.

"Employee satisfaction has a direct impact on customer satisfaction. It is only by motivating our people and responding to their needs, we can align their own personal goals with those of our company. Happy employees produce results." Santiago Solanas, CEO, Sage España

The EEE was first developed in Sage España and has proved so successful that it now forms part of the overall global strategy of the Sage Group. When it is introduced in other regions, it is always tailored to the specific needs of that particular country.

One area that is particularly positive is training ("Crece con Sage") which is available for everyone in the business, regardless of their position. The take up rate on training is extremely high, with over 2,000 training days being provided per year. Each employee has at least one training day a year and is encouraged to take more.



"Working for a company that invests in your professional development is a source of great motivation, giving us all a chance to grow within the company both as people and as professionals." Belén Pérez, Assistant, Sage España

In the past 18 months, the EEE strategy has expanded to include Extraordinary Customer Experience. This is an innovative way of measuring the direct relationship between employee satisfaction, customer satisfaction and business results and includes an award-winning Customer Experience Index (in Spanish, IEC). The IEC enables Sage España to measure the 'experience' that the customer is having with Sage services, Sage people and Sage itself. The results have led to the implementation of different initiatives to continually improve customer experience.

"The results of the Extraordinary Customer Experience have been significant for our business. We have seen an 11% improvement in our services renewal rate which has had a major impact on our revenue." Javier Gallardo, Customer Experience Manager, Sage España

To optimise the results of its Customer Experience Index (IEC), Sage España has carried out over 15 workshops and trained more than 122 client support staff. These employees have, in turn, generated more than 271 customer experience initiatives. Many of the initiatives have been created for individual customers to meet specific needs, even if their requirements are not covered as part of the service that the customer is paying for.

Celebrating success

Everyone at Sage España likes to celebrate their success and they certainly have a great deal to celebrate including many different awards from external institutions such as the Fortius Award for best Call Centre Agent and the Best CFO of the Year Award from KPMG.

"As part of our journey to excellence, we like to celebrate. We celebrate external recognition but we also celebrate internal successes in order to continually engage our staff and unite everyone with a common goal." Susana Hidalgo, Chief People Officer (CPO), Sage España

"Based on the belief that excellent customer service can only be achieved by parallel levels of employee satisfaction, Sage goes to exceptional lengths to ensure that all employees enjoy not only the upper quartile working conditions but also an environment which encourages, stimulates and supports all employees to be the very best that they can be and continue to grow their organisation even in a difficult business environment."

Phil Forrest, Chairman of Judges, European Business Awards 2012/13



Looking to the future...

As part of its EEE strategy and its wider business strategy, Sage España focuses on innovation. Innovation is seen as a continuous process of development and improvement which affects the entire organisation and is a core theme on the company's 'Journey to Excellence'.

"Innovation provides a means of doing things differently and society needs to do things differently to experience change. In Spain, more than ever, we need to alter the way we work to get better results for businesses and for individuals. Innovation means living in continuous change ... it is an attitude ... and is at the heart of everything we do at Sage España." Susana Hidalgo, Chief People Officer (CPO), Sage España

Sage believes innovation can take many different forms and is not just about applying the latest technologies. Innovation enables the business to change internal and external processes, increase the level of excellence

in its teams, introduce more humanity into decision-making and even drive a change in people diversity within the workforce by offering part-time working or flexible working.

"The future is full of challenges and new opportunities. At Sage, we are ready to take advantage of these in order to gain the trust of our customers and partners. We need to be aware of the responsibility and the role that we have – as our customers' future is our future." Arturo Monge, Brand Keeper, Sage España

Despite the economic crisis in Spain, many thousands of entrepreneurs have been brave enough to start up their own small businesses. Sage España is on hand to support these businesses, helping to create greater freedom for them to succeed.

"It's true that no-one can know what the future holds, but it is also true that it has to be built on every day. What we sow is what we gather; our future is in our hands." Pilar Villanueva, Media Coordinator, Sage España





“For Sage España, the Ruban d’Honneur is a very important recognition for two reasons: first, it recognises the work of hundreds of professionals who work every day to help thousands of companies in Spain, and second, which is just as important, is recognition for the many small and medium enterprises in Spain who have shown a real spirit of struggle and sacrifice as they work to overcome this economic crisis.”



Santiago Solanas, CEO, Sage España

Sage España
Labastida 10-12
28034 Madrid
España
Tel: +34 696 527 962
Email: comunicacion.es@sage.com
www.sage.es

www.businessawardseurope.com

About Sage España

From small start-ups to larger organisations, Sage España makes it easier for companies to manage their business processes. Sage’s decentralised model provides a local focus with support on a global scale.

Sage products and services are developed locally in order to meet unique fiscal, legal and regulatory environments. Sage España has an important role in the development of the Spanish Economy.

More than one million income tax forms are managed with a Sage solution every year. Over 17,000 accountants work with Sage solutions to support close to 1.3 million families.

Corporate Social Responsibility (CSR) is important to Sage España and its employees. Responding to this, a four-pillar CSR strategy has been developed based directly on Sage’s business strategy: boosting the use of new technologies, integration of people with disabilities in the working world, CSR awareness and operating in an environmentally-friendly manner.

Sage Observatory

Sage Observatory is one of the main initiatives launched by Sage España to contribute to society. The Sage Observatory reports are a compilation of different surveys and studies carried out by Sage España on an annual basis which highlight how its customers (Entrepreneurs, Accountants and SMEs) think, feel and act. Three papers, “Observatorio del Despacho”; “Radiografía del Emprendedor” and “Radiografía de la Pyme” are important pieces of research which are presented to Government and other establishments to help them make important strategic decisions to improve the Spanish business economy.

“Thanks to our Sage Observatory reports we are able to inform the Government about the needs and problems being faced by small and medium-size companies in Spain. Our information helps in high-level policy development, helping Spanish businesses to become more competitive.” Almudena Cruz, Chief Communication Officer (CCO), Sage España



About the European Business Awards

Since 2007, the European Business Awards has been shining a light on the most pioneering businesses on the continent by promoting excellence, best practice and innovation in the European business community. The awards programme recognises excellence in all disciplines of business including individual business functions. Entrants have ranged from fish farming organisations to renewable energy firms. In 2011, they had a combined turnover greater than €66 billion Euros (6% of EU GDP) and employed over three and a half million people between them.

Businesses from each of the 28 European territories are invited to enter the Awards. The competition for finalist places is fierce with many of the Europe’s most established brands being represented.

The judging panel is comprised of experts in their fields who each bring experience, business acumen and understanding to the board. The overall winners in each category will be announced at an awards ceremony in Istanbul in June 2013.

