

How Can a Leading Global Construction Company Nurture Talent to Cement Its Place?

Many companies were left reeling when the 2008 financial crisis hit. But for Portuguese construction group Mota-Engil, SGPS, S.A., these tough times yielded new potential for growth. The group seized the opportunity to expand internationally by entering emerging markets in Africa and Latin America, establishing partnerships with local companies at a breakneck pace. Today, the group operates in 28 countries across three continents and is among the 30 largest construction groups in Europe.

To help ensure its workforce can meet the demands of international expansion, and to help the group achieve its goal of becoming a global leader in the construction industry, Mota-Engil is transforming its talent management processes with SAP® SuccessFactors® solutions. Its long-term goal is to replace disparate, on-premise HR systems with a single, cloud-based standard. By giving employees easy online access to their profiles and encouraging them to set performance goals that align to business strategy, Mota-Engil is driving corporate cultural change and has seen employee engagement soar to 90%. With motivated, empowered employees behind it and the ability to source and attract talent across the world, Mota-Engil can boost innovation to support even greater success.



“The pace of change is so fast. We cannot afford to be held back by manual processes. That’s why we’re **embracing the cloud**, enabling us to implement new solutions four times faster than before.”

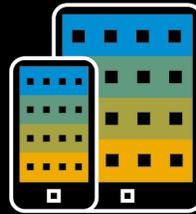
Luis Filipe Monteiro, Head of Corporate HR and Sustainability, Mota-Engil, SGPS, S.A.

Growing rapidly, Mota-Engil must enable its workforce to meet the challenges that international expansion brings. With SAP® SuccessFactors® solutions, Mota-Engil introduced modern, digital tools for employees to track their performance and development to attract a younger generation of tech-savvy employees. Now, the group can better align employee goals with its business objective of becoming one of the world’s leading construction companies – increasing employee engagement and motivation.



#1

In Portugal, and among the 30 largest construction groups in Europe



28

Countries where Mota-Engil is present, across 3 continents



280

Companies in which Mota-Engil has holdings



Building a Workforce Fit for Expansion with SAP® SuccessFactors® Solutions



Mota-Engil, SGPS, S.A.
Porto, Portugal
en.mota-engil.pt

Industry
Engineering, construction, and operations

Products and Services
Construction, engineering, infrastructure management, environmental services, waste management, transport, energy, and mining

Employees
29,000

Revenue
€2.5 billion

SAP® Solutions
SAP® SuccessFactors® Performance & Goals, SAP SuccessFactors Recruiting, SAP SuccessFactors Learning, and SAP SuccessFactors Employee Central solutions

Mota-Engil, one of Europe’s largest construction groups, is expanding into new, emerging markets in Africa and Latin America. To do that, it needs an engaged, motivated, highly skilled workforce. With SAP SuccessFactors solutions, Mota-Engil is transforming its talent management processes to gear its workforce up for the growth necessary to realize its ambition of becoming an industry leader.

Before: Challenges and Opportunities

- Ensure that its workforce can cope with ambitious international expansion
- Establish itself as one of the world’s top construction companies
- Ensure employees thrive in the digital world
- Harmonize HR processes across the group to a universal standard
- Address the challenges of an aging workforce

Why SAP

- Satisfied SAP customer with years of experience
- Simplified modules that enable Mota-Engil to rapidly roll out solutions to new companies in the group
- Modern interface that today’s digital-savvy users have come to expect
- Cloud-based nature of SAP SuccessFactors solutions that plays into Mota-Engil’s broader cloud adoption strategy

After: Value-Driven Results

- Implemented new, digital ways of working by giving employees access to e-mail – unusual in the construction industry, where 80% of people do not have work e-mail accounts
- Enabled managers to align employees’ development goals with the company’s core business objectives
- Overhauled recruitment challenges, delivering a mobile-ready user experience well suited to millennials
- Paved the way for replacing the SAP Human Capital Management solution for SAP S/4HANA®, on-premise edition, along with SAP SuccessFactors Employee Central
- Reduced lead time to roll out SAP SuccessFactors Performance & Goals in newly acquired companies and markets to one month

“As our company grows, SAP SuccessFactors solutions are helping to prepare our workforce to meet the demands that this international expansion brings.”

Luis Filipe Monteiro, Head of Corporate HR and Sustainability, Mota-Engil, SGPS, S.A.

SAP SuccessFactors

80%

Cost savings on software licensing

50%

Reduction in maintenance costs

90%

Time savings for HR administration tasks

90%

Employee engagement level

70%

Of workforce upgraded to digital tools, compared to 20% previously

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