



MASTERINGSAP
Collaborate

13 – 14 MARCH 2025

CORDIS HOTEL | AUCKLAND

***Seeds of Innovation to
Drive Business Success***

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An SAPinsider Company

Nutrien Case Study

Nutrien's HR Digital Transformation Strategy leverages technology and partnerships to enhance processes, ensure data accuracy, and boost efficiency, enabling strategic growth and innovation.

Our Story

Who are we?

Nutrien is a leading global agriculture solutions provider from mining NPK to working closely with growers to provide solutions for sustainable and profitable farming and communities.

What seeds of innovation we planted?

Our story from complex and fractured systems landscape to being the finalist of 2024 ANZ SAP Best Run Award in Next Gen Innovator Category.

How did we do it?

We developed HR Digital Transformation Strategy as our path forward.

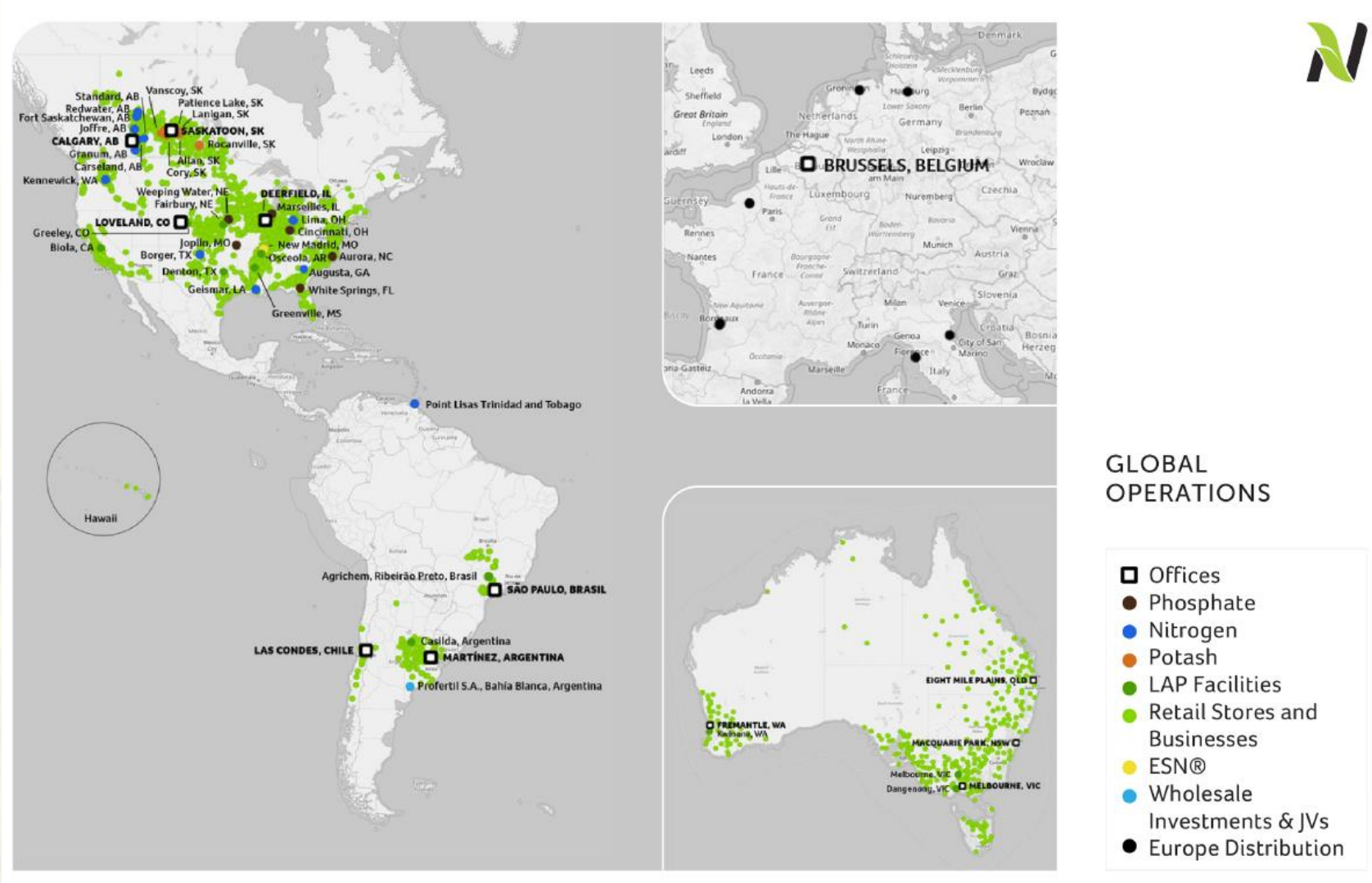
What did we achieve?

Finally, we got it....and we believe we are on right path to achieve the operational excellence and better experience our people and leaders deserve.

Nutrien[®]
Feeding the Future[™]



Global Operations



Australian Business Portfolio



Fertiliser

We supply over 2.4 million tonnes of granular and liquid fertiliser annually to farmers across Australia.

Crop Protection

We work with all the major branded suppliers to commercialise new and innovative crop chemistry through our extensive agronomy network.

Proprietary Products

Our proprietary brands include Loveland, Genfarm Crop Protection, Dalgety Animal Health, Dyna-Gro Seed and FertiMAX. Supporting these brands are two manufacturing facilities and three labs that focus on both quality control and product development.

Merchandise

Our offering covers crop protection, fertiliser, seed, animal health, water, fencing, animal management and general merchandise.

Wool

Our specialists help prepare and market wool clips to buyers around the world.

Livestock

We facilitate the sale of approximately 2.5 million cattle, 10 million sheep and the sale of top-quality genetics and horsemanship from horse breeders and trainers.

Insurance

We are an authorised representative of Marsh Advantage Insurance, and referral partner of WFI. We help our customers manage risk through a variety of tailored insurance products.

Financial Services

We help customers manage their cash flow and business needs through a range of financing tools and products.

Digital

We have an emerging suite of digital tools and solutions that improve outcomes and convenience for farmers, including the Digital Hub.

Water

Our specialists provide water brokering services, plus irrigation systems, supplies, design and advice.

Agronomy

We have a team of over 300 agronomists that collect and analyse data to support decisions that maintain an efficient and productive agricultural operation.

Real Estate

We have more than 200 locations across the country operating under our wholly owned and various joint venture brands supporting all real estate needs.

Commercial Sustainability

We are developing industry leading tools and offerings that improve the environmental impact and boost economic returns for farmers.

Independents

We have around 300 independent members and franchises across Australia, including the CRT network.

Mecardo

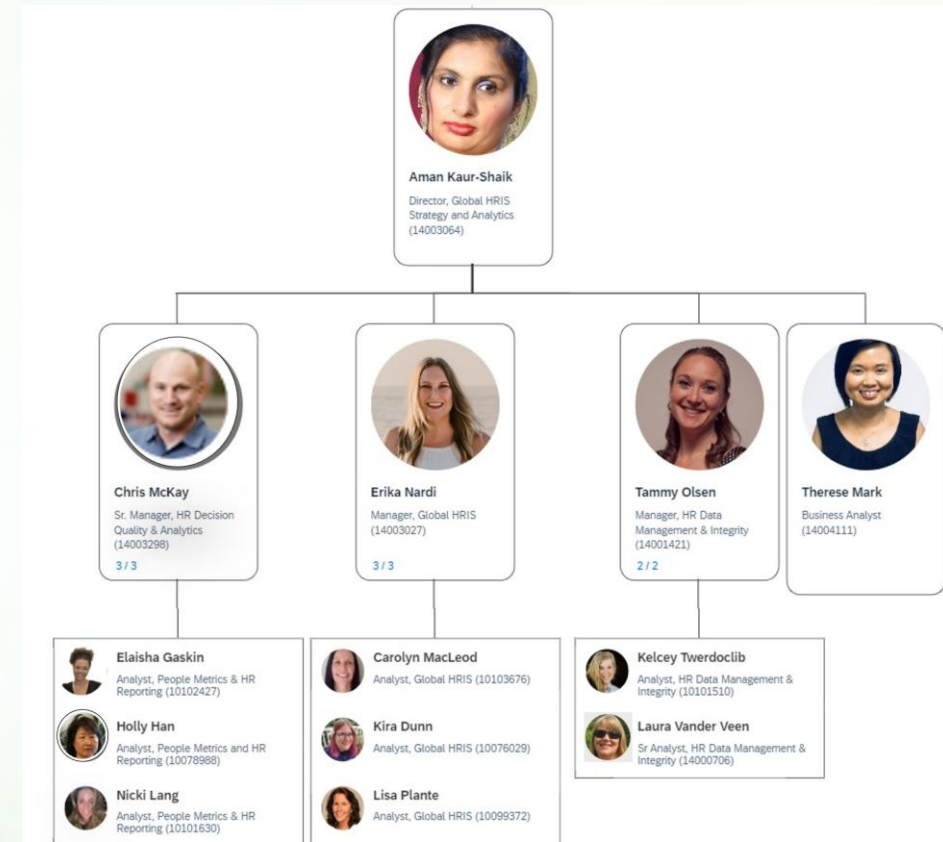
We provide market analysis and outlook information for livestock, fibre, grain, and oilseed markets.





Aman Kaur-Shaik,
Director, Global HRIS Strategy and Analytics, Nutrien

Meet Nutrien's Global HRIS and Analytics Team!

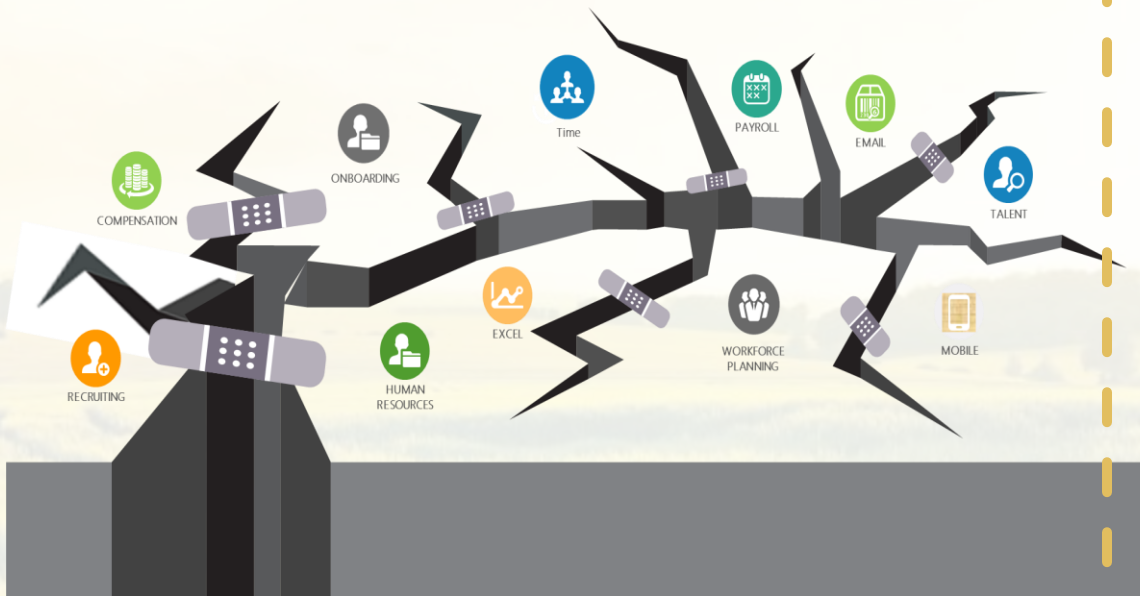


We asked ourselves
What? So What? Now What?



Our Answer to *What? So What?*

Our Landscape



Challenges We Faced



HR Processes

HR processes were not optimized for the digital age, leading to inefficiencies and delays in talent acquisition, management, and development. Lack of Cross-functional teams' collaboration and alignment was impacting system configurations and data accuracy.



Decision Making

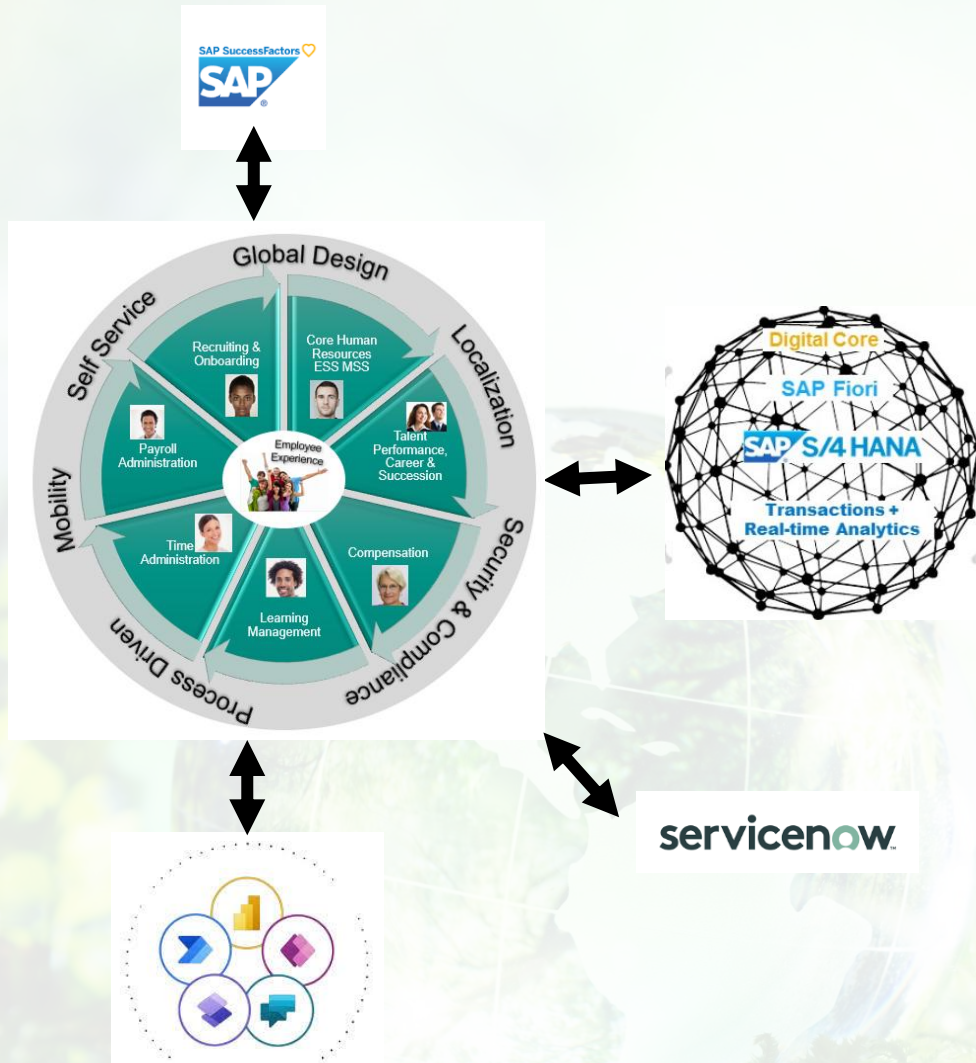
People data was spread across multiple sources, making it difficult to access, analyze, and leverage for decision-making. Comprehensive insights were not available due to lack of integration of HR and Finance data hindering decisions around resource allocation, budgeting etc.



Operational Efficiencies

HR systems were fragmented, leading to silos and a lack of integration, which hindered the company's ability to operate as a cohesive unit. Lack of streamlined and effective onboarding of new hires during peak season has adverse affect on the overall revenue of the retail business unit.

Our Answer to *Now What?*



Our Path Forward



HR Digital Transformation Strategy

Sustain today and innovate to build organizational resilience for tomorrow. Using “Design Thinking Methodology”, we started designing for end-users for better user experience, adoption, efficient processes, and data-driven decisions.



Data Integrity Program

We need to strengthened our “Data Integrity” program by automating data quality audits and providing visibility to the data errors to the relevant team for real-time health of system and just-in-time training .



Embrace Technology and Partnerships

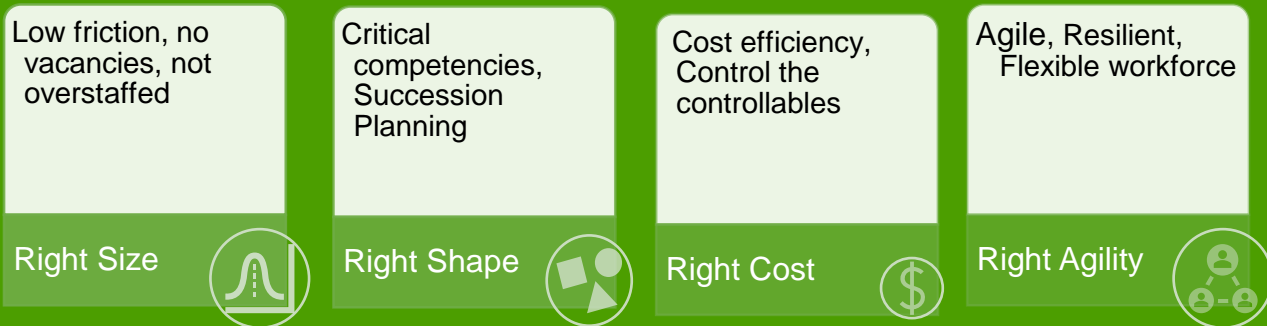
Utilize and integrate SAP Suite – SuccessFactors, HANA, Microsoft Suite – PowerBI, AZURE, Power Platform, and ServiceNow to meet business needs.

Partnership with Finance and other departments to re-think sustainment by leveraging the technology to optimize and create capacity.

Creating capacity to Achieve ROI

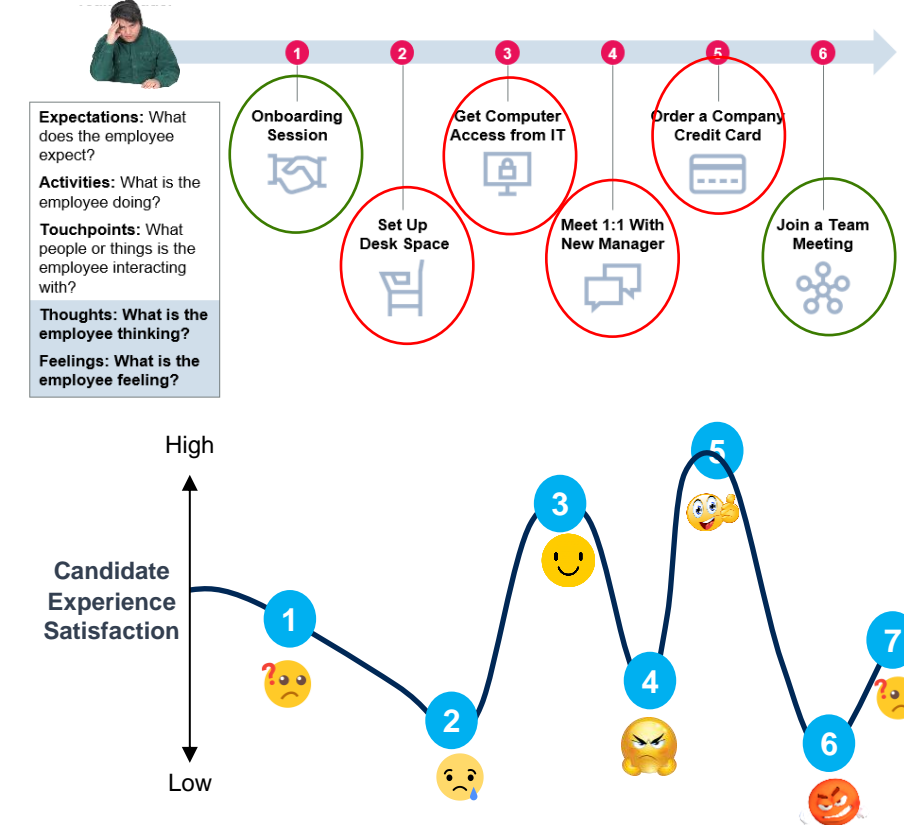
Using Personas to map journey maps to build automation backlog to create capacity and achieve optimal ROI and improve user experience.

Decision Quality around Workforce Planning



Why?

Candidate Persona



- ROI**
- Decrease in \$ = Reduce Time & effort
 - Increase in Satisfaction
 - Increase in Adoption
 - Enhanced Decision Capability
 - Increased Decision Quality
 - Increased Data Confidence

Legend

- Green circle: Better Employee Experience with in-person discussions
- Red circle: Automate Manual Steps

Outcomes of Transformation



Efficiency Improvements

Streamlined HR
processes, better data
management, and
faster decision making

Data Quality

Real time data audit
dashboards, resolve
root causes, and
improve data accuracy
for reporting and
analytics



Decision Making

Real-time data analysis for timely information to decision makers



Cost Efficiencies

Flexibility to bring the data into HANA from various data sources rather than implementing global systems, automation using low-code Microsoft Power Platform, using PowerBI and ServiceNow APIs to report on metrics



Return on Investment



Efficiency Improvements

- > **4000** hours of backlog cleared in ~1 year
- **40+** hours saved in Onboarding per week
- **30%** Increase in Adoption of dashboards & 15% Reduction in requests for reports (YTD)
- **75%** increase in conversations about analytics and insights rather than data is not correct

Data Integrity Program

- **90%** Increase team capacity
- **75%** Reduction in data replication errors
- **50%** increase in data accuracy
- **90%** Increase in root cause resolution conversations
- **30%** Increase in Adoption of dashboards globally
- **25%** Increase in data consistency due to built in controls



Data and Decisioning Improvements

- **75%** Reduction in data replication errors
- **50%** Increase in data accuracy
- **25%** Increase in data consistency due to built-in controls
- **90%** Increase in root cause resolution
- Building Self-Service With **AI Capabilities**

Cost Efficiencies

- **\$1 million** savings year on year with LMS implementation with total savings since 2018 ~\$7 **million** savings
- **90%** Increase in team capacity = 30,000+ hours saved = \$600,000 savings in 1st year
- **35%** Increase in team capacity = 3,000+ hours saved = ~\$300,000 savings in 1st year



Lessons Learned



Change Management

Doesn't stop after the project and it actually starts before and continued after the project is closed off.

01



HRIS, and Data Governance

When it is global template, guardrails are must for everyone to collaborate and meet business needs.

02



Stakeholder Engagement

Manage expectations post implementation.
Decision Framework
Global Process
Ownership

03



Experiment and Innovate

Low code era ☺
Make your CSM's best friends!

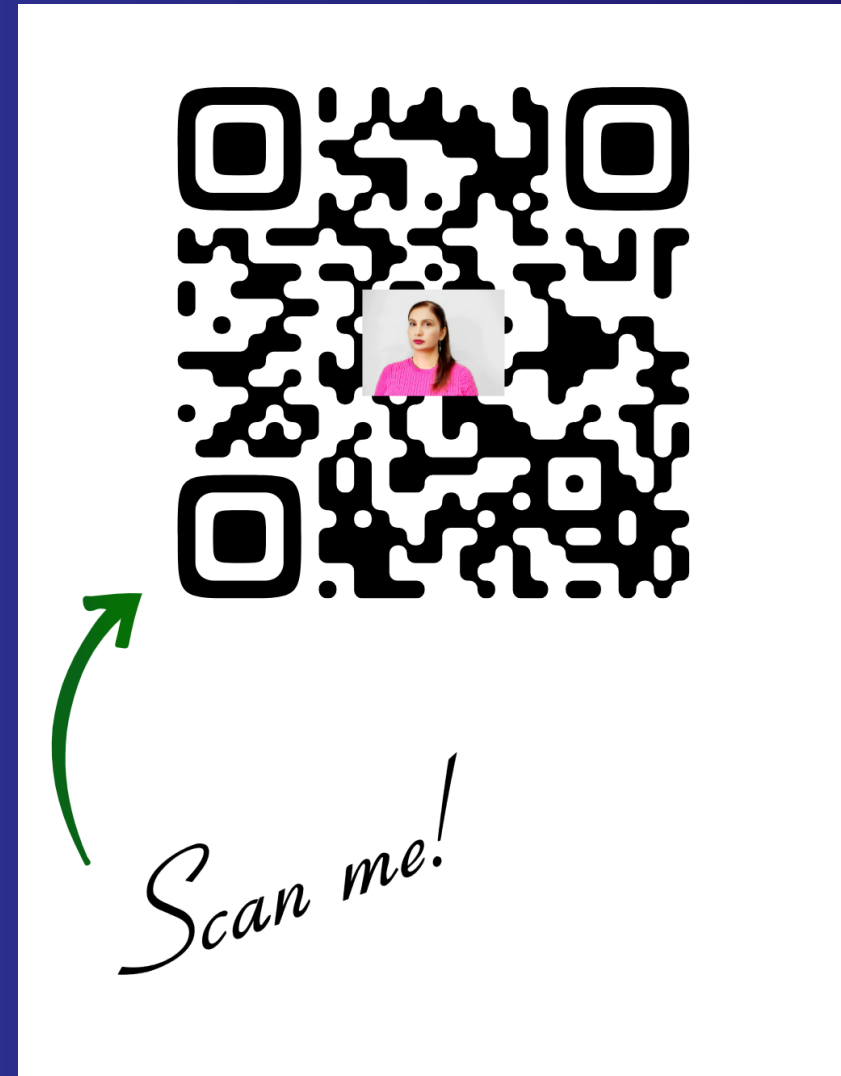
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How to Connect with Me

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Thank You!

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