

INNOVATION

Luxury Brands Bet Big On The Human Revolution



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Only a year old, [Tapestry](#) has quickly amassed a collection of modern, luxury, lifestyle brands with Coach, Kate Spade and Stuart Weitzman. But the publicly traded, \$6 billion powerhouse isn't resting on its laurels. In addition to considering other acquisitions, the company is also investing in its 22,000 employees while ensuring leadership understands the power of the [human revolution](#) that has taken the business world by storm.

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In the beginning...

Sarah Dunn, Chief Human Resources Officer for Tapestry, a featured guest at SAP's

recent [SuccessConnect](#) event in Las Vegas, said Tapestry spent a lot of time figuring out its identity, collaborating closely with CEO Victor Luis while starting a listening tour with its stores, brands and employees around the world.

Using feedback from this initiative, Tapestry knew it wanted to be a place where employees love to work, investors believe in and future brands want to be a part of. Dunn said this direction provided the company's customer experience foundation.

“Our business happens in our stores and that’s why our customer experience is so important to us,” said Dunn. “How we create an employment experience that matches that customer experience is absolutely paramount to us.”

Building the foundation

As a result, Tapestry made an investment in [SuccessFactors](#) to help realize their HR transformation. And while some of the company’s brands have been SuccessFactors customers for 10 years, when Dunn and team started to think about the backbone for Tapestry they knew they needed to make additional enterprise investments.

In response, Dunn examined all core systems, put a team in place and created “People Hub” — eight modules of SuccessFactors implemented in 15 countries for about 18,000 employees, all within the last year.

“We purposely did this big bang approach in order to show every employee that we were serious, that we were investing in our future,” said Dunn. “We are putting the

tools in place to make their lives and work experiences easier.”

Dunn said getting People Hub right, and ensuring every employee and manager is comfortable using it, is paramount to the success of the foundational work, which is ongoing.

“We’ve still got a few things to iron out—we’ve talked a lot this year about how there will be bumps along the way, and they are happy bumps,” said Dunn. “This year it’s about getting the HR trains to run on time.”

Getting those trains to run on time means creating seamless HR processes and easy to use systems with everything working as it should.

“With HR you need to get it right in order to play at higher levels and it is those higher-level, value-add things that I am most excited about,” said Dunn. “This human revolution is really going to add value to our culture. If we can have this frictionless work, then we can spend our time in the human revolution, creating the culture, creating and supporting the leaders and coaching every employee to be the best that they can be.”

Words of wisdom for those who haven’t taken the first steps toward a Human Revolution?

Dunn said don’t be afraid to be bold, but know that there will be challenges sometimes in getting the business case for this kind of transformation. It also helps to spend time with leadership teams and help them understand the impact of the human revolution.

“You have to be optimistic, resilient, realistic and have that vision for the future,” said Dunn.

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