

A Fortune 500 company in the energy sector **saves time and money** by consolidating disparate human capital management systems with the help of **Cloud Services Solutions**.

Situation

A Fortune 500 company in the energy sector that operates in 21 countries and employs more than 10,000 people worldwide needed a project manager and advisor to select and oversee the implementation of Workday in each of its 84 locations. This was an extraordinarily complex project that required the migration of disparate human capital management (HCM) platforms into one global HCM solution.

“Our locations were using a variety of brand-name and homegrown systems, and the business objective for the Workday implementation was to have one global system,” said the company’s previous HR director. “The goal was to pull everything into a single, cloud-based solution. We wanted to capture all of the HR data and be able to layer it on top of any existing local or regional labor requirements.”

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Having so many different systems meant that retrieved data was inconsistent or in different formats. In some cases, important data wasn’t collected at all. Consequently, it was difficult to compile reports that management needed.

Furthermore, the company was in the process of acquiring other companies, which only increased the complexity of the project.

To resolve the many issues involving the creation of one global HCM system of record, the company turned to Cloud Services Solutions.

Solution

The company brought in Cloud Services Solutions to manage the global Workday implementation, which involved considering the legacy systems that the acquired companies already used and integrating them into Workday. The goal was to empower the company to identify and capture the core HR data elements for every employee using a single global solution.

“Overall, the project would’ve been difficult to pull off unless you had the right resources in place and the time commitment from all countries,” said the former HR director.

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FORMER HR DIRECTOR

Solution (CONTINUED)

To assist with the array of tasks, which included managing vendor relations and handling the workload in various countries, Cloud Services Solutions issued a request for proposal for an experienced and knowledgeable implementation partner.

An important part of the implementation partner selection process was ensuring that senior-level personnel with the proper expertise were assigned to the project. Cloud Services Solutions ultimately chose a large professional services firm with substantial international resources and extensive knowledge of Workday best practices.

Cloud Services Solutions then reviewed the contracts involving all of the company's HCM vendors and created a budget and timeline for the project. Although projects of this magnitude typically can take twelve to eighteen months to execute, Cloud Services Solutions committed to completing the project in just nine months.

After getting all of the parties together for a kickoff meeting, Cloud Services Solutions aligned the various international regions with the goals of the project. It also identified all of the challenges that were involved with integrating disparate systems around the world.

"The reason why organizations bring the Cloud Services Solutions team in is their ability to coordinate projects," said the former HR director. "Based on project plans and forecasts, Cloud Services Solutions makes sure that the right resources are available at the right time."

The former HR director continued, "Additionally, Cloud Services Solutions makes sure that the implementation partner and client understand what it will take to meet a particular milestone so that they can allocate their resources appropriately to make the project successful."

If just one piece of the puzzle is out of place or missing, the entire project is jeopardized. But to ensure a smooth transition, Cloud Services Solutions worked with third-party vendors whose services were being replaced by the Workday implementation after the company's acquisitions. In these cases, CSS made sure that the company was no longer paying maintenance fees to those vendors.

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An unexpected problem arose with one of the vendors in South America. The vendor wasn't happy with being replaced and wouldn't fully cooperate with the implementation partner. However, Cloud Services Solutions was able to step in to negotiate a solution and keep the project on track.

"From the selection of the integration partner to the management of third-party vendors, Cloud Services Solutions's management of the project was outstanding," said the former HR director. "The success of the project demonstrates the Cloud Services Solutions team's dedication to the success of their client."

RESULTS

» Objective Accomplished

For many years, the company has struggled with the use of disparate systems. At the completion of the project, the company had a single system of record for global HR services.

» Timeline Met

The project took just nine months to complete instead of the typical twelve to eighteen months.

» Costs Eliminated

Major costs were eliminated by retiring legacy systems. The costs included maintaining the systems, as well as the time and effort to keep those systems operating.

» Time Saved

The company previously had to wait days or even weeks to be able to pull a consolidated report from every country. Now, all the data is available in real time.

» Money Saved

Cloud Services Solutions was not only able to complete the project under budget, but the way it handled the project saved the company more than \$8 million.