



---

## Highlights

- Revolutionize your human resources function to drive productivity and engagement
  - Draw from IBM's unique perspective as both a Workday partner and customer
  - Use IBM's experience, best practices and ROI measurements to help ensure a successful Workday deployment
- 

## An executive overview

### *How IBM's deployment of Workday gives clients an advantage*

It's a bit of an understatement to say that the way human resources departments operate has significantly changed in recent years. Huge shifts in technology and customer expectations have driven businesses to reevaluate how they perform both internally and externally, and to create experiences for employees that mirror the promises they make to their customers.

To put it simply, HR is being transformed, with employee engagement deeply impacted by the onslaught of automation. Innovative tools are now able to create the seamless experiences, mobile connectivity, simplified processes and self-service that employees demand.

The human resources function is being revolutionized, with business priorities focused on employee engagement and experience, digital channels and speed. Individual service expectations are decided by everyday, common interactions, and must be designed in the workplace for the employees of today and tomorrow. Transformation is not simply about technology, but rather about business transformation; to be able to drive productivity and engagement across your workforce. IBM is not immune to these changes.

IBM has deployed Workday for organizations large and small across all industries and geographies. What makes IBM unique is that the company also deployed Workday for its own global workforce, becoming both a transformative Workday partner and customer.

The decision to deploy Workday at IBM is but another chapter in the overall transformation of HR at IBM. However, it spoke to the strategic relationship with Workday — across all levels. The directive was to support the overall corporate strategy of cloud, analytics, mobile, social and security (CAMSS), and the increased demand for a better user experience, greater business agility, simplified global HR processes, HR data analytics and mobile access to real-time data. IBM



*“What makes IBM unique is that the company also deployed Workday for its global workforce, becoming both a transformative Workday partner and customer.”*

leadership didn’t just want to change the system for change’s sake; the intention was to be disruptive by design. To transform the entire organization and the way it manages talent and human resources.

It was a complex journey, and synonymous with challenges many organizations face today. IBM’s initial scope included HCM, Benefits, Compensation, Time Tracking, Absence and Employee Stock Purchase, as well as Dashboards and Analytics. All this was intended to result in the following benefits:

- Support of future corporate growth plans and overall CAMSS strategy
- A more robust HR end-user experience with embedded analytics and mobile access
- Real-time employee self-service
- Simplified HR processes and policies
- A redesigned human resources management system (HRMS) support structure

At the time, the deployment was the largest in Workday’s history: IBM had more than 400,000 employees in over 170 countries across 17 business units running on 400

HR applications. The project included 72 global business processes, 90 global reports, 14 global integrations, six global dashboards, 80 local reports and more than 100 local integrations.

IBM is committed to bringing this experience, and know-how from numerous other implementations, to clients today. The parallels are tremendous and are leveraged for your success. The experience has informed the IBM HR transformation framework and provided a structured approach to help align the new HR strategy with your business goals.

To ensure the success of IBM’s deployment, the team focused on a collection of best practices derived from more than 300 Workday engagements, that can be broken down into two groups: organizational readiness and stakeholder engagement.

Organizational readiness answers the question of how prepared your organization is for the change—from a technical and functional standpoint. Following the appropriate steps will more effectively set up you and your team for success as you move from the design stage to production.

And stakeholder engagement involves achieving buy-in across the organization, because the more your leaders are supportive of the deployment and the move to Workday, the more they will encourage employees to use it as well—and that will lead to greater success.



Figure 1: At the time, the IBM’s deployment was the largest in Workday’s history.

## Measuring ROI

In addition, based on IBM's experience, before you can measure the success of a Workday deployment, it's important to know what factors about the business you're hoping to change. Data for data's sake is nice, but if you're not looking at the right data, then you might think your deployment wasn't successful. As you consider what your potential measures of success may be, it's important to think about your goals and initiatives.

At IBM, the following measures of success were used to track against goals: process simplification, process automation, embedded analytics, real-time reporting, increased visibility, time savings, employee self-service, employee satisfaction, mobile enablement and social involvement. Essentially, these success metrics focus on three aspects of the business: employee engagement, operational efficiency, and compliance reporting.

These three areas are connected. It starts with creating a great employee experience that drives higher employee engagement, higher adoption and higher satisfaction—all measurable to the organization. Creating operational efficiencies enables the finance and HR organizations to scale with growth, allows HR to focus on more strategic activities, and organizations to gain better internal control with fewer opportunities for failure and deliver lower cost of ownership—all measurable and important to the organization. Finally, mitigating risk is important since finance and HR tasks are highly regulated. You can easily measure and report on your organization's compliance with laws and regulations.

## Benefits for clients

Because of IBM's experience deploying Workday, IBM consultants can now share a set of best practices and personal experiences from both sides of the project, along with a set of global accelerators and dashboards that were developed for use outside IBM. These will provide better insight to take what you're getting from Workday a step further.

IBM also developed a process for creating a more collaborative online community and playback sessions that will involve executives and other company leaders to keep them informed of progress and keep the project on track.

IBM's work defining "signature moments" will help identify those times when Workday can make a real difference for a manager or employee by making an HR process (such as a separation, relocation or transfer) even easier. Global Business Process templates were created to enhance what Workday already has built in, and a Change Agents app that will keep employees informed so they're prepared for the transformation Workday will bring.

## A unique perspective

At the conclusion of the US deployment, approximately 150,000 IBM employees around the world were using Workday as the HRMS of record. Today, IBM is not just a partner of Workday, it is also a client. This dual experience gives IBM a unique perspective to help clients with their own transformative efforts.



Figure 2: Measures of success for IBM's Workday project.



---

© Copyright IBM Corporation 2017

IBM Corporation  
IBM Global Business Service  
Route 100  
Somers, NY 10589

Produced in the United States of America  
March 2017

IBM, the IBM logo and [ibm.com](http://ibm.com) are trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at [www.ibm.com/legal/copytrade.shtml](http://www.ibm.com/legal/copytrade.shtml).

This document is current as of the initial date of publication and may be changed by IBM at any time. Not all offerings are available in every country in which IBM operates.

THE INFORMATION IN THIS DOCUMENT IS PROVIDED "AS IS" WITHOUT ANY WARRANTY, EXPRESS OR IMPLIED, INCLUDING WITHOUT ANY WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND ANY WARRANTY OR CONDITION OF NON-INFRINGEMENT. IBM products are warranted according to the terms and conditions of the agreements under which they are provided.



Please Recycle

---