

Workday and Hewlett-Packard

Taking a Fortune 100 company into the future in record time

When one of Silicon Valley's largest companies looked for a partner to help update its human resources technology, it brought plenty of challenges to the project – as well as plenty of potential.

With 300,000 employees in more than 100 countries, Hewlett-Packard had 86 HR systems to consolidate. The team at Hewlett-Packard knew that its legacy HR systems were falling short. 'Our environment was very complicated to work with,' explained Scott Spradley, Chief Information Officer for Global Functions. 'Managers had to use multiple tools. We didn't have a common version of the truth. It really hindered our ability to deliver the business outcomes that HR was capable of.' It made no sense to spend a potential six years upgrading what they had at an estimated cost of USD 110 million.

Usability was one of the key drivers for a new approach. The global company needed readily available information in a common format. 'Usability is king when you're dealing with a company this size,' says Spradley.

Workday offered a human resources solution with streamlined usability and a short deployment that enabled a faster global rollout.

'We were really anxious about how long a global deployment would take,' says Mike Dallas, Senior Vice President of HR Global Operations for Hewlett-Packard. 'We made the fundamental decision to do what we called a "big bang" – to go live in all parts of the globe at one time.'

The entire Workday deployment took 15 months. And HP has achieved ROI in less than three years.

'We were able to not only accomplish the "big bang" without any productivity gap, but we accomplished the whole project in less time than we imagined by a factor of two,' Dallas says. 'Most companies take multiple months beyond what Hewlett-Packard experienced, and our Workday partners were right there with us to make that happen.'



Hewlett Packard Enterprise

Business case at a glance

- 300,000 employees in 100+ countries
- USD 111 billion in revenue (2014)
- Headquartered in Palo Alto, California
- Trades on NYSE as HPQ

Workday Applications

- Workday Human Capital Management
 - > Absence Management
 - > Benefits
 - > Compensation Management
 - > Core HR
 - > Performance Management
 - > Talent Management

Summary of Business Benefits

- Global deployment in 15 months, replacing 86 separate systems
- ROI in less than three years on the entire deployment
- Ability to see the entire workforce across all organisations and locations, leading to faster, more strategic HR decisions
- IT resources freed up for other assignments
- Single, usable source of information for employees and managers results in more efficient transactions

Fewer people, less time

While cost savings and improved usability were top reasons for selecting Workday, the ability to innovate for the future and adapt to changing business objectives was also critical.

'Updates [in Workday] are all done for you because you're doing it in the cloud,' Spradley says. 'You're staying on par with technology. When updates happen, it's a non-event. It involves significantly fewer people. In the past, upgrades may have taken 18 months. So just imagine the impact of having those resources available to do other value-driven activities.'

'Now we're working with a cloud company that has hired the best and the brightest,' Spradley adds. 'They're innovating solutions that meet our demands before we can even write the requirements. That gives me the opportunity as a CIO to focus our team on innovation in other areas. Workday allows me to have a dedicated response to every area I need.'

Data-driven HR decisions

Since deploying Workday, HP has seen a range of benefits from having all of its HR data in one place, in real time.

'At Hewlett-Packard, we're big believers in making data-based decisions,' Dallas says. 'Workday's dashboards and analytics give managers insights leading into critical decision-making periods, whether it's having a midyear conversation with an employee, considering promotions, or looking at annual adjustments.'

'The dashboards let us look at information in a predictive way,' says Dallas. 'That has helped us in different areas of talent management and workforce planning. And it enhances our ability to architect how we view work and talent.'

Before Workday, managers had to go to multiple systems to get the information that they needed on individuals. And it was almost impossible to see the entire organisational picture against so many groups and locations.

'Now our managers can look at compensation, talent, and skills across locations, and they can much more effectively manage their whole team at one time,' Dallas says. 'They can maximise their decisions and allocate budgets for scarce resources.'

Workday has helped HP solve one of the primary business challenges of such a large workforce: how to put the right person in the right place at the right time.

'We immediately saw a strong benefit from the Workday deployment in our ability to categorise organisations and data in a common way,' says Dallas. 'We could access that information in real time and develop predictive organisational structures that combine talent management, workforce planning, and other areas fundamental to our HR practice.'

'We've been able to manage talent in a much more unified way, enabling us to select candidates and move organisational structures faster,' he says. 'The workforce analytics and planning tools enable managers at multiple levels to plan and work their part of an organisation in an integrated way. That helps us meet the ultimate goal, which is stronger productivity and improved business outcomes.'

Workday's mobile capabilities make it that much faster and easier to access information from anywhere.

'Mobility is at the heart of how everybody works and lives today, so we're very excited about Workday's mobile capabilities,' Dallas says. 'In particular, for our executives and sales staff on the go: Their ability to access real-time information on employees and on decisions they have to make, has been phenomenal.'

Days instead of months

'Our ability to move through transactions one step quicker, or use one less person in a process, lets us solve a customer need faster, hire a salesperson more easily, and positions us to drive business,' says Dallas. 'Every second counts in the speed of business, and we're going faster and better than ever. Workday has been an enabling factor to make that speed a reality.'

CIO Spradley concurs. 'With Workday, we don't wait around for months on data. We get data right there and then, and it's in the room with the right people. Now we can make decisions, the behaviour is modified or the process is implemented, and it happens in days instead of months.'

How would he summarise the benefits? 'Cost savings, efficiency gains, dedication of headcount to different areas that need strategic enrichment. We don't have to maintain what we used to have to maintain. It allows us to move on to higher value proposition activities,' he says. 'We used to average around 3,300 tech-support tickets a month in the systems Workday replaced. We're averaging about 30 a month now. And that's been consistent since go-live.'

Global success

What about Hewlett-Packard's worldwide reach? How did Workday cope with the complexities of a global deployment?

'Internationally, Workday has been a huge success for us. There's no doubt,' says Spradley. 'We went live in 33 languages. People can write in their local language and it goes right into the system. That's a big benefit to our global employees.'

Dallas emphasises the importance of Workday's global capabilities to the deployment. 'We had to see things not just from a U.S. perspective but from a global perspective. Combining payroll systems and recruitment systems, as well as the way managers think and act - it all has to be in compliance with local in-country laws.'

'We found as the deployment for Asia-Pacific and Europe was done, we were able to meet all the labour regulations and all the compliance areas that we were concerned about,' he says. 'And it happened in the timeframe we expected.'

Value of partnership

The sprawling HP workforce has embraced the Workday deployment. 'Employees have been continuously giving us positive feedback on the usability of the tools, the ability to readily get into Workday, and get the things done they need to get done,' says Dallas. 'We've been tremendously pleased with the overall experience for our managers, for employees, and the branding it helps HR do.'

'With Workday, we have a product that changes life for people at HP,' says CIO Spradley, who has been impressed with Workday's performance as a true partner to HP. 'I'd say the Workday relationship is phenomenal. They treat me with respect. They care about what we have to say. They hear our issues. They respond to our issues. I feel like we're vested in trying to solve the same problems.'

'With Workday, you get an honest partner. You get world-class usability: a set of configuration options that you've never really seen before that can pretty much meet anything you will need. You'll probably be more impressed with their security than you are with your own security. And finally, you can go significantly faster than you ever thought you could go.'

'We believe our business outcomes are stronger, the performance of the people is stronger, and the experience of people with our HR tools is better with the Workday deployment,' Dallas concludes. 'HR exists to enable the business to reach its outcomes. And we believe, through the partnership with Workday, we can better enable HR to fulfil that goal.'



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