

The client is a group of internationally recognised agencies, working together to put clients and people at the heart of the world’s greatest experiences in sport and entertainment. Working with brands, rights holders, governing bodies, governments, host cities and athletes across the globe, the client specialises in strategic consultancy, rights sales, sponsorship activation, hospitality, branding and wayfinding, athlete management and communications across major sporting events.



## > THE CHALLENGE

The Client had grown over a period of time both organically and through acquisition. The net result of this meant that agencies across the globe were using a number of different Financial and HR Systems. Added to this, agencies were all working to their own individual processes. Consolidation and Reporting across the Group was incredibly difficult. Month end within finance would take up to three weeks. Visibility within head office in the UK of people-related data in the US was limited. Payroll for the UK was almost entirely manual with a high risk of error.

The client required a system that allowed them to implement consistent ways of working across the Group, integrating financial and people data for the purpose of security and reporting. In addition, for a highly acquisitive organisation they required a system to which they could add newly acquired businesses with ease.

For these reasons, the client decided to implement Workday as their new Finance and HR system.

## > THE PROJECT

<b>Industry:</b>	Media & Communications
<b>Countries:</b>	14
<b>Legal Entities:</b>	34
<b>Employees:</b>	Approximately 1,000
<b>Integrations:</b>	24
<b>Project Length:</b>	25 Weeks
<b>Live on Workday:</b>	November 2018

### Workday Human Capital Management

- Workday HCM
- Workday Recruiting
- Workday Global Absence Management
- Workday Payroll for UK
- Workday Benefits for UK

### Workday Financials

- Core Financials
- Business Assets
- Banking
- Projects
- Procurement
- Supplier Accounts
- Customer Accounts
- Workday Expenses
- Business Assets

### Parties Involved

- Albida Consulting as Workday Advisory Partner
- Workday Configuration Partner
- Procurement

## > THE SOLUTION

One of the key objectives for the client was to implement standardised ways of working due to the number of different processes and systems in place across the different agencies. With this in mind, the client decided to implement Workday using the Launch methodology – a 26-week delivery with reduced design decisions.

The client appointed the deployment partner for the Workday Implementation. Their role was to configure the system based on the company requirements. In addition to this, the client also brought in a number of Albida team members to work on the client side. By taking this approach, the client had a clearly defined statement of work which was challenged correctly and resulted in a scope and cost that would not be severely impacted by change requests.

The challenge that faced the client, the partner and Albida at the end of the scoping work was that the size of the project was almost double what a standard Launch project would be, due to the requirements the client had in order for Workday to support their business. Having a strong implementation partner and client-side support, in the form of Albida, made the achievement of this challenge possible.

One of the key successes of the project was ensuring that key decision makers from across the agencies were available for the design sessions in order to standardise processes – this ensured that no decisions were made that would adversely impact one area of the business and that decisions were made promptly – vital given the tight timescales.

## INTEGRATIONS:

2 Banks with 6 integrations

5 BIRT reports

Adobe E-signature

2 HMRC integrations

Active Directory

Single Sign On

Punchout

Barclaycard Credit Card Feed

Quest (internal job system)

Two requests from the client team were: the inclusion of a 'Project' to all revenue and costs; and a reduction of the impact of manager self-serve on managers.

The reason for the first request was due to the client running their whole business on projects. This also resulted in the creation of 'Internal Projects' within the FDM which were set up for non-client facing projects

The client wanted to restrict the impact of managers due to the nature of their business. The client Project Managers are charged out to their clients so the request was to reduce the amount of administration that they would have to complete to a minimum. This resulted in a solution that required the People Team to undertake more administrative tasks within Workday than a standard setup.



With the client having a Global team, both in terms of the Finance team and those that would carry out key processes on the system, another important part of the successful implementation was a thorough training programme.

A just-in-time approach was taken to training, with it being delivered as late in the project as possible, and with a focus on the key areas of cultural change and most frequent processes. These included Procurement, Expenses and Employee Self-Serve with an additional training programme setup specifically for Project Managers.

Due to the impact of significant cultural change for employees, the decision was made to postpone the launch of time tracking until January 2019 – the start of the client financial year. This would allow the client with the rest of the Workday solution to accurately track the profitability of each project / event.



## > THE RESULT

With the collaborative effort of the partner, the Albida team and the Client team, the implementation was delivered globally (14 countries, 24 integrations and 36 legal entities) in 25 weeks. This included Workday Finance, HR across the group and Payroll in the UK.

The immediate key benefits for the client from the implementation of the Workday platform included:

- Improved Financial and HR controls
- Streamlined and standardised business process with full visibility and auditability across the Group
- Enhanced online Reporting (no more spreadsheets)
- One version of Financial & People data
- Business system ownership to continually drive value from the investment in Workday
- The Power of One – one system for all key Finance and HCM data and processes
- Greatly automated payroll processes

In early 2019, the client rolled out Time Tracking, giving the client the ability to measure true profitability of their projects and enhancing their ability to negotiate on similar engagements in the future.

The client has also adopted a 'No PO No Pay' policy giving them more control of their cost base.

In summary the client, Albida and the implementation partner were able to transform the Finance and HR functions globally in a relatively short amount of time.



# Albida

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