The new HR system improved the company's ability to share and report on consistent HR data within different geographies and business units and also improved HR service delivery.

Client profile
Telefonica Digital is a global subsidiary of Telefonica, a Spanish broadband and telecommunications provider with operations in Europe, North America and Latin America. Telefonica Digital collectively owns a number of digital companies that specialize in Media (television, video, media content and services), Internet Technology (Voice Over IP, Messenger, Video Conferencing, On-Demand Music Services) as well as E-Learning and Enterprise Solutions (which services the parent company). As a start-up company created in September 2011, Telefonica Digital seeks to leverage the Internet and its global assets to deliver innovative products and services to Telefonica's 300 million customer base. The company employs 6,000 people across the world.

Business challenge
Telefonica Digital operated across 14 different countries, which all spoke a number of different languages and led to a decentralized HR model across a complex landscape of legacy HR applications, ranging from excel spreadsheets to Enterprise Resource Planning (ERP) systems.

The company sought a new single, centralized HR operating model with strong governance, clearly-defined roles and responsibilities—and a consistent experience for all users globally. Additionally, the company wanted the new HR model implemented within a six to eight month timeframe.

Therefore, the company chose Workday's Human Capital Management (HCM) solution due to its flexibility and intuitive, user-friendly interface. Moving to the cloud would allow for a deployment time three times quicker than employing a more traditional non-cloud based HR model that would also require a larger upfront investment. A cloud-based model would save 30 to 40 percent of the cost.

How Accenture helped
Accenture already had a good working relationship with the company and a SaaS Workday Practice, plus experience delivering on large-scale Workday and HR Shared Services implementations. It also possessed a global delivery network that allowed for scaling quickly and lowering implementation costs. Thus, the company asked Accenture to help design and implement its new HR operating model.

"Accenture led the Operating Model design as a key deliverable for our Aura24 program. The Accenture team truly worked in partnership with us to understand our business requirements so that the design and implementation
was right for our business now and in the future. They were flexible and pragmatic but equally challenged our thinking with their insight and experience,” said Tracey Flashman, HR Service Delivery and Resourcing Director, Telefonica Digital.

The Accenture team supported and facilitated multiple global workshops to identify and define the holistic business requirements needed for the program. Utilizing its global network, the Accenture UK practice also pulled in Workday resources from Accenture’s Global Delivery Center in Bangalore, India while also leveraging the strong Accenture US Workday practice.

Adapting a field tested Accenture methodology for agile deployment across multiple geographies while on an aggressive timescale helped keep the program ahead of schedule. This program management methodology included: scope, financial, performance, resource, timeline and issue/risk management.

The program also made use of a Workday Delivery Methodology based upon “iterative prototyping,” in which the different features of the end product or software are developed, tested, evaluated and implemented in steps (or iteratively).

“Workday has given Telefonica Digital a platform for truly global processes and ways of working, and a means for delivering insight to help us make informed decisions. Accenture played a pivotal role in implementing Workday at speed, which was critical for us as an organization in its early stages of development. Accenture also demonstrated flexibility and agility in dealing with our complex & ever-changing business requirements,” said Gareth Wylie, Head of Programs, Telefonica Digital.

High performance delivered
Due to Accenture’s help, the Workday implementation deployed eight HR core processes and 123 HR sub-processes to 4,000 employees across 14 countries. Other highlights included:

• Went from pilot to core roll out of the system in just one month.
• Coordinated parallel User Acceptance Testing/Validation of full scope across all 14 countries over three weeks.
• Facilitated mobile functionality (new Workday functionality) with the implementation of a global manager and employee self-service for all employees—meaning approvals, HR processes and analytics can be undertaken via an iPad, iPhone, Blackberry or Android device.

Telefonica Digital’s new global HR system improved its ability to share and report on consistent HR data within different geographies and business units. Standardizing global business processes also improved HR service delivery.

Other benefits of the Workday implementation included:

• A Global Reward, Compensation and Talent process framework established to help develop consistent processes and data
• One version of truth supporting Performance Management & Reward Annual Cycles
• A consistent user experience (i.e. the user interface remains consistent for managers, employees, HR professionals globally) and simple, intuitive user interface.
• Increased employee connectivity.
• Improved speed of execution (including fast, agile transaction processing).
• More transparent organization structure, with ability to enhance decision-making processes via access to reports. A fast, scalable Workday HCM system that can be easily deployed to new entities.

The new cloud-based HR system provided the flexibility to react quickly to changing market conditions and expand internationally without huge investments in non-cloud IT systems, annual maintenance fees and infrastructure investment costs. The system supports hot desking (co-workers sharing a desk/work space at different time periods), remote and mobile work and quarterly work reviews (instead of an annual evaluation) to encourage and reward stronger performers.

“This effort, our first UK-run Workday implementation, brought significant value to Telefonica Digital. In only six months, we helped achieve Telefonica Digital’s main goal of creating a stronger, more consistent HR experience for employees to encourage and drive stronger and improved work performance,” said, Gregor McHardy, Managing Director, Accenture.

About Accenture
Accenture is a global management consulting, technology services and outsourcing company, with approximately 261,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.