

THink Best Practice

The Evolution of HR Technology in a Post COVID Environment: Best Practices for Transformational Change

In today's changed world there are many initiatives companies need to adopt as we face numerous challenges to our work environments in our post COVID lives.

This presentation highlights how to mitigate risks with today's modern HR Technology systems in the new post COVID world; gain better benefits and avoid disastrous results!

Presenter: Lee Traill

Agenda

- Some Top Challenges of Compensation & Benefits Management
- Evolution of the Market
- HR / Payroll Historical Disasters & Why?
- Migrating to the Cloud – Is it Beneficial?
- Advantages of Cloud
- Why are organizations suddenly so interested in cloud?
- Why HR / Payroll in the cloud?
- What are the Key Factors for Better Benefits Realization you need to accelerate in Transformational Projects?
- Delivering Transformational Success through Process Alignment
- Delivering Transformational Success - OCM
- Change Management Approach
- Recommended Next Steps
- Leaders in the Marketplace

Some Top Challenges of Compensation & Benefits Management

- **Human Resources Budget.** Are human resources budget allocations too low because HR is not a revenue-producing department?
- **Salary and Wage Levels.** Attracting qualified applicants may depend on your company's ability to offer extremely competitive wages & benefits.
- **Bonus and Incentive Pay.** Employers offer annual bonuses or incentive pay based on individual performance or organizational performance.
- **Easy to Administer.** In a job-based compensation structure, the job itself becomes the unit of determining base pay & the legacy systems used by organizations are considered to be behind the current trends & needs.
- **Skill-based Pay.** Skill-based systems have long been used to define jobs within the trades.
- **External competition.** In our competitive world businesses are willing to pay top dollar to get the cream of the crop.
- **Internal equity.** Businesses strive to achieve pay equity, the wage gap persists.
- **Gaps in employee expectations.** Conflicting disparity between what the employee expects to be paid and what the organization wants to pay.
- **Lack of digitization.** Managing compensation and communicating the outcomes is a very effort-driven task. When not done digitally, it can take up to several months from design to implementation and finally to communication and requires a lot of data crunching/ formulas/ sheets on Excel.

Evolution of the Market

- Traditional solutions are made from disparate technologies and are unable to adopt to the needs of most organizations
- Best of breed systems evolved over the last number of decades to address critical & mission critical processes
- Traditionally the focus has been on the technology, rather than business processes & change
- Hardware & software costs exploded because of perceived risks around Y2K
- The desire & the understanding of how to change was misunderstood
- Best practice processes were only just being recognized & developed from the 2000's onwards
- Application systems focused on the 'AS-IS' processes & not **BEST PRACTICES**

HR / Payroll Historical Disasters & Why?

- **Queensland Health: HR & Payroll**
- **Canadian Federal Government: Phoenix Project**

Common Factors of Failure

- Didn't want to embrace change.....the 90's all over again!
- Solution Architecture was flawed
- Didn't want to embrace best practice processes
- Purchased near or outdated applications & technologies, and customized the application
- Didn't plan for future technologies
- Didn't follow basic PMO metrics
- Ignored the obvious risks & issues
- Refused to embrace the necessary pillars for successful projects

Modernizing your Legacy Systems – IS IT BENEFICIAL?

Migrating to the Cloud or staying On-Premise?

- The biggest difference between these two systems is how they are deployed:
 - **Cloud-based software** is hosted on the vendor's servers and accessed through a web browser.
 - **On-premise software** is installed locally, on a company's own computers and servers.
- On-premise systems are generally considered a **capital expenditure** (one large investment upfront). Cloud-based systems, on the other hand, are typically considered an **operating expenditure** (an additional overhead cost the organization will continue to pay).
- Cloud software's low cost of entry—especially compared to hefty upfront perpetual license fees—has contributed to its widespread adoption.
- According to one recent study, [93%](#) of enterprises currently use cloud-based software or system architecture.

Modernizing your Legacy Systems – IS IT BENEFICIAL?

Migrating to the Cloud or staying On-Premise?

- From 2010 a gradual shift from on-premise ERP & HR/Payroll solutions (the most common deployment), to the rise and growing popularity of cloud ERP & HR/Payroll deployments.
- Today, 'a much higher percentage of organizations are considering a cloud solution for their next ERP & HR Payroll deployment in comparison to the on-premise model'.....*recent study conducted by Aberdeen.*
- Since 2009, there's been a 30% decrease in organizations reporting even being willing to consider an on-premise solution, and at the same time, from 2009 to 2016, the percentage of organizations that would consider a cloud solution has increased from 23% to 59%.....*recent study conducted by Aberdeen.*
- Today: '**76% of enterprises are looking to cloud apps and platforms to accelerate IT service delivery**'IDG (Pre-COVID.....**Post-COVID 90%**)

Advantages of Cloud

- Cloud doesn't require 'On-Premise' technology
- Solution Architecture is consistent & cloud applications can not be customized in multi-tenant environments
- It embraces best practice processes
- Applications & technologies are always up-to-date
- Real time access to data
- Hardware & software costs are reduced
- Shared application environments are available, such as multi-tenant environments
- Upgrade risks & issues are catered for
- Encourages & assists with change
- Allows for collaboration across multiple entities

Why are organizations suddenly so interested in cloud? (Pre-COVID)

- According to Gartner, 90% of organizations are looking into crafting a cloud strategy.
- There are significant economic advantages to be found in the cloud.
- A study showed that researching economic models based on 50,000 OS instances, it was concluded that without having to re-platform applications, 45% of those instances would run 36% more cost effectively in the cloud.
 - Enterprises assessed spend an average of \$33M per year in on premise computing and storage.
 - Therefore, moving those 45% of instances to the cloud would net \$5.6M in annual savings — a **17% reduction**, without any need to change applications. HR & Payroll applications were a key element of these instances.
 - If planned and road mapped with a cloud strategy, hybrid solution architecture & cloud expertise **savings can be realized as high as 45 – 50%** from previous technology expenditures.
- **Post-COVID has seen a dramatic increase in organizations wanting to move to the cloud because of our changing work environments and requirements.....more than 90%!**

Why HR / Payroll in the cloud?

- According to IEEE & Gartner, 45% of organizations are looking to move there HR / Payroll processes to the cloud in a hybrid approach & strategy. (Pre-COVID).....**Post-COVID 90%!**
- There are significant economic advantages to be found in moving processes such as HR / Payroll to the cloud first in a hybrid strategy:
 - Self service opportunities
 - Immediate access to real time data
 - Standardized reporting
 - Standardized business processes
 - Reduced hardware & software costs
 - Seamless updates re: Payroll standards & government changes
 - OCM requirements are more readily accepted corporately for personal self service opportunities
 - HR / Payroll processes in the cloud accelerates quick wins

What are the Key Factors for Better Benefits Realization you need to accelerate in Transformational Projects?

- Standardize to best practice processes
- Plan your business & technology roadmap with expert assistance
- Introduce a measureable and achievable project plan & schedule
- Apply strong governance at all levels including VISIONARY / STRATEGIC / OPERATIONAL
- Ensure measureable controls over the scope / budget / time / resources
- Top down / bottom up transformational approach
- Ensure business processes are measureable in before and after phases
- PMO controls including risk / issue management; deliverable & milestone completeness; change management; transformational deliverables; SI deliverables & milestones; scope control & overall management; training etc.
- Obtain expert assistance with your supplier selection & overall management
- Plan for professional & expert consultant involvement in your project team

Delivering Transformational Success through Process Alignment

- ▶ Current processes will be analysed against the future processes to identify the gap to support the transition to the new operating model.



- ▶ Process changes will be implemented via role-based training in tandem with role and responsibilities changes and system training.

Delivering Transformational Success – OCM

(OCM = Organizational Change Management)

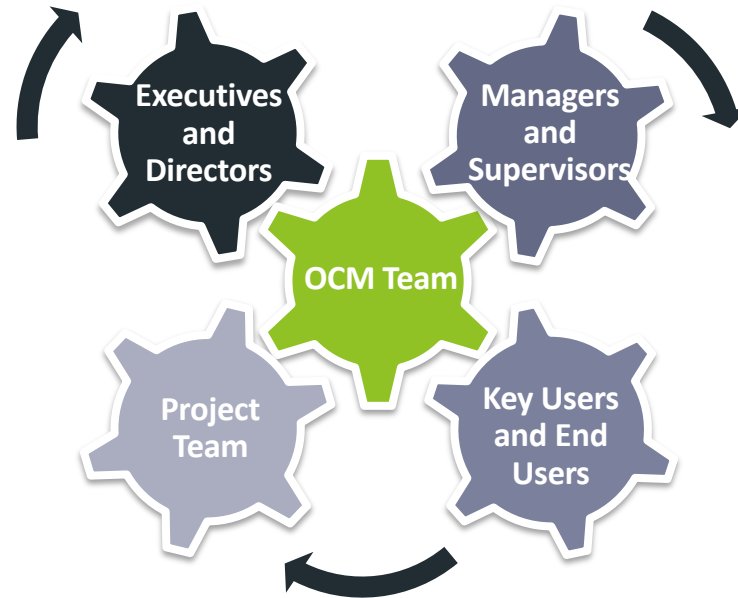
The most dangerous phrase in the English language is:

“We’ve always done it this way”

- Rear Admiral Grace Hopper

Delivering Transformational Success - OCM

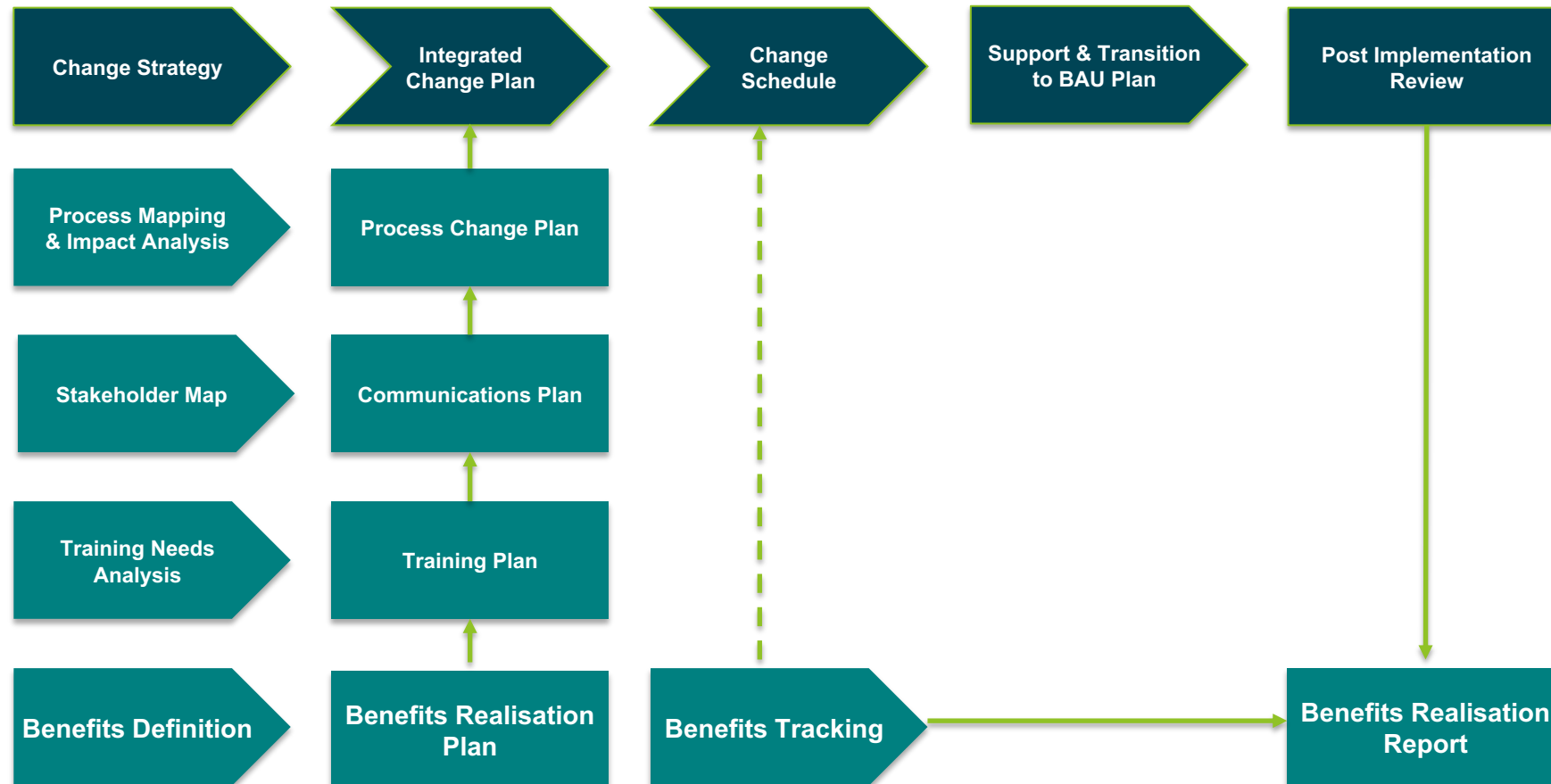
Who is involved?



EVERYONE IS RESPONSIBLE FOR THE SUCCESS OF THE PROGRAM!

Change Management Approach

The following change management deliverables would typically be established to support implementation of the change management effort for a Transformation Program.



Recommended Next Steps

The Cloud and Digital Transformation offers many advantages, but:

- How do you get there?
- Once you've moved to the cloud, then what?

Recommend:

Advisory Services

- Cloud Suitability
- Cloud Readiness
- Cloud Strategy
- Cloud Roadmap

Assessment

- Discovery
- Initial Migration Plan
- Proposed Methodology / Timeline / Cost / Timeline

Executable Planning

- Volume Plan
- Phased Migration
- Optimal combination of best practice migration
- Data Analysis and design

Migration

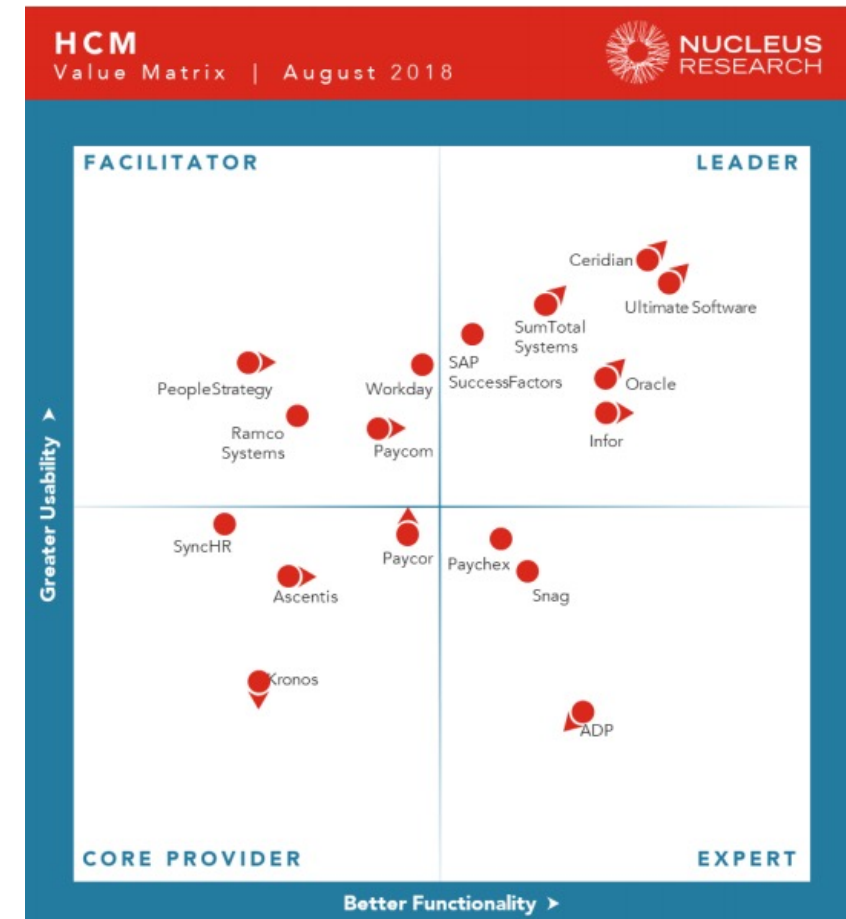
- Plan Execution
- Coordination & Communication
- Migration Tests
- Go Live Events

Management

- Cloud Performance
- Cloud Security & Compliance
- Cloud Cost Optimization
- Multi-Cloud Management

Leaders in the Marketplace

Leaders in all aspects of HCM



PRESENTATION APPENDICES

Australia

USA

UK

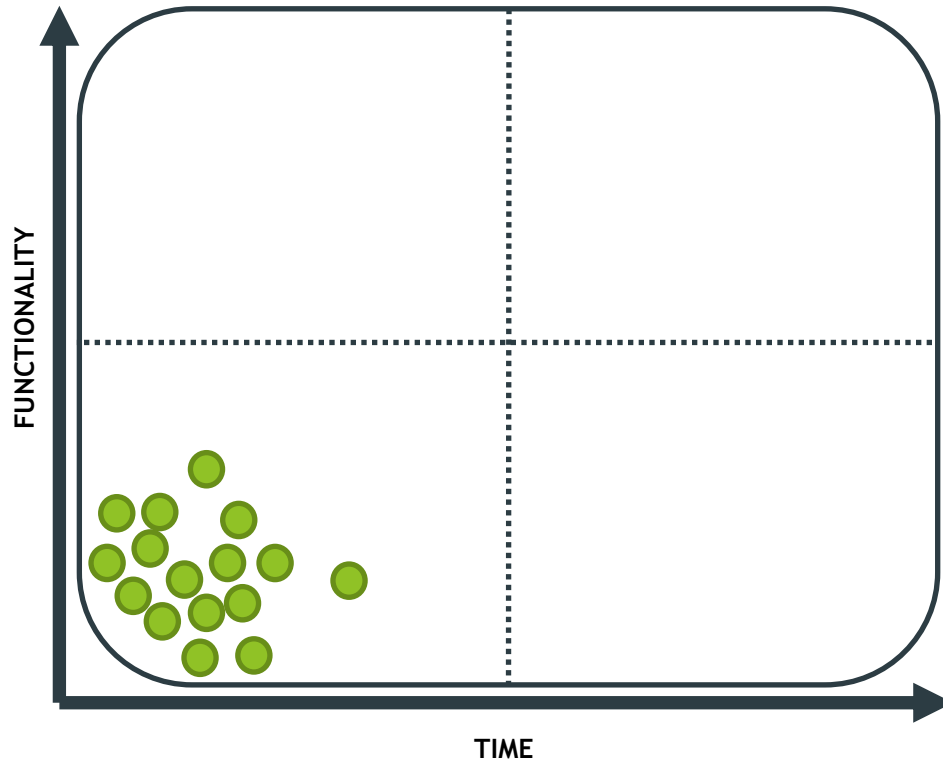
Canada

Mexico

Evolution of the Market

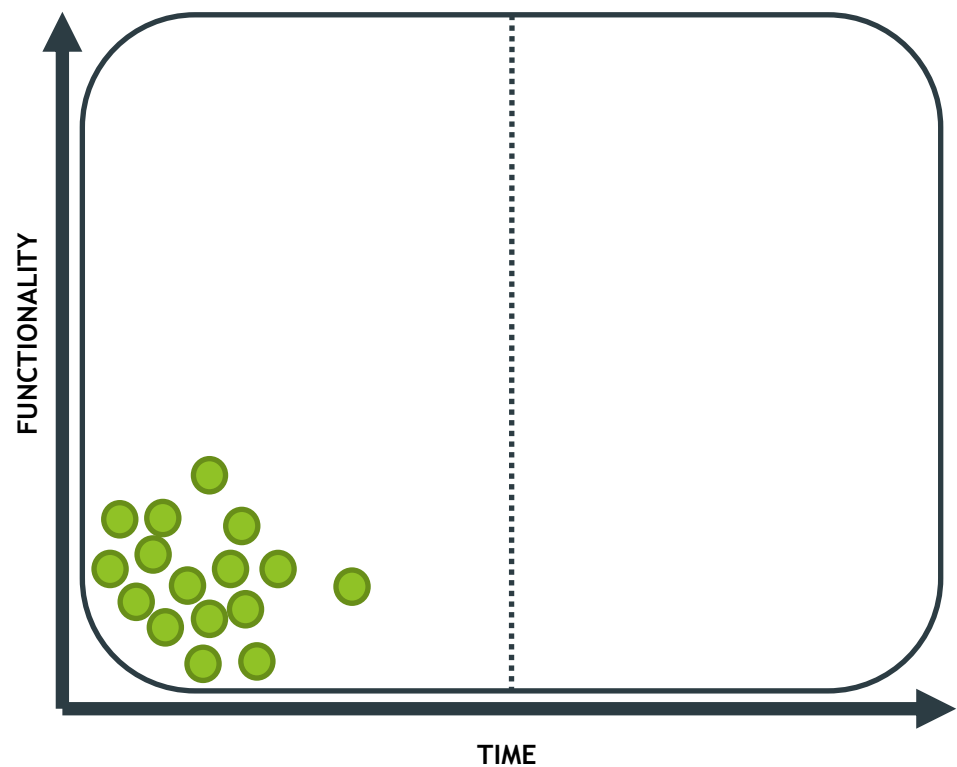
► HCM point solution development

► 1990's



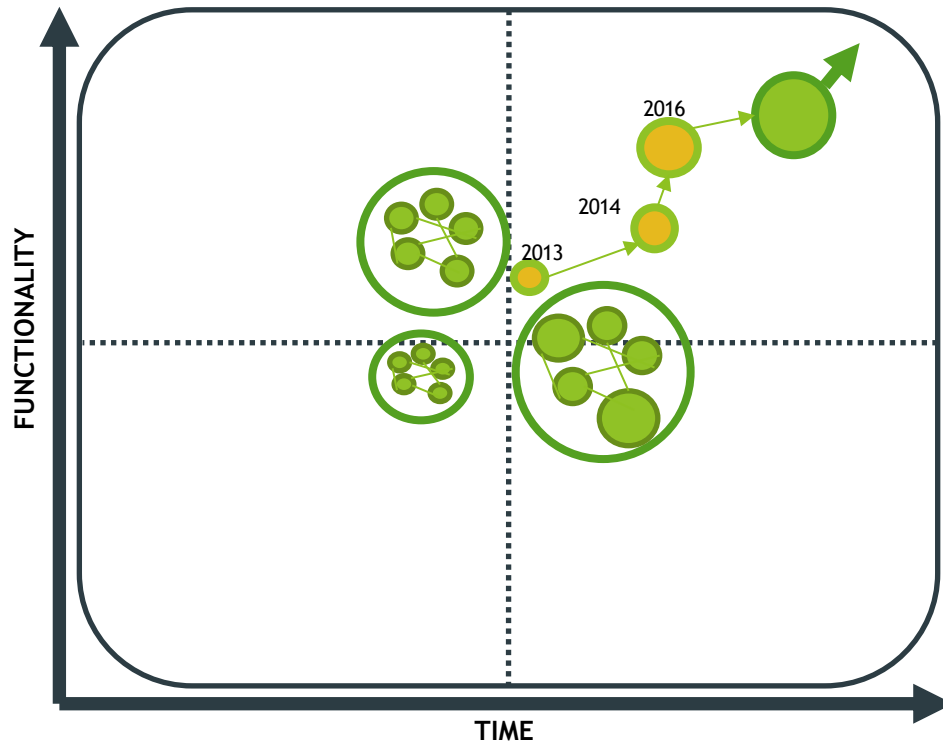
- Point solutions from multiple vendors covering processes, especially all HCM components
- Different solutions by geography
- Limited integration, relying on manual processing to keep systems inline

Evolution of the Market



Evolution of the Market

▶ Game changer entrants

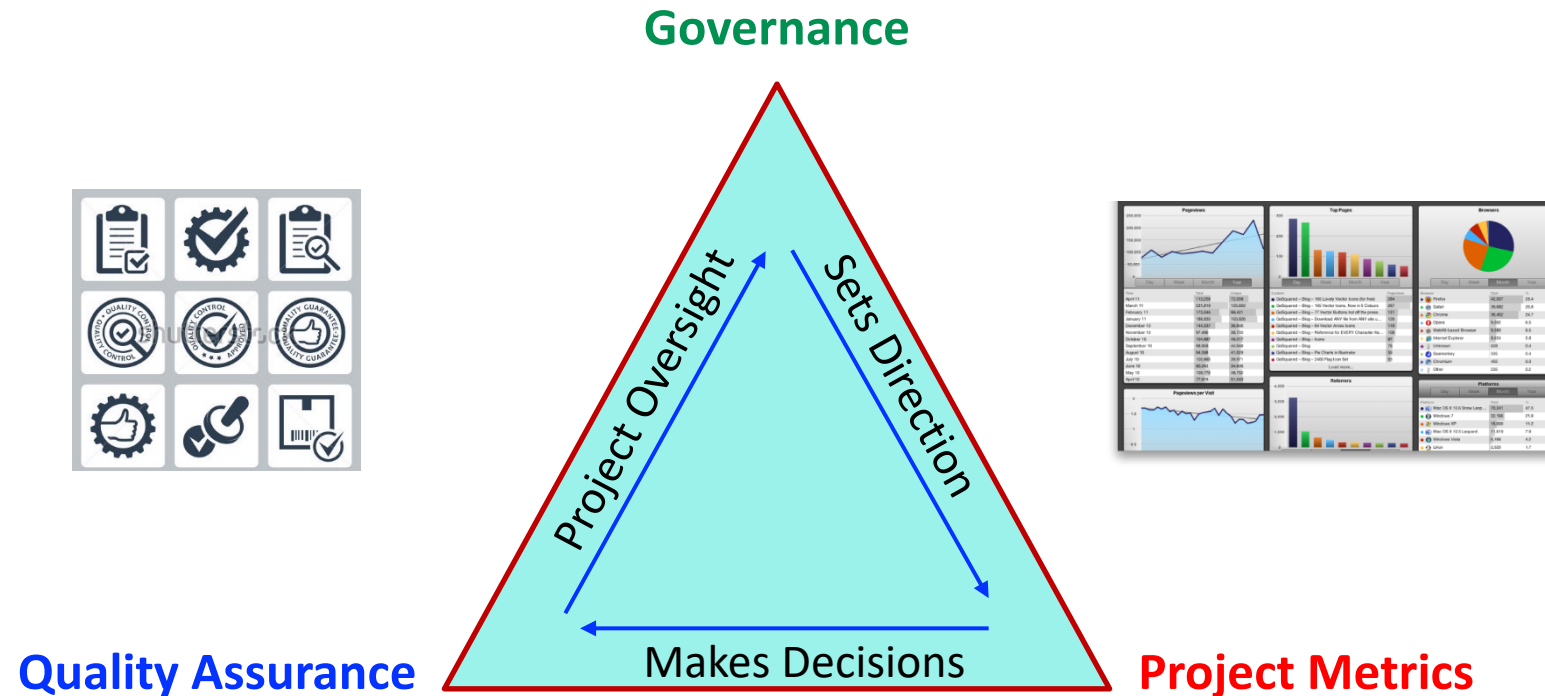


▶ 2010's

- ▶ Suppliers sought to enhance integrations to limit IT issues
- ▶ 2013: In a game changing move, “Integrated Solutions” paradigm.
- ▶ HCM Cloud application from the ground up, using modern, flexible and intuitive technology to build a unified solution across core functionality of time, pay and attendance.

Pillars for Transformational Success

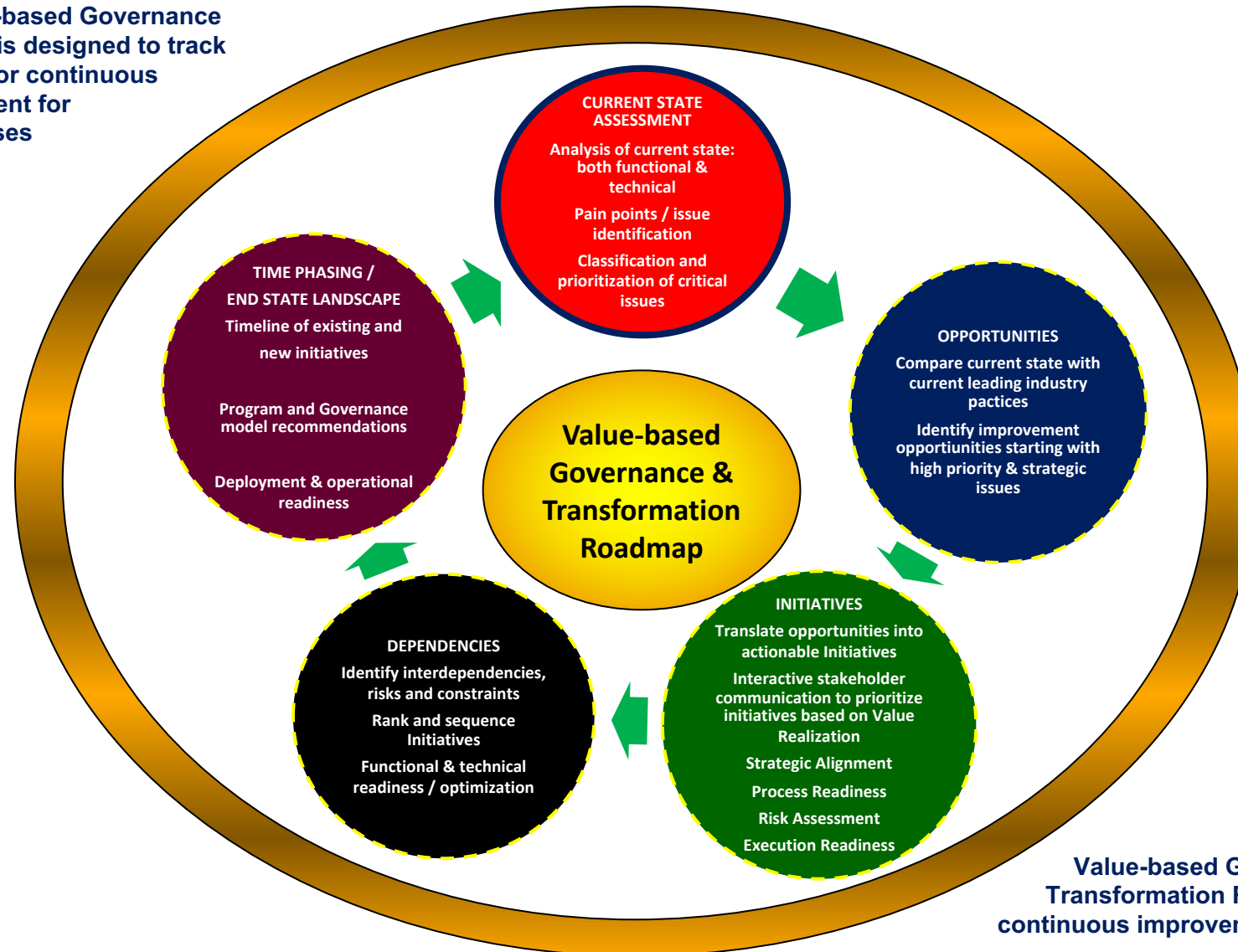
Transformational Projects should utilize three (3) key pillars that are directly related to project management, metrics and quality control, which in turn dynamically increases the chances of success for all projects.



Delivering Transformational Success

– Transformational Roadmap

The Value-based Governance Roadmap is designed to track and monitor continuous improvement for all processes



Value-based Governance & Transformation Roadmap is a continuous improvement process

Delivering Transformational Success - Quality Assurance

To comply with the strategic and necessary requirements for effective project management, transformational success should build its programs and projects on a partnership using three methodology streams connected to the three pillars for success.

QUALITY ASSURANCE PROGRAM

Periodically validates the timely and effective workings of the three fundamental components of project success: Governance; Program Management; Functional / Technical Solution Oversight. The Quality Assurance Program provides support & visibility to the project team & capabilities to drive the customer value proposition.

Strategic Governance

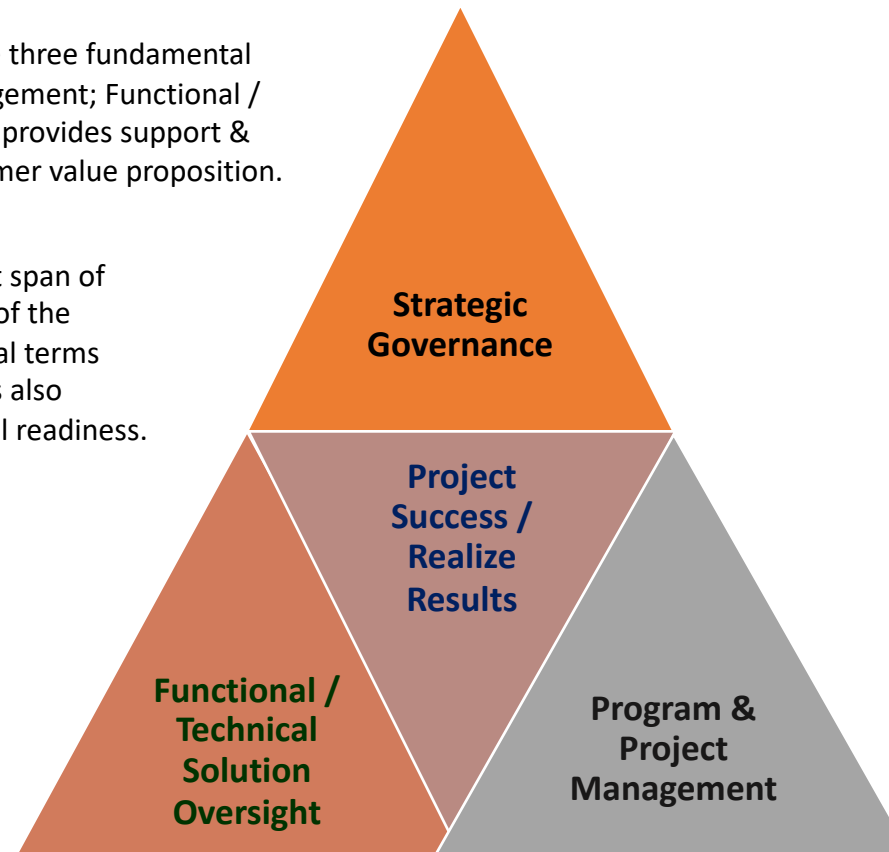
Ensures that risks & issues beyond the Program Management span of control are being effectively addressed. This is an active role of the Governance Program to govern the project against contractual terms beyond the PM control to achieve an expected outcome. This also incorporates change management, deployment & operational readiness.

Functional & Technical Solution Oversight

Components that meet business requirements with the simplest functional design while residing on a sound, scalable technical platform enabling implementation success and continuous improvement. This is the process of validating solution design and technical capabilities to ensure solution success.

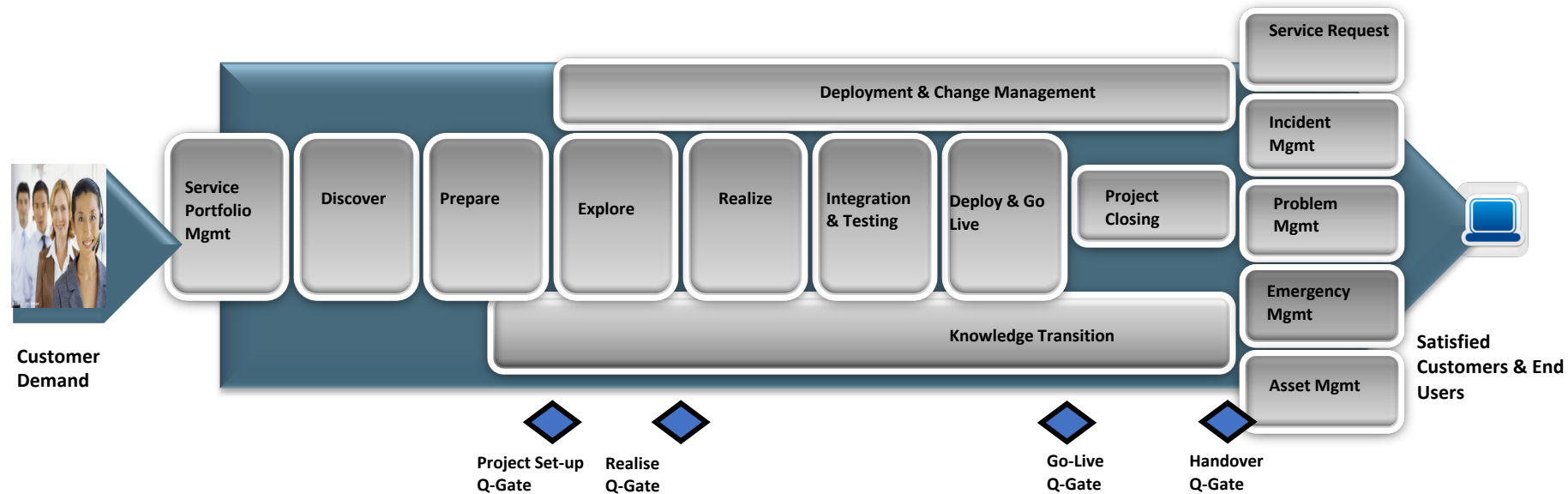
Program & Project Management

This the application of knowledge, skills, tools, and techniques to forecast activities to meet project requirements.



Delivering Transformational Success - Q-Gate Methodology

In essence, the Q-Gate methodology is a structured process for sign-off to transition between project phases. THink's Q-Gate verifies that deliverables and activities to be completed in a phase meet the specified acceptance criteria.



Project Setup Q-Gate	Realise Q-Gate	Go-Live Q-Gate	Handover Q-Gate
Q-Gate between Prepare and Explore phase Objective: Ensure project is set-up properly and ready for Realise	Q-Gate after Explore is approved Objective: Ensure project is ready for Deploy and Go-Live	Q-Gate after Integration and User Acceptance Test Objective: Ensure solution is ready for Run	Q-Gate between Deploy and Run phase Objective: Ensure solution is ready for ongoing Operation & Support

THink Best Practice

APPENDICES

Australia

Canada

Mexico

UK

USA

THink Best Practice:

Who Are We?



End-To-End

Business & IT Consulting



HR / Payroll / WFM / ERP

IT Based Solutions



Offices Worldwide

Offices Around the Globe



3 Continents

Large International
Business Transformation
& IT Service Base



Over 120

Skilled & Expert
Professionals



500+

Commercial & Government
Clients



200% Growth

Annual Revenue



Highest

Client Satisfaction



Expanding

Market Cap & Global
Presence



THink Best Practice



WE DELIVER QUALITY RESULTS

We have a strong commitment to quality—a commitment that leads to business results for our clients. Our passion for operational excellence plays a key role in ensuring consistent service delivery results



WE AIM FOR #1 IN CUSTOMER SATISFACTION

Our best-fit delivery approach includes **TBP**'s unique client proximity model that provides for local and remote resources to deliver a quick response and accountability required for success



OUR PEOPLE

At **TBP**, our team of professionals are dedicated and driven to help our clients succeed. People First, Continuous Improvement, Integrity and Ethics, Quality and Professionalism, are our core values. These are the foundation of our people-centric culture, providing us the opportunity to elevate our thinking and empower our people.



WE ARE AN INDUSTRY LEADER

- Titanium Partner 2020
- Rapid Deployment Hybrid Methodology – used for On-Premise & Cloud Solutions
- Top Employer across three countries – Australia, Canada & USA



WE ARE HIGHLY INNOVATIVE

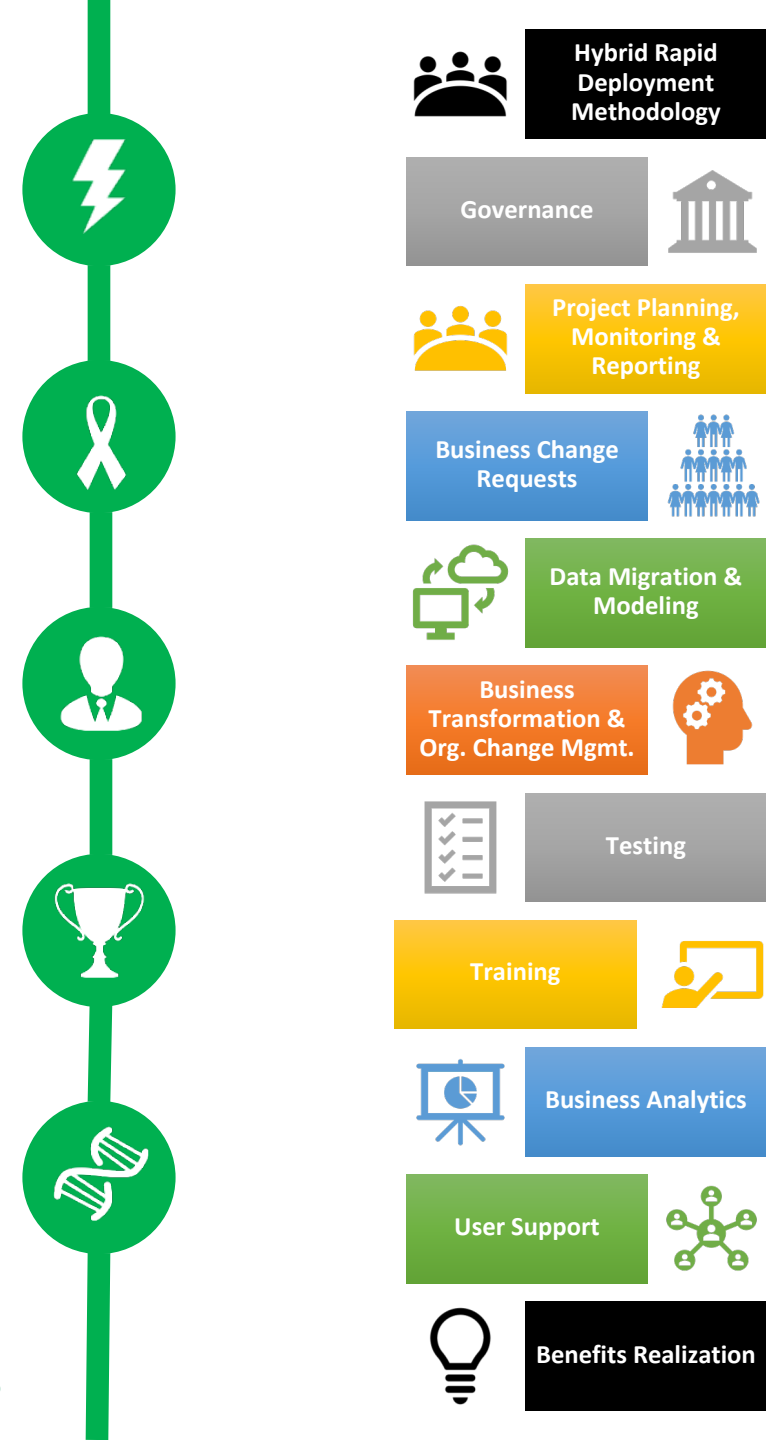
For clients moving into new markets, transforming their organizations and taking customer service to new levels, **TBP** delivers tangible innovation that works. For every industry in which our clients operate

THink Best Practice

Client Project Core Competencies

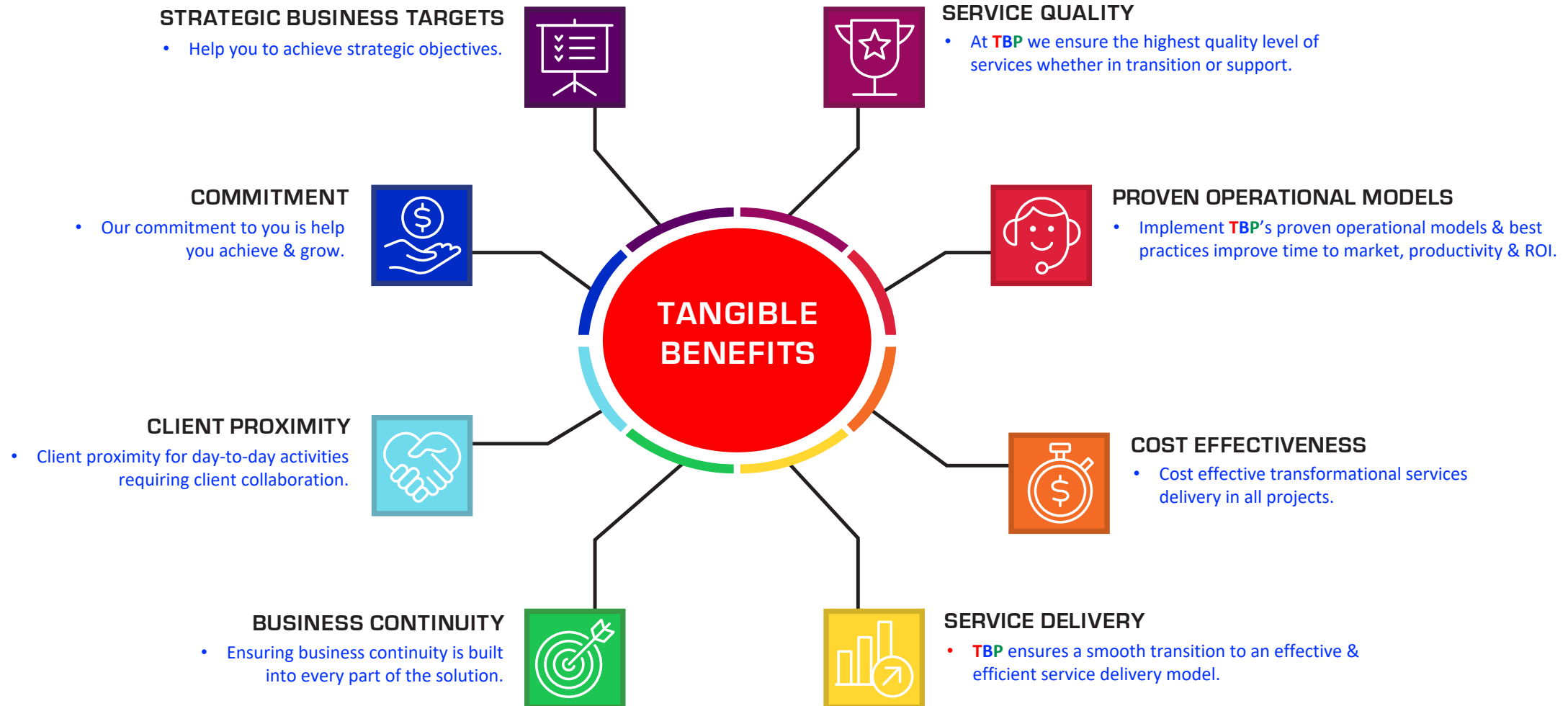
THink Best Practice recommends the following Core Competencies be considered when delivering a cloud transformational application:

- **TBP**'s subject matter experts (SME's) have 12+ Years of experience in HR / Payroll / WFM / ERP (SAP, Oracle, Dynamics etc.)
- **TBP** has specific best practice industry processes for many vertical markets.
- **TBP** provides 'End-to-End Solutioning', **TBP IP**, Accelerators and Delivery Optimization.
- **TBP** team experts from HR / Payroll / WFM / ERP process areas in every major vertical.
- **TBP**'s Innovation Delivery Counsel oversees innovation in every Solution and Delivery; business change request; industry best practices etc.
- **TBP** incorporates a tri-level Governance model.
- **TBP**'s focus is on a partner centric approach with all clients.
- **TBP** uses Quality Management tools throughout every engagement.
- **TBP** uses an integrated methodology across the PMO / Governance / Quality Mgmt.



THink Best Practice Client Tangible Benefits

Tangible benefits are realized when utilizing THink Best Practice's maturity level implementation processes towards the adoption of your investment.



THink Best Practice

Client Services Overview



Digital Transformation

Mobility | Internet of Everything
Big Data | Cloud



Organizational Change Management Experience

Customer Insight | OCM | Communications | Loyalty |
Business Based Solutions



Business Transformation & IT Modernization

Full IT Modernization |
Served Focused | On-Prem & Cloud
Based | Business Process Services |
IT Legacy | Cloud



HR / Payroll / WFM / ERP Services



Enterprise Efficiency

ERP | WMS | HRM and Payroll | Financial Management |
Document and data services | Master Data Management |
Asset Management | Change Management



Cyber Security

Prevention | Detection |
Protection | Intelligence

THink Best Practice

Clients

