Case Study
HCM business case to replace Core HR system

Client
A $750 million food manufacturing and distribution company with 1,600 employees. Headquartered in the Midwest, company operations have a national footprint with multiple manufacturing facilities across the country.

The Business Challenge
In order to deliver on outstanding HR and business strategies, HR leadership needed to replace their outdated HR system with an integrated set of systems to support their operations through the next phase of company growth. They were seeking a sophisticated system to streamline and support planned business processes that would address:

> Rudimentary systems and workflows that had to be handled through manual processes.
> Executives’ inability measure against workforce strategies in real-time.
> The foundational structure needed to provide better management reporting and integrate with a talent management solution.
> The inability to house contract or international employees - a growing concern given the company was planning to expand internationally.
> Extremely limited options for self-service by employees and managers.
> Extensive manual intervention needed with compliance reporting because of incompatible data merges.
> Mutual accountability throughout the employee population.

The Baker Tilly Solution
A modern Core HR solution was needed to allow for successful integration of data across the company. Baker Tilly worked closely with the client to build a business case to replace their Core HR system and gain budgetary approval to enter the vendor selection process. Current state workshops were conducted to understand current processes, pain points, issues, and future state vision. The business case supported:

> The purchase of an Integrated Talent Management solution to facilitate the activities around employee performance and development.
> A modern time and attendance system to allow real-time tracking.
> A scheduling platform to support variable labor demand.

The Business Results
The current state analysis and business case development enabled the following key business results:

> Current State Visibility: Baker Tilly worked with the core team to better understand their current state issues, determine key business requirements, future state vision, and what measureable success would look like in the future for each process area.
> Implementation Roadmap: Baker Tilly developed a proposed roadmap for a 20 month project plan for the implementation of a Core HR system and an integrated talent management suite.
> Business Case: Baker Tilly helped to define and articulate the proper techniques and processes required for building a compelling business case internally. The detailed financial analysis, process improvement opportunities, and tangible benefits part of the business case was accompanied by in-depth recommendation details, inclusive of strategy barriers, technology recommendations, internal resource requirements, and change management implications.

About Baker Tilly
Baker Tilly is a professional services firm with a specialized Human Capital Management consulting practice. We work to help clients modernize their HR strategies, processes, and technology that improve workforce engagements to drive business results. Baker Tilly’s approach provides clients the insights to manage their end-to-end talent lifecycle to solve today’s critical challenge: unleashing the power of their people. Our professionals thrive on the excitement that comes from helping clients succeed in today’s dynamic marketplace.

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Changing HR Landscape
As the HR landscape becomes more complex, many organizations are finding that their current HR systems cannot keep up. Some of the following scenarios may resonate with you:

- Expansion into global markets risks exposure to the frequent changes in legislation
- Employees and managers expect instant and accurate data - anytime, anywhere
- Growth through mergers and acquisitions leads to multiple, disparate systems
- As companies shift towards matrix management and project collaboration across business units or locations, they lack the visibility to manage their teams
- Leadership is becoming more diverse

In each of these instances, Core HR is the foundational system that plays a critical role in addressing the above by providing insight and feeding into the integrated talent systems.

Implications for HRIS and Core HR Systems
Despite the foundational necessity of Core HR, many organizations balk at undertaking an HRIS overhaul, remembering the pain of past implementations and the struggle to prove the ROI. The alternative “band-aid” approach however, can lead to serious consequences:

- Reporting Challenges and Lack of Data Visibility: To meet management expectations and provide a full picture of the organization, managers spend hours merging information from multiple systems and manually creating custom reports because systems are unable to produce metrics in real-time. The resulting inefficiencies yield blind spots and no clear system of record.
- Risk Exposure: Legislation changes frequently, and if systems and organizations are not able to keep up with legal HR requirements, they risk exposure to potential penalties and fines for non-compliance.
- Disparate and Manual Processes: As companies grow, their common processes often lag behind. This results in multiple processes for the same task, and manual workarounds to accommodate inadequate system functionality.
- Employee Frustration: Employees and managers expect an easy to use interface and information at their fingertips like self-service and mobile capabilities. They get frustrated when they cannot access or update information quickly and on their own terms, leaving the organization with inaccurate data.

The end result – HR is burdened with administrative tasks and employee complaints. They are not able to focus sufficient time on strategic initiatives that will help the organization grow effectively.

Build the Core HR Foundation with Baker Tilly
Baker Tilly’s Human Capital Management (HCM) team can help you rip off the “band-aid” and overhaul your Core HR approach.

**Step 1:** Build your business case to upgrade your Core HR system, inclusive of a detailed financial analysis, process improvement opportunities, and tangible benefits.

**Step 2:** Move to the cloud. Now that cloud technology has matured in the Core HR space, the following are possible: the upgrade process is more streamlined and cost effective, cloud technology allows for shared ownership between IT and the business, and it enables compliance by administering regular patch updates and staying current with ever changing global legislation.

The Core HR solution will be the foundation for your talent management systems, which can easily integrate in the HR suite and other business applications.

With the administrative burden relieved, your HR team can stop focusing on transactional tasks, and can become a strategic partner for your organization. *The time to move forward is now.*