



## HR Transformation

### Practice Overview

March 2023

# HR Transformation

## OFFERING OVERVIEW

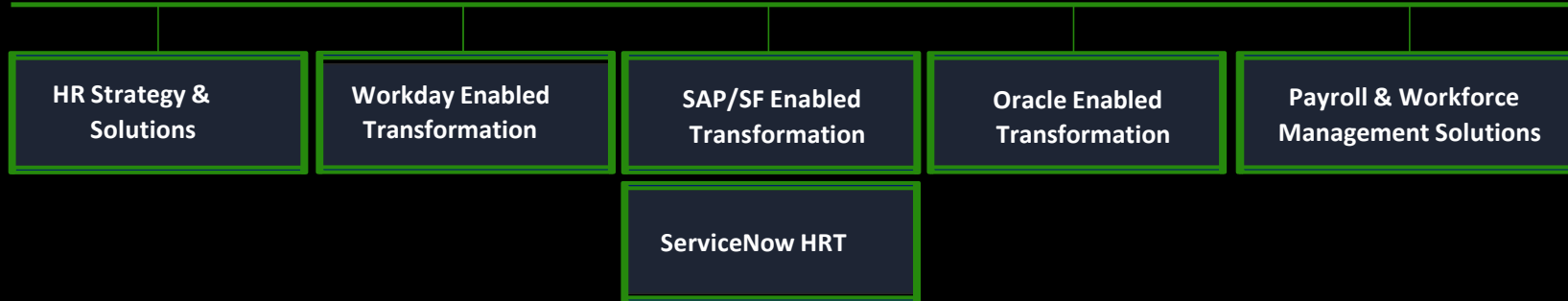
Collaborate with organizations to develop leading global HR strategies that drive transformation, maximize the workforce experience, and sustain HR effectiveness and value while navigating a world of disruption

Explore ways to develop a human-centered workforce experience to improve an organization's productivity through their human capital asset

Implement well-architected digital HR transformation and technology solutions to streamline and optimize HR operations, transforming the way HR is delivered and impacting overall workforce experience

Collaborate to develop payroll operating model strategies and support the implementation of payroll and workforce management solutions needed to manage the workforce of the future

## OUR MARKET OFFERINGS



## TYPE OF WORK

*Design, implement, and integrate leading cloud solutions including Oracle HCM, SAP SuccessFactors, Workday, Infor, UKG, payroll advisory, and ServiceNow to enable the transformation of the HR function and the overall employee experience*

*Shape and influence the future of HR by using our Exponential HR and Beyond Cloud POVs to envision, transform, and sustain strategic, digital, innovative, and operational excellence for the workforce and business while optimizing workforce experience*



### LEADERSHIP

**Gilbert David**

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## Market Opportunities



We are the undisputed #1 global HR Transformation Leader according to ALM for the last decade

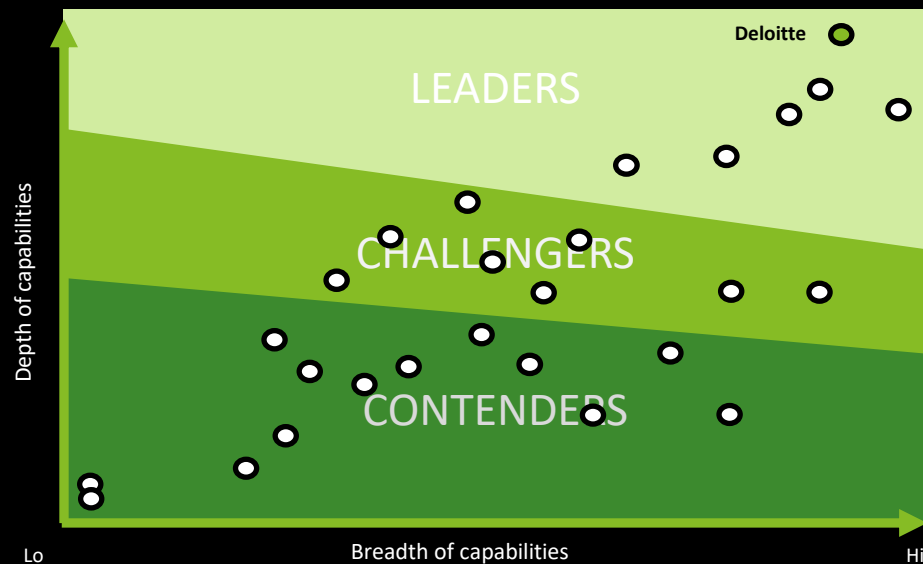


There are unprecedented disruptions taking place in the workforce and in the business; this is the time for HR to take the lead !

# We are the global leader in HR Transformation

Named the **GLOBAL LEADER** in HR Transformation by Kennedy Research

*“Deloitte has evolved its consulting approach in keeping with a new reality that finds HR at the center of market forces compelling organizational transformation. The approach is codified in the firm’s Future of HR viewpoint, positioning the function as the most appropriate lead for addressing the needs of the enterprise for adopting new business and labor models, technologies, and ways of blending human and machine intelligence. The viewpoint provides frameworks detailing the capability shift required to become a future-state HR function able to achieve business outcomes and an “exponential” HR professional with knowledge of advanced techniques and technologies.”*



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The **LEADER** across all regions for capabilities within HR Transformation



- #1 Digital HR Transformation Consulting by ALM
- #1 Employee Experience Consulting by ALM
- #1 HR Transformation Consultancy by ALM
- #1 HCM Cloud Partner for Oracle
- #1 HCM/WFM Partner for Infor
- #1 SAP Pinnacle Awards Partner of the Year (6 years running)
- #1 System Integrator in Workday
- #1 Global Leader in SuccessFactors Services by HorseforSources (HfS)
- 5 Deloitte earned 5 top cloud honors in 2017 Oracle Excellence Award program

Source: ALM Vanguard; Digital HR Transformation Consulting. © 2017 ALM Media Properties LLC. Reproduced under license

# We deliver services to meet your needs

## Truly Global



**35**

Countries with HR Transformation Practices



**3900**

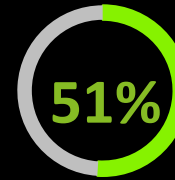
Global resources focused on HRT services

## End-to-End Services Across the HR Spectrum

Strategy to Design to Implementation to Operations

Cross-Sector Experience

Currently serving



of the Fortune 100 companies

## Three Service Delivery Models

Travel to our clients

**3**

models

Offshore capabilities

Delivery Center – onshore delivery



Ability to provide services

**24**  
hours

a day by leveraging all our delivery models

## HR Transformation Practitioners



Deep functional experts



Broad consulting expertise



# Deloitte's Human Resources Transformation Practice

## The HR Transformation Offering

The **HR Transformation Offering** transforms the way HR enables the business and the workforce. In this world of disruption, we believe that HR has an opportunity to take the lead and own enterprise-wide issues for the organization. From the creation of HR strategy using our leading HRT labs, the application of design thinking that allows HR to challenge how work gets done today, to navigating the ever-evolving HR technology landscape to determine the right digital solutions to enable transformation, our Human Resources Transformation practice is focused on helping HR take the lead.

### **Market Offerings:**

HR Strategy & Solutions

Workday Enabled Transformation

SAP/SuccessFactors Enabled Transformation

Oracle Enabled Transformation

Payroll & Workforce Management Solutions

ServiceNow HRT



# Why Call Us?

## WHEN YOUR CLIENTS ARE ASKING...

- What should my digital HR strategy be and how do I create a case for change?
- What should my HR strategy be?
- How should I grow when I'm on legacy systems?
- What do I need to do to expand globally and acquire and manage talent in more countries?
- How do I create efficiency and cost savings in my HR organization?
- How do I create a compelling employee experience to keep my best talent engaged and increase productivity?
- How do I get ready for merger and acquisition activity from a HR perspective?
- How should I build the capabilities of my HR organization to meet the enterprise expectations?
- What should I do when my HR technology systems are expiring?

## ...WE CAN ENGAGE IN A NUMBER OF WAYS, INCLUDING:

- **Creating Digital HR strategies:** Provide a unique, accelerated approach to strategy development and vendor selection with objectivity and focus to create your roadmap
- **Fit-for-purpose High Impact Operating Model:** Developed through extensive research and project experience, Deloitte's High-Impact HR Operating Model combines core foundational elements with "Strategic Design Choices" for a fit for purpose design
- **Exponential HR Professional:** In the midst of creating the Exponential HR Professional – proofs of concepts about the future of certain HR roles and how they will work with automation and robotics
- **World-class implementation services:** Proven track-record of delivery excellence and experience with the largest and most complex implementations in Workday, SAP SuccessFactors and Oracle HCM



# Market Offering: HR Strategy & Solutions



**Antoine Marini**  
Market Offering Leader  
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We collaborate with organizations to develop leading global HR strategies that drive transformation, maximize the workforce experience and sustain HR effectiveness and value while navigating a world of disruption.

## 1 Key Services and Offerings

- HR Strategy – People Strategy; HR Strategy; HR Policies; High Impact Operating Model; HR Sustainment / Future Proof HR
- Digital Workforce Solutions – Digital HR Strategy and Platform Optimization; Engagement and Collaboration Platforms; Agile Vendor Selection; Transition to Cloud (HR)
- Workforce Experience – Workforce Experience; Workforce Insights; Workforce Strategies; Workforce Management Solutions; Reboot the Workplace
- HR Operations – Strategy and Operating Model “Health Checks” and Remediation; HR Operations and Process Optimization; Alternative Sourcing Solutions
- HR Capabilities – HR Professional Academy; Business HR Academy; CoE Academy; HR Analytics

## 2 Marketplace Triggers

- New incoming CHRO
- Business events or workforce changes requiring an increase or shift in HR, people, or digital strategy and capabilities
- Resource capability gaps in new or maturing HR areas
- Need to design, build, implement, and sustain HR Operational Services, Business HR, and/or CoE functions to achieve strategic goals
- Need to establish / accelerate a business and value case; Enterprise efficiency goals / targets and supporting programs
- Past HR technology implementation that has failed to drive workforce and business outcomes; Expiring / end-of-life HRIS and other enabling HR technologies
- Underperforming HR operations or evidence of adverse trends in delivery efficiency or quality

## 3 Differentiators

- Future of HR Point of View and Accelerators – Preparing HR to take the lead in supporting the enterprise in navigating the forces changing the business and workforce landscapes, and how work gets done
- Tool and Accelerators – We leverage structured methodology supported by proven tools and project accelerators that we tailor for each unique client situation; enabling our clients to get results quickly with less investment
- HR Roundtables and Forums – Sharing market leading perspectives, creating client peer-to-peer collaboration, and developing the next generation of HR leaders
- Broad View of Human Capital – We possess unmatched design and implementation experience in end-to-end Digital HR Transformations, as well as the deepest set of experience with large scale, global clients

# Market Offering: **Workday Enabled Transformation**



**Jérôme Isaert**  
Market Offering Leader  
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We collaborate to design, implement and integrate Workday HCM cloud solutions to enable the transformation of the HR function and the overall employee experience.

## 1 Key Services and Offerings

- Core system replacement
- M&A Support
- Workday post deployment assessment
- Application Management Services
- Phase X later module deployment

## 2 Marketplace Triggers

- Mergers and acquisition activity
- Global expansion
- Legacy system support ceases
- Legacy technology is prohibiting growth
- Employee experience concerns

## 3 Differentiators

- The best track record of delivery excellence as measured by Workday's internal Delivery Scorecard
- Provide broad HR Transformation services that few competitors can
- Possess the largest offshore delivery centers for Workday (by far) enabling the ability to offer a very competitive blended rate



# Market Offering: SAP/SuccessFactors Enabled Transformation



**Loïc Larbodière**  
Market Offering Leader  
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We collaborate to design, implement and integrate SAP/Success Factors HCM cloud solutions to enable the transformation of the HR function and the overall employee experience.

## 1 Key Services and Offerings

- Implementation of SF HR core (Employee Central)
- Implementation of SF talent
- Implementation of SF time and payroll
- Implementation of SF analytics
- Cloud conversion, existing install optimization, payroll transformation and end-to-end digital transformation advisory and implementation services

## 2 Marketplace Triggers

- Cloud conversion, existing install optimization, payroll transformation and end-to-end digital transformation advisory and implementation services
- A global payroll solution
- A best of suite talent solution
- An HR system that's integrated with a large ERP ecosystem built by the same vendor

## 3 Differentiators

- Zero-escalation track record, tools and accelerators (HRRF and Haiku), and the largest global team
- Embedded Deloitte Human Capital IP (next-gen process integration), which differentiates from boutiques who skimp on process and often deliver remotely; HC thought leadership also differentiates from Accenture
- SAP partner of the year (3 out of last 4 years), and a very strong reputation in the market; partner of the year means Deloitte has influenced the most subscription sales

# Market Offering: Oracle Enabled Transformation



**Yvan Matraire**  
Market Offering Leader  
[ymatraire@deloitte.fr](mailto:ymatraire@deloitte.fr)

We collaborate to design, implement and integrate Oracle HCM cloud solutions to enable the transformation of the HR function and the overall employee experience.

## 1 Key Services and Offerings

- Oracle enabled HR Transformation
- Core system replacement
- M&A Support
- Implementation strategy and roadmap development
- Integration with Workforce Management Solutions (ADP, Kronos)
- Application Management Services

## 2 Marketplace Triggers

- Legacy HR technology prohibiting growth, or software support ceases
- M&A activity
- Compliance / union challenges / global expansion
- HR Transformation case for change to enable digital, innovation – driving business value
- Follow-on projects, release upgrades
- Employee experience concerns

## 3 Differentiators

- Leadership position in HRT and Oracle marketplace – Deloitte has been the undisputed leader for over a decade
- Deep knowledge of client industry and/or the client based on relationships or past performance in other areas (where applicable)
- Experience with largest and most complex organizations in the world
- Track record of successfully delivering highest quality across different delivery models with very competitive pricing structures

# Market Offering: Payroll & Workforce Management Solutions



**Gilbert David**  
Market Offering Leader  
gidavid@deloitte.fr

We collaborate to develop global payroll operating model strategies and support the implementation of payroll and workforce management solutions needed to manage the workforce of the future.

## 1 Key Services and Offerings

- PWFMS Strategies, Vendor Selection, and Operations Design
- Labor Cost Optimization
- PWFMS M&A Support
- ADP, Ceridian, Infor, Kronos, and Workforce Software Implementations
- Payroll & WFM Operations and Testing Support for SAP, Workday, and Oracle

## 2 Marketplace Triggers

- HCM Vendor Selection & Implementation
- M&A Activities
- Regulatory shifts and growth in litigation
- Poor Employee Experience
- Change in organizational leadership contributing to Payroll instability
- Enterprise Cost Reduction
- Entering New Markets/Geographies

## 3 Differentiators

- Product Agnostic – We are the trusted business advisor to the Fortune 100 and have direct marketplace relationships with all of the leading Payroll & WFM Solutions
- Global Reach – We have a global network of 200+ Deloitte professionals (including other member firms) that have delivered solutions in over 50+ countries
- Comprehensive & Market Leading – We are the only firm that is the leading implementer of Workday, SAP, Oracle, ADP, and Kronos solutions and provides Payroll & WFM Tax and Controls advisory services

# Market Offering: ServiceNow HRT



**Gilbert David**  
Market Offering Leader  
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We collaborate to develop worker experience transformation strategies and support the implementation of ServiceNow solutions including Portal, Case Management, Knowledge Management and Onboarding.

## 1 Key Services and Offerings

- Digital/Worker experience design
- Operating Model Optimization
- Portal development and implementation
- Case Management development and implementation
- Knowledge Management development and implementations

## 2 Marketplace Triggers

- Poor user experiences due to HR related systems
- Desire to drive more benefits from cloud HR implementations
- Currently planning to implement HR cloud
- Organizations who are not yet moving to the cloud for HR
- Existing ServiceNow ITSM customers

## 3 Differentiators

- HR Transformation Skills – Unlike most of our competitors, we aren't simply rebadging technical ServiceNow resources. Our team members have deep HR service delivery experience
- Global Reach – We have a global network of 100+ Deloitte professionals (including other member firms) that have delivered solutions in over 15+ countries
- Comprehensive & Market Leading – We are the only firm that is the leading implementer of Workday, SAP, Oracle, ADP, and Kronos solutions and provides Payroll & WFM Tax and Controls advisory services



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