



An appliance manufacturer sustains and optimizes their HCM and payroll systems

Deloitte Human Capital Operate Services

A major appliance manufacturer's journey

The challenge

This manufacturer makes home appliances under a number of brands. Now a multibillion-dollar enterprise with tens of thousands of employees around the world, the company remains committed to making innovative devices for the home.

The appliance maker engaged Deloitte to help replace a legacy on-premises human capital management (HCM) system with an SAP SuccessFactors cloud-based platform and an on-premises payroll system from another vendor. The result was an integrated human resources suite that provides talent insights and a consistent, engaging experience via dozens of standard global processes.

But even a cloud solution isn't a set-it-and-forget-it proposition. Applications and

platforms still need break-fix maintenance, monitoring, and optimization, all delivered in a consistent, cost-efficient way.

Bringing business and technology know-how to worldwide support

In response, Deloitte assembled an application operate services (AOS) team to support the many countries where the client had operations to provide:

- Functional and technical application support for HR and payroll business operations
- Quarterly release management and regression testing
- An onshore/offshore delivery model to extend support hours
- 24/7 support for urgent and high tickets
- SAP payroll support

Besides integrations and business-as-usual support, the Deloitte team had two initial challenges to tackle. One was to clear a backlog of nearly 50 support tickets, a task the team completed within four months. The second challenge was to replace missing and fragmented documentation. The team accomplished this by creating an application understanding document for each of the client's cloud-based SuccessFactors modules, the on-premises payroll system, and the technical integrations.

Meanwhile, the Deloitte AOS team saw opportunities to optimize operations and begin addressing underlying reasons for recurring incidents — which sometimes were as simple as using the existing system in a sub-optimal way or implementing a solution before confirming it didn't break other solutions in production.

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Deloitte's approach of relentless optimization and system enhancements included in-depth, root-cause analysis and simulation testing. Meanwhile, the team stayed abreast of the upgrades and support packs that SAP released. They carefully evaluated the features that were available in each release, then made recommendations on which ones to install based on the company's business needs and existing implementations. The team also helped users discover helpful features that were available to them so that they could get more value from the system they already had.

Results

With Deloitte running the client's HCM platform, the company began realizing the following benefits:

- Efficient execution for business processes, with a holistic view for company leadership
- Summary and detailed insights to understand key data governance and business process issues
- Optimization of the core business through seamless AOS support
- Greater visibility into IT service issues and available solutions

The agility and discipline of this support model was put to the test late one night. That was when the manufacturer discovered a unique situation in its scheduled payroll which, if left unchecked, would have delivered roughly \$1 million in overpayments to workers at one of the company's plants. An ongoing global issue with the payroll system vendor made this problem even more challenging to solve. The client reached out to Deloitte for help,

and the team swung into action. Within 24 hours, the team designed a custom solution and, with the client's approval, moved it to production. The solution resolved the overpayments in time to send accurate pay slips and files to the banks, precluding the need to back out corrections.

Solutions created with an engineer's mindset

The appliance maker modernized its HR processes, then stepped up support to provide solutions specifically engineered with the internal customer in mind. With Deloitte Human Capital Operate, the company gained more than a watchful caretaker of its human resources IT environment. They became part of a collaborative relationship to deliver efficiency, innovation, and value at speed.

Learn more about how Deloitte's Human Capital Operate capabilities and resources can make a difference for your business.

About Deloitte Application Operate Services

Deloitte Application Operate Services provide application optimization, enhanced user experiences, advancement of cloud HR investment with adoption of new features and functionality. In addition, we provide routine break-fix maintenance and monitoring for your organization's technology applications and platforms in a predictable manner with service level assurances. We can help optimize, run, and manage your systems, platforms, and applications, often following an implementation or transformation project. We use automation to help enhance tasks, reduce delivery costs, improve quality, and increase efficiency.

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