# 4. Deployment options and recommended approach

Considering the timeline requested by kpmg\_test\_dev\_here\_006 to meet system sunset requirements, KPMG strongly advises a big-bang implementation for all countries on both Phase 1 and Phase 2 scope: Core HR, HR ticketing, Compensation, Benefits, Talent management and reporting. Given Workday is a very integrated system across functions, it is our recommendation that kpmg\_test\_dev\_here\_006 enters design sessions with the end-picture in mind. For example, we have found that options in Advanced Compensation are dependent on configuration of the organization, HR processes and basic compensation.

## Enabling an efficient and timely Go Live

To enable kpmg\_test\_dev\_here\_006’s People & Talent organization leverage the functionality within Workday and KPMG’s Powered Enterprise as quickly as possible, we advise a Big Bang-styled Workday approach.

kpmg\_test\_dev\_here\_006 intends to harmonize processes and procedures, maximize self-service, modernize the user experience, and reduce operating costs through this transformation. Through this approach, kpmg\_test\_dev\_here\_006 will be able to experience these improvements even sooner.

## Big Bang Go Live approach

In a Big Bang Workday approach, we implement all desired modules of the Workday solution simultaneously, with a singular Go Live date. This simplified approach to implementation and Go Live offers key efficiencies, not limited to:

* Avoid developing integrations to be retired in following Go Live waves
* Expedited retirement of legacy solutions and licensing fees
* More efficient use of resources and project budget
* Greater excitement and attention from employees around the Go Live

This approach is most frequently selected by our customers. To meet your desired sunset date for SAP SuccessFactors functionality, KPMG advises a single Go Live date, inclusive of all modules proposed for the Phase 1 and Phase 2 implementations.

As part of a single Go Live approach, planning activities would commence in November 2021. The architect stage, including system design, will commence in December 2021 and run through the end of February 2022. The configure, prototype, and test phase, involving P1 and P2 builds, unit testing, and end-to-end testing, will run through the Winter and Summer of 2022. In late August 2022, gold build activities will commence, ending with a completed production tenant live in November 2022. Six weeks of hypercare support will follow the Go Live, enabling a complete handoff from KPMG to kpmg\_test\_dev\_here\_006.

## Staged Go Live approach

Should kpmg\_test\_dev\_here\_006 be unable to support a single Go Live from a timeline approach, KPMG is happy to support through a staged Go Live approach.

The staged approach would implement the Phase 1 modules along the timeline noted above. After the completion of hypercare, abbreviated Architect, Configure, Prototype, and Test phases would take place, for a period of 3-4 months, dependent on project breaks during the 2022 winter holidays.

If desired, additional information on a staged Go Live approach can be provided.

Technology teams often struggle to rally internally in their organisation behind a new integration approach. A key reason for this is that they are not communicating the value story clearly and compellingly. Why? Because some find the story is a hard one to tell. But it doesn’t have to be:

**Business leadership isn’t aligned on the impact of** **integration** – in a recent survey of 650 IT leaders, 40% reported that integration improved innovation and 53% said they improved productivity, both of which reduce mass inefficiencies across technology teams. Though the report found alignment between business and IT leadership is growing year over year, only 15% of organisations report having a leadership-mandated integration strategy. This suggests that OST organisations’ leaders have not yet bought into the value integration initiatives could bring to the organisation.

**Technology teams aren’t getting behind the change** – even when there is executive buy-in to adopt a new or different approach to integration, technology teams often lack a view of the business value their projects are driving. Instead, they see it as another chore on their growing list of projects. This often results in low adoption. For technology leaders, this makes the job twice as hard. Not only do they face a difficult time persuading their business counterparts in the boardroom, but they struggle to motivate their technology teams to act even if the broader business buy-in is secured.

**IT leaders struggle to communicate integration value** – despite the importance of articulating the business value of integration, and organisations typically do not do it very well. Many organisations are getting better at talking about the value of their business applications, but given the complexity of integration itself, there is no widely accepted framework to articulate value.