

BIGASS ENGINEERING PLC.
WORKDAY IMPLEMENTATION

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***BUSINESS
REQUIREMENTS***

Project Name: Workday ERP Implementation for Bigass Engineering Plc

Document Version: 1.0

Prepared by: Timi Ogunjobi

Date: 7/01/2021

1. Executive Summary

The purpose of this document is to outline the business requirements for implementing Workday ERP. This initiative seeks to consolidate and standardize HR, finance, and supply chain processes across the company's Bigass Engineering Plc., enhancing data visibility, compliance, and operational efficiency.

2. Business Objectives

1. **Operational Standardization:** Align global HR, finance, and supply chain processes.
2. **Data Transparency:** Provide real-time access to accurate data for improved decision-making.
3. **Regulatory Compliance:** Simplify and standardize compliance reporting across all regions.
4. **Efficiency Improvement:** Automate manual processes to reduce administrative burden and errors.

3. Functional Requirements

Human Capital Management (HCM)

1. **Employee Data Management:** Centralized repository for employee records, including onboarding, transfers, promotions, and terminations.
2. **Payroll Processing:** Unified payroll system that supports multiple currencies and tax regulations.
3. **Talent Acquisition:** Streamlined recruitment processes, including job requisitions, applicant tracking, and interview scheduling.
4. **Employee Self-Service:** Employees should have access to self-service portals for managing their information, leave requests, and benefits.
5. **Performance Management:** Set up performance review cycles and individual development plans.

Financial Management

1. **General Ledger:** Centralized financial ledger for all financial transactions.
2. **Accounts Payable & Receivable:** Streamlined processes for managing vendor payments and customer invoicing.
3. **Financial Reporting:** Real-time reporting with custom report-building capabilities.

4. **Budgeting and Forecasting:** Tools for annual and quarterly budgeting.
5. **Expense Management:** Automated expense reporting and approval processes.

Supply Chain Management

1. **Inventory Tracking:** Real-time visibility into inventory across all regions.
2. **Supplier Management:** Centralized supplier information and performance tracking.
3. **Procurement:** Efficient procurement processes, including purchase order creation and approval workflows.
4. **Logistics Management:** Tracking and reporting on the movement of goods.

4. Non-Functional Requirements

- **Performance:** System should handle simultaneous logins of up to 5,000 users globally without lag.
- **Data Security:** Role-based access control for data privacy and compliance with GDPR and other data protection regulations.
- **Scalability:** System should scale to support future growth and potential acquisitions.
- **Availability:** 99.9% uptime to support Bigass Engineering Plc..

5. Data Migration Requirements

1. **Data Cleansing:** Prior to migration, all data from legacy systems should be reviewed and cleansed.
2. **Mapping:** Legacy data fields must be mapped to corresponding fields in Workday.
3. **Testing:** Data migration should undergo multiple testing phases to validate accuracy.

6. Integration Requirements

1. **Payroll Integration:** Integrate with any third-party payroll systems still in use in specific regions.
2. **Banking Systems:** Integration with banking partners for direct deposit and transaction records.
3. **Reporting Tools:** Connect with existing BI tools if needed for advanced analytics.

7. User Roles and Permissions

1. **Admin Role:** Full access to all data and configuration settings.
2. **HR Manager Role:** Access to HR data and reporting, but limited access to financials.
3. **Finance Manager Role:** Access to financial data, reporting, and budget management.
4. **Employee Role:** Limited access to self-service functions, including profile updates and

time-off requests.

8. Testing and Validation

- 1. **Unit Testing:** Test individual modules for basic functionality.
- 2. **Integration Testing:** Test end-to-end workflows across multiple modules.
- 3. **User Acceptance Testing (UAT):** Engage key stakeholders in UAT to validate that the system meets business requirements.

9. Assumptions

- All legacy data will be available and accessible for migration.
- Key stakeholders will be available for requirements gathering and UAT sessions.
- The implementation partner has the necessary expertise and resources.

10. Approvals

Name	Title	Signature	Date
[Executive Sponsor]	CEO		
[Project Manager]	PM		
[HR Head]	HR		
[Finance Head]	Finance		

BUSINESS CASE

Project Name: Workday ERP Implementation for Bigass Engineering Plc.

Prepared by: Timi Ogunjobi, PM

Date: 07/0/2021

Version: 1.0

1. Executive Summary

This business case proposes the implementation of Workday ERP across [Company Name], a Bigass Engineering Plc. with Bigass Engineering Plc.. Currently, the company operates with disparate systems across regions, leading to inefficiencies, limited data transparency, and compliance challenges. By implementing Workday, the company aims to unify and streamline its HR, finance, and supply chain management processes, improve data accuracy, and achieve greater operational efficiency.

Key Benefits:

- Enhanced data visibility and real-time insights.
- Standardized HR, finance, and supply chain processes across all regions.
- Improved regulatory compliance and simplified reporting.
- Increased employee productivity through automation.

2. Problem Statement

[Company Name] faces significant challenges due to the reliance on various legacy systems that vary by region. These challenges include:

- **Data Silos:** Multiple platforms create data silos, hindering cross-functional collaboration and transparency.
- **Inconsistent Processes:** HR, finance, and supply chain processes vary by region, causing inefficiencies and compliance risks.
- **Limited Reporting and Analytics:** Disparate systems prevent unified reporting, limiting strategic insights.
- **Manual Work and Errors:** Manual processes increase administrative workload and error rates.
- **Compliance Risks:** Complex regulatory landscapes make it difficult to ensure compliance across regions without a standardized system.

These issues impact productivity, data accuracy, decision-making, and compliance adherence, necessitating a unified ERP solution like Workday.

3. Project Objectives

The primary objectives of implementing Workday ERP are:

1. **Operational Efficiency:** Streamline HR, finance, and supply chain functions to improve productivity.
2. **Data Transparency:** Establish a single source of truth for data across HR, finance, and operations.
3. **Regulatory Compliance:** Achieve consistent, reliable compliance and simplify reporting processes.
4. **Employee Experience:** Enable self-service capabilities for employees and managers, enhancing user experience.
5. **Scalability:** Create a scalable solution that can support future growth, including potential acquisitions.

4. Solution Options and Evaluation

Option 1: Retain Existing Systems

- **Description:** Continue using the current mix of regional systems.
- **Pros:** No immediate financial outlay.
- **Cons:** Ongoing inefficiencies, compliance risks, and limited data visibility.

Option 2: Implement Workday ERP

- **Description:** Implement Workday's ERP system across HR, finance, and supply chain functions globally.
- **Pros:** Centralized data, standardized processes, enhanced compliance, and long-term cost savings.
- **Cons:** Initial investment cost and transition period.

Option 3: Develop a Custom ERP Solution

- **Description:** Develop a custom ERP solution tailored to the company's needs.
- **Pros:** Full customization and control over features.
- **Cons:** Significant development time, high costs, and potential maintenance challenges.

Recommendation: Implementing Workday ERP is the most viable option, providing standardized, scalable, and compliant solutions with reliable support and integration capabilities.

5. Financial Analysis

Cost Category	Estimated Cost (\$)
Workday Licensing Fees	\$3,500,000
Implementation Partner Fees	\$2,000,000
Data Migration	\$500,000
Training and Change Management	\$600,000
Contingency (10%)	\$700,000
Total Project Cost	\$7,300,000

Cost Savings and Benefits:

- **Annual Operational Savings:** \$1,500,000 (due to reduced manual processes and improved productivity).
- **Compliance Cost Reduction:** \$500,000 annually (through streamlined reporting).
- **Return on Investment (ROI):** The project is expected to break even in approximately 4 years, with ongoing savings and efficiency gains after implementation.

6. Risks and Mitigations

Risk	Description	Mitigation Strategy
Data Migration Challenges	Inconsistent data quality from legacy systems	Conduct data cleansing and testing in stages
User Resistance	Resistance to adopting a new ERP system	Comprehensive training and change management program
Integration Complexity	Integrating Workday with existing systems and third-party applications	Engage an experienced Workday implementation partner
Compliance Risks	Varying compliance requirements across regions	Leverage Workday's configurable compliance features
Cost Overruns	Risk of project exceeding budget due to unforeseen issues	Allocate a contingency budget and conduct regular reviews

7. Benefits Realization Plan

- **Year 1:**
 - Achieve 95% user adoption across departments.
 - 25% reduction in manual HR and finance tasks through automation.
 - Enhanced regulatory compliance reporting, reducing fines and penalties by 40%.
- **Year 2:**
 - Increase operational efficiency by 50%.
 - Real-time reporting enables data-driven decisions, increasing revenue-generating projects.

- Improved employee satisfaction scores due to self-service functionality.
- **Ongoing:**
 - Continuous efficiency improvements and additional savings from streamlined processes.
 - Enhanced scalability supports global expansion, providing a stable platform for future growth.

8. Implementation Timeline

Phase	Duration	Start Date	End Date
Project Initiation	1 month	TBD	TBD
Requirements Gathering	2 months	TBD	TBD
System Design and Configuration	4 months	TBD	TBD
Testing and Validation	2 months	TBD	TBD
User Training and Change Management	2 months	TBD	TBD
Go-Live	1 month	TBD	TBD
Post Go-Live Optimization	3 months	TBD	TBD

9. Key Stakeholders

- **Executive Sponsors:** CEO, CFO, CHRO – Overall project sponsors providing financial and strategic support.
- **Project Management Office (PMO):** Responsible for managing the entire project lifecycle.
- **HR, Finance, and Operations Teams:** Actively engaged in requirements gathering, testing, and end-user training.
- **IT Team:** Overseeing system integration, data migration, and ongoing support.
- **Workday Implementation Partner:** Providing technical expertise and implementation support.

10. Conclusion and Approval

The implementation of Workday ERP will transform [Company Name]'s operational efficiency, regulatory compliance, and data transparency. With unified, scalable processes, the company will be well-positioned to achieve consistent growth and improve employee satisfaction across all regions.

Approvals

Name	Position	Signature	Date
[Executive Sponsor]	CEO/CFO/CHRO		
[Project Manager]	PM		
[Finance Head]	Finance		
[IT Head]	IT		

PROJECT OVERVIEW

The Bigass Engineering Plc. aims to enhance its operational efficiency and improve global business processes by adopting Workday as its enterprise ERP (Enterprise Resource Planning) system. This project will enable streamlined processes in Human Resources (HR), Financial Management, and Supply Chain across multiple geographical locations, aligning various departments under one comprehensive platform.

Key Project Goals:

1. **Streamline Bigass Engineering Plc.:** Standardize HR, financial, and supply chain processes across all international locations.
2. **Improve Data Visibility:** Provide a unified, real-time view of Bigass Engineering Plc. and data to improve decision-making.
3. **Enhance Compliance:** Ensure compliance with regional and global regulations through a centralized system.
4. **Increase Efficiency:** Automate manual processes, reducing administrative overhead and increasing productivity.
5. **Improve Scalability:** Provide a flexible and scalable ERP solution to support future growth and acquisitions.

Project Scope:

The scope includes the design, configuration, and implementation of Workday ERP modules for:

- **Human Capital Management (HCM):** For employee lifecycle management, payroll, and talent acquisition.
- **Financial Management:** Covering general ledger, financial reporting, accounts payable/receivable, and procurement.
- **Supply Chain Management:** Integration of supplier and inventory management for efficient resource allocation.

Project Phases:

1. Project Initiation (Month 1):

- Develop a business case and secure executive buy-in.
- Define project governance structure.
- Select a Workday implementation partner.

2. Requirements Gathering (Month 2-3):

- Conduct detailed requirements workshops with key stakeholders across HR, finance, and operations.

- Assess existing systems and processes.
- Define data migration strategy.

3. Design & Configuration (Month 4-7):

- Configure Workday to align with the company's global business processes.
- Establish necessary integrations with existing third-party tools and systems.
- Create a detailed data migration plan for HR, finance, and supply chain data.

4. Testing & Validation (Month 8-9):

- Conduct unit and integration testing for all configured modules.
- Implement user acceptance testing (UAT) with key stakeholders.
- Finalize security roles and access controls.

5. Training & Change Management (Month 9-10):

- Develop comprehensive training materials and conduct training sessions for end-users across all regions.
- Implement change management initiatives to help employees transition smoothly to Workday.

6. Go-Live (Month 11):

- Execute data migration to the production environment.
- Launch Workday globally with post-go-live support.
- Monitor the system for issues and user feedback.

7. Post Go-Live Optimization (Month 12-14):

- Collect feedback for continuous improvements and address any system performance issues.
- Assess any further module deployment or process adjustments.

Key Stakeholders:

- 1. Executive Sponsors:** CEO, CFO, CHRO – overseeing project sponsorship and financial oversight.
- 2. Project Management Office (PMO):** Manage the entire project lifecycle.
- 3. HR & Finance Teams:** Primary users of Workday; involved in requirements, testing, and training.
- 4. IT Department:** Supporting system integration, data migration, and ongoing system support.
- 5. Workday Implementation Partner:** Providing technical expertise and guidance during the implementation process.

Risk Management:

1. **Data Migration Risks:** Ensuring accurate migration of legacy data to Workday.
2. **Global Compliance:** Navigating country-specific regulatory requirements.
3. **Change Resistance:** Addressing employee resistance to the new system through robust change management and training.
4. **Integration Issues:** Ensuring smooth integration with existing tools and third-party software.

Budget & Timeline:

- **Estimated Budget:** \$5-10 million (depending on scope of the modules and integration needs).
- **Timeline:** 12-14 months for full implementation, including post-launch support.

Success Metrics:

- Reduction in manual HR and financial tasks by 30%.
- 95% user adoption rate within the first 3 months.
- Streamlined compliance reporting across all regions.
- Increased operational transparency and decision-making agility.

This project will provide the company with a modern, cloud-based ERP platform, aligning their Bigass Engineering Plc. with best-in-class processes and enabling future scalability

PROJECT CHARTER

Project Name: Workday ERP Implementation for Bigass Engineering Plc.

Project Sponsor: Verri Happie, CEO

Project Manager: Timi Ogunjobi

Project Team:

- Executive Sponsors: CEO, CFO, CHRO
- Key Departmental Leads: HR, Finance, IT
- Implementation Partner: TBD

1. Project Purpose and Objectives

The purpose of this project is to implement Workday ERP as the enterprise-wide platform for managing Human Resources, Financials, and Supply Chain operations globally. By moving to Workday, the company will achieve:

- **Unified Processes:** A standardized approach to HR, finance, and supply chain management across all regions.
- **Improved Compliance and Reporting:** Enhanced visibility and reporting capabilities to meet global regulatory standards.
- **Operational Efficiency:** Automation of manual processes, reducing redundancy and error.
- **Data Integrity:** Centralized, accurate, and real-time data to support decision-making.

2. Project Scope

The scope of this project includes:

- **Implementation of Workday Core Modules:** HCM, Financial Management, and Supply Chain.
- **Data Migration:** Transfer and validation of legacy data into Workday.
- **Systems Integration:** Connection to existing tools and systems.
- **User Training and Change Management:** For end-users across multiple international locations.
- **Testing:** Extensive testing phases, including UAT and performance testing.

Out of Scope:

- Any custom development outside of Workday's configurable options.
- Future module additions or expansions beyond HCM, Financials, and Supply Chain during the initial phase.

3. Project Goals and Success Metrics

- **Operational Efficiency:** 30% reduction in manual HR and financial tasks.
- **Data Accuracy and Accessibility:** Real-time access to a single source of truth for HR, finance, and supply chain data.
- **User Adoption:** 95% user adoption within the first three months post-go-live.
- **Compliance:** Improved compliance reporting efficiency across all regions by 50%.

4. High-Level Timeline

1. **Project Initiation and Planning:** Month 1
2. **Requirements Gathering and Analysis:** Month 2-3
3. **Configuration and Customization:** Month 4-7
4. **Testing and Validation:** Month 8-9
5. **User Training and Change Management:** Month 9-10
6. **Go-Live and Support:** Month 11
7. **Post Go-Live Optimization:** Month 12-14

5. Budget Estimate

- **Total Estimated Budget:** \$5-10 million

6. Risks and Dependencies

- **Data Migration Risk:** Potential data integrity issues during migration.
- **Compliance Complexity:** Ensuring global compliance could be challenging with differing regional regulations.
- **Change Management:** Risk of resistance from end-users due to the change in processes.
- **Integration Risks:** Ensuring compatibility with existing legacy systems.

7. Key Stakeholders

- **Executive Leadership:** Provides project sponsorship and funding.
- **Department Heads:** Engaged in requirements gathering, UAT, and sign-off.
- **End-Users:** HR, Finance, and Operations staff who will use Workday daily.
- **IT Team:** Responsible for technical support, integration, and post-go-live maintenance.

PROJECT MANAGEMENT PLAN

Project Name: Workday ERP Implementation for Bigass Engineering Plc.

Project Sponsor: CEO

Project Manager: Timi Ogunjobi

Project Start Date: TBD

Project End Date: TBD

1. Project Scope

1.1 Project Scope Statement: This project entails the implementation of the Workday ERP system across the company's Bigass Engineering Plc. to standardize HR, finance, and supply chain processes. The implementation includes configuration, data migration, integration, training, and change management.

1.2 Project Deliverables:

1. **Workday ERP Configuration:** Complete configuration for HR, Financial Management, and Supply Chain.
2. **Data Migration:** Migrated data from legacy systems into Workday.
3. **Systems Integration:** Integrations with existing tools (e.g., payroll systems, banking, and third-party applications).
4. **Testing:** Unit, integration, and user acceptance testing (UAT).
5. **Training and Change Management:** Training materials, sessions, and user support.
6. **Go-Live and Post Go-Live Support:** Launch and transition support.

1.3 Exclusions:

- Development of new custom applications.
- Addition of modules not defined in scope (e.g., advanced analytics).

1.4 Success Criteria:

- 95% user adoption rate within three months post-implementation.
- 30% reduction in manual processes in HR and finance.
- Compliance reporting streamlined across all regions.

2. Project Schedule

Phase	Duration	Start Date	End Date
Project Initiation	1 month	TBD	TBD
Requirements Gathering	2 months	TBD	TBD
System Design and Configuration	4 months	TBD	TBD
Testing and Validation	2 months	TBD	TBD
User Training and Change Management	2 months	TBD	TBD
Go-Live	1 month	TBD	TBD
Post Go-Live Optimization	3 months	TBD	TBD

Milestones:

- 1. **Requirements Approved:** TBD
- 2. **System Configuration Complete:** TBD
- 3. **UAT Complete:** TBD
- 4. **Training Complete:** TBD
- 5. **Go-Live:** TBD

3. Resource Management Plan

3.1 Project Team Roles and Responsibilities:

Role	Responsibility
Project Manager	Oversees project execution, manages timeline and budget.
Functional Leads (HR, Finance, IT)	Provide requirements, conduct testing, approve UAT.
Implementation Partner	Manages technical configuration, data migration, and testing.
Change Management Lead	Leads training, communication, and user adoption initiatives.
IT Support	Provides technical support for system integration and testing.

3.2 Human Resource Requirements:

- **Internal Team:** HR, Finance, IT, Change Management.
- **External Consultants:** Workday implementation partner for expertise in configuration, integration, and technical support.

4. Risk Management Plan

4.1 Risk Identification and Analysis:

Risk	Likelihood	Impact	Mitigation Strategy
Data Migration Issues	High	High	Conduct staged data cleansing, validation, and testing.
User Resistance	Medium	Medium	Implement comprehensive change management and training.
Integration Complexity	Medium	High	Plan for extra testing cycles and use experienced partners.
Regulatory Compliance	High	Medium	Leverage Workday’s compliance features and assign compliance experts.
Project Timeline Delays	Medium	High	Regular timeline reviews, and set contingency time.

4.2 Risk Monitoring and Reporting:

- Regular updates in weekly project meetings.
- Monthly review of the risk register to track and mitigate high-priority risks.

5. Communication Plan

Stakeholder	Information Need	Frequency	Format	Responsible Party
Executive Sponsors	Project status, major risks, budget	Monthly	Report/Meeting	Project Manager
Project Team	Task updates, blockers	Weekly	Stand-up meeting	Project Manager
Department Leads	Requirement updates, testing results	Bi-weekly	Meeting/Email	Functional Leads

Stakeholder	Information Need	Frequency	Format	Responsible Party
End-Users	Training schedules, go-live updates	As needed	Email/Training	Change Management Lead
External Consultants	Status on configuration and testing	Weekly	Email/Call	Project Manager

6. Quality Management Plan

6.1 Quality Objectives:

- Ensure all configured modules meet documented requirements.
- Ensure successful data migration with 95% accuracy.
- Ensure all integrations perform as expected in UAT.

6.2 Quality Assurance Activities:

- **Requirements Review:** Validate requirements before configuration.
- **Testing Phases:**
 - **Unit Testing:** Test individual modules upon configuration.
 - **Integration Testing:** Ensure data and process flow smoothly across systems.
 - **User Acceptance Testing (UAT):** Verify functionality meets user expectations.

6.3 Quality Control Measures:

- Use predefined test cases and acceptance criteria.
- Track and resolve any issues through a defect management system.

7. Change Management Plan

7.1 Change Control Process:

1. **Request Submission:** Change request submitted to the project manager.
2. **Impact Analysis:** Assess the impact on scope, schedule, cost, and quality.
3. **Approval:** Review and approve/reject by the Change Control Board.
4. **Implementation:** Approved changes are scheduled and implemented.
5. **Documentation:** Update project documentation and notify stakeholders.

7.2 Change Management for End-Users:

- **Communication Strategy:** Regular updates on project progress and benefits.
- **Training Program:** Conduct training sessions with materials such as videos, guides, and hands-on workshops.
- **Support Desk:** Provide post-go-live support for resolving issues quickly.

8. Procurement Management Plan

8.1 Procurement Needs:

- **Workday Licensing:** Obtain licenses for all required modules.
- **Implementation Partner:** Contract with a Workday-certified partner for configuration and technical support.
- **Third-Party Tools:** Acquire any additional tools necessary for integration.

8.2 Vendor Selection Criteria:

- **Experience with Workday:** Select a partner with proven expertise in Workday implementations.
- **Cost:** Competitive pricing within the project budget.
- **Support Services:** Post-implementation support and training capabilities.

9. Budget Management Plan

Budget Category	Estimated Cost (\$)
Workday Licensing Fees	\$3,500,000
Implementation Partner Fees	\$2,000,000
Data Migration	\$500,000
Training and Change Management	\$600,000
Contingency (10%)	\$700,000
Total Budget	\$7,300,000

9.1 Cost Control Measures:

- **Regular Budget Reviews:** Monthly budget review meetings to monitor expenses.
- **Change Control:** Any budget-influencing changes must go through change control.
- **Contingency Reserve:** 10% contingency for unexpected costs.

10. Project Closeout Plan

10.1 Criteria for Closure:

- Completion of all project deliverables, including user training, testing, and go-live support.
- Confirmation that Workday ERP meets the defined success criteria.
- Stakeholder sign-off on all project objectives.

10.2 Post-Implementation Review:

- Conduct a review to assess the project's successes and areas for improvement.
- Gather feedback from stakeholders and end-users.
- Document lessons learned to improve future ERP projects.

10.3 Transition to Operations:

- Transfer responsibility for ongoing system support to the IT team.
- Set up a support plan for any issues arising post go-live.
- Close out contracts with external vendors and partners.