

CASE STUDY

KAINOS & WORKDAY DRIVE HR TRANSFORMATION ON A GLOBAL SCALE WITH AGGREKO

Project requirements

Overhaul legacy HR systems with a new fit-for-purpose cloud HCM

Work with a partner who would lead and guide in best practice

Receive guidance and knowledge sharing to become self-sufficient

Project results

Successful global HCM deployment

85 countries live

Multiple languages supported



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Richard Stokes — Group Director Reward & HR Technology

About Aggreko

Since its inception in 1962 providing generators to greenhouses across the Netherlands, Aggreko has spent nearly six decades blossoming into the global force it is today. Cementing a strong reputation from its expansion in the 1970s when it began taking on huge international energy, disaster relief, and large-scale event projects—Aggreko continues to evolve and thrive the world over

Lofty ambitions bring complex challenges

Much like the greenhouse flora that its generators nurtured many years ago, encouraging growth requires the right tools and conditions and finding the correct combination of the two can be challenging. Aggreko found that the Human Capital Management system it had been using had a lack of capability outside of core processes and the company wanted a much more user-friendly, out-of-the-box solution for its growing, diverse workforce spanning 85 countries and speaking several languages.

“We have around 6,000 permanent employees and 1800 contingent workers in Aggreko, operating in about 180 different locations. And a lot of our activities are undertaken on the client’s site. Most of our business is undertaken either on a main site or on the oil plains of Odessa, or at events such as Glastonbury, the Cirque du Soleil, or the Olympics,” explains Kevin Taylor, Global Head of Category-Indirects. “So, there was a lack of confidence that the HCM solution we had in place was actually fit for purpose for a company of our size and geographical footprint.”

Change on the horizon

With a mounting lack of confidence in its legacy system’s ability to support a uniquely diasporic operational model, Aggreko began discussing the breadth of change that needed to occur to complement the future-facing direction of the organisation, its geographical expansion and growing employee numbers—as well as the underpinning process mechanisms.

“We reviewed our HRIS landscape and it was clear that what we had didn’t work well consistently across all parts of the company, and there was a lot of manual processing. Our team was doing a lot of admin, as well as trying to support and advise the business on HR matters. We decided that we would need to look at a total HRIS function that worked for the whole business,” adds Richard Stokes, Group Director Reward & HR Technology.

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A new beginning for HR alignment

It became clear to Aggreko that its entire HR function needed to transform in order to integrate with a new, all-encompassing HCM system that would streamline and consolidate processes against a global operational backdrop—but also align with established processes and mitigate the time-consuming exercise of designing new ones to centralise existing workflows.

“We decided to redesign our HR function around three key areas: Operations, Centre of Expertise and Business Partners. We knew we couldn’t do it without the underpinning technology. So, we needed a broad program of HR transformation with restructuring and looking at different and new business roles, and HRIS was a significant part of this overall HR transformation,” Richard notes.

“We had a lot of different systems that needed to retire if we want to get a fully joined-up solution. We either try and address all the inputs, or we address the central hub. We decided to address the central hub, because we have multiple Payroll providers, and multiple other systems. We wanted something that could connect all of them in one place,” he adds.

Aggreko selects Workday for HR transformation

With a steering group set up, a strategy in sight, and a list of requirements in check, Aggreko singled out Workday, and its ‘Power of One’ functionality, to carry forward the organisation’s plans for systems and process unification. “We identified three solutions that could meet our needs in terms of functionality and support our global business. We initiated a comprehensive review process, and, in the end, we preferred Workday,” Richard confirms.

“Functionality was a key part of the selection process as we wanted to stick to an out-of-the-box solution to keep things clean. Whereas it felt other solutions assessed were still very much a design process. We also sought a number of references where Workday received a high reference score from the dedicated contacts,” Kevin explains.



Kainos chosen to lead in Workday best-practice

In late 2018, Aggreko decided to partner with Kainos due to their transparency, trusted reputation and unparalleled service, as well as market-leading expertise in delivering complex HCM deployments and process transformation worldwide.

"We chose Kainos over the other players because we knew we'd be able to establish a closer relationship than we could do with a large SI. We learned and worked together to solve the challenges when they came up. The Kainos team have been very transparent which is good, as it means there haven't been any surprises. It is a good partnership," Richard explains.

"It was down to the approach that was going to be taken, how they would lead Aggreko, but also knowledge share; how they would take us on the journey; but in a relatively detailed way," Kevin adds.

Overcoming hurdles and focusing on the bigger picture

With a complex and multi-stream project in flight, Aggreko relied on Kainos to help lead them through the deployment challenges unique to large enterprises. Processes and tasks, that are inherently tied to legacy systems and associated technologies, could have become problematic if not for the expert consultants leading the charge.

"For me, it's always around not underestimating the change management that is required. We prepared a fresh set of global processes, for instance, wanting to be at an advantage. I'd also say the Workday methodology and how Kainos led that was a good guide for folks that don't have any type of project life cycle exposure or are not accustomed to that type of structure," Madeline explains.

"The Kainos consultants challenged us during design sessions, ensuring we kept our configuration clean and followed-best practice throughout. One example in particular was carefully reviewing our Absence plans. We were very open minded about reducing the number of plans in our legacy system. We had large scope to consider including; countries, parameters and criteria and we really needed to think, 'how can we streamline all of this?' To that end, the Absence consultants really went above and beyond to explain and present things in greater detail, so that everything was clear to the team on the Aggreko side. We landed with a recommendation for a lean approach to configure our Absence plans," she expands.

Workday and Kainos bringing lasting value

Implementing Workday has allowed Aggreko to achieve a level of self-sufficiency that's begun to guide processes and propel their staff onto a more productive plane, where responsibility is no longer mired in specialism or technological expertise. With five core modules up and running, and a dedicated team in place to drive Workday's future success, Richard notes, "we've had great uptake so far and we've successfully completed some big annual processes like the annual performance review and goal setting. So far everything is working well."

“One of our transformation deliverables was a self-sufficient support model, so we were looking for a lot of strong consultation. On that basis, Kainos are definitely a team that you can trust. It was all very honest and upfront. Both teams worked as one, calling things out when they need to be called out, with constructive criticism on both sides. This helped form a strong relationship throughout the project,” Madeline confirms.

Richard concludes, “Workday and Kainos have been an important piece in our HR transformation project. The wider project encompasses the relationships between different functions and roles and responsibilities. There has been a culture change within the company, so this project is a very important part of something wider and we’re still on that journey.”



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