

## CASE STUDY

# KION GROUP ACHIEVE GLOBAL HR TRANSFORMATION WITH WORKDAY AND KAINOS

## Project requirements

A global, central HR system

Data alignment and reporting resource

Process transformation

## Project results

**35,000**

employees supported

**100**

countries live with Workday HCM

**8**

languages supported



"Kainos understood our business challenges and knew how to navigate our complex organisation to ensure a successful deployment."

Sylvia Broening—Global Head of HR IT, KION Group

## About KION Group

The KION Group is one of the world's leading providers of industrial trucks and supply chain solutions. Its portfolio encompasses industrial trucks, such as forklift trucks and warehouse equipment, as well as integrated automation technology and software solutions for the optimisation of supply chains, including all related services. Across more than 100 countries worldwide, the KION Group's solutions improve the flow of material and information within factories, warehouses, and distribution centers. The KION Group, which is included in the MDAX, is the largest manufacturer of industrial trucks in Europe in terms of units sold in 2020. In China it is still the leading foreign manufacturer (as measured by revenue in 2020) and number three overall. The KION Group is also one of the leading providers of warehouse automation based on revenue in 2019.

At the end of 2020, more than 1.6 million industrial trucks and over 6,000 of its installed systems were in use by customers of various sizes and in numerous industries on six continents. The Group has currently more than 36,000 employees and generated revenue of €8.3 billion in 2020.

### Global operations require better alignment

Geographically diverse but highly localized, KION Group's spread across the continents called for a central HR function—as well as a reporting and data-management system, to enhance efficiency through a better aligned HRIS and communications structure.

"We had around 130 legal entities globally, spread across APAC, the Americas and EMEA regions," notes Sylvia Broening, Global Head of HR IT at KION Group. "Although KION had standalone HR systems within certain regions, we did not have a global or centralised view of our HR processes and data. Global reporting was also a big driver for the business—we needed to communicate more effectively. For example, we had HR executives based in Germany and the USA who were working in a centralised and global way but weren't aligned with each other. This made reporting and collaboration difficult."

### Workday's usability appeals to KION Group

Having identified the requirement for a solution to reflect the organisation's growth and alignment ambitions, KION Group chose Workday in February 2019 to further optimise data, reporting, and HR operations, while offering staff a user-friendly platform to strengthen day-to-day operations.

"Knowing that there was no valid master data available in an organisation with more than 36,000 employees and that processes were manually maintained, our senior leadership initiated the project. Workday's graphical user interface, user-oriented design, and configurability really appealed to us. The ability for us to see the organisational structure and data across all operating units and all employees would provide us with much greater transparency," Sylvia explains.

"If Kainos hadn't helped with the review, auditing and structuring of all the data, as well as allocating resources and communicating quickly and frequently, an on-time go-live wouldn't have been possible"

**Sylvia Broening—Global Head of HR IT, KION Group**

## Kainos' experience and knowledge lead to partnership

To help the organisation create the modernised, wholistic HR system with Workday, KION Group chose Kainos for their specialised skills, know-how and problem-solving ability to drive project success at scale.

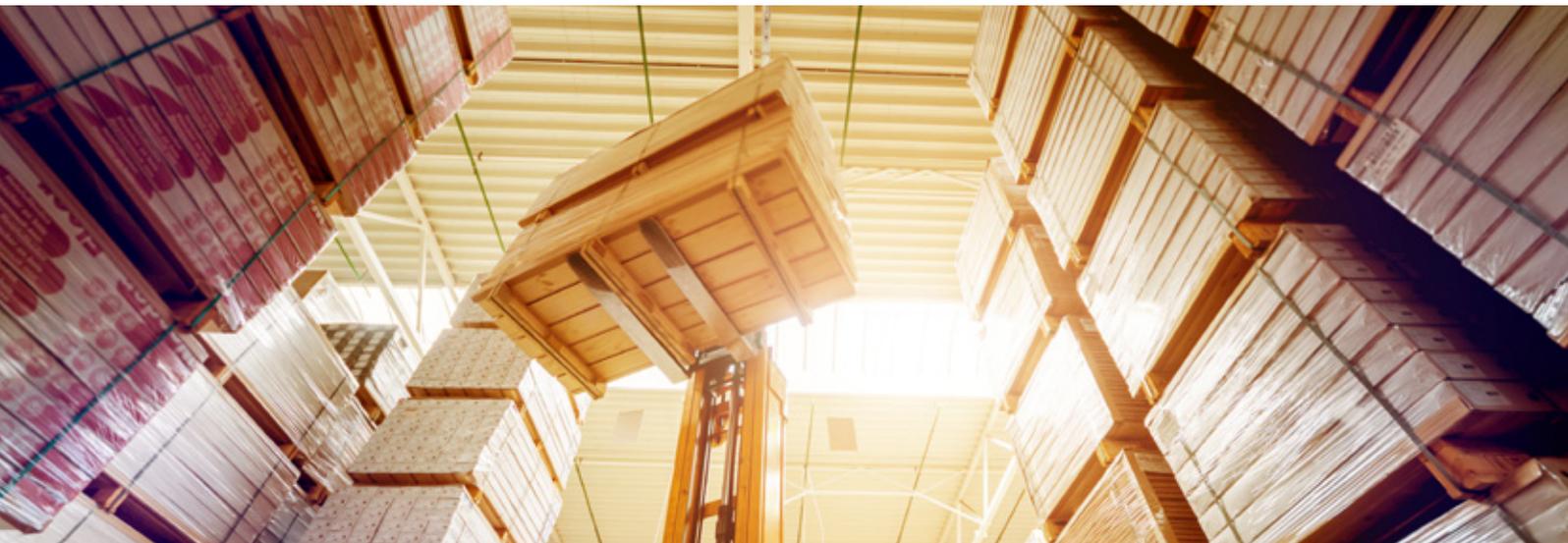
"We needed a partner who knew what they were doing and who would listen to our requirements. After meetings with several system integrators, we were convinced that Kainos understood our business challenges and knew how to navigate our complex organisation to ensure a successful deployment. Thanks to Kainos, we achieved our goals successfully," Sylvia confirms.

## Designing and delivering transformation together

Recognising that a successful deployment would require some simplification of existing operational processes to align with the new Workday system—as well a communication framework to ensure that the staff would feel confident about the changes ahead—Kainos and KION Group came together to construct and communicate the transformation in true partnership.

"We managed to design the Core HCM processes—the foundation for the new system—in just a few weeks, but in order to educate our people globally on the new ways of working in the most efficient way, Kainos suggested an ambassador model to cascade enablement throughout our different regions. Adopting this style has been crucial to the success we've had," Sylvia Broening offers.

"It was important for us to manage the changes internally to ensure that everyone was fully engaged and had clear guidance. Kainos played a huge role in supporting this, helping us to understand the full scope of our project, the steps involved, the language, the technical aspects and so on," adds Silvia Grattieri, HR Director, KION Group.



"We've established a great successful partnership with Kainos, and I would highly recommend the Kainos team to other organisations considering Workday."

**Sylvia Broening—Global Head of HR IT, KION Group**

## Data expertise drives success

As the project progressed, it became clear that while KION Group had a data migration plan in place to get up and running with Workday, they required assistance to gather, clean, and align huge amounts of data. Kainos were pleased to be able to support their efforts, offering additional resources and expertise to ensure that the deployment proceeded at pace.

“We only had one data lead, and even though others helped to collect the data, it was a huge undertaking. To help alleviate any pressure, Kainos provided staff augmentation, whereby several Kainos team members stepped into the KION organisation to help carry the load. If Kainos hadn’t helped with the review, auditing and structuring of all the data, as well as allocating resources and communicating quickly and frequently, an on-time go-live wouldn’t have been possible.”

## KION looks to the future with Workday

As new ways of working, communicating and collaborating begin to flourish across KION Group, feedback for Workday and Kainos has been positive. End-users and senior stakeholders are realising the benefits and looking forward to getting more from their new system. “In December 2020, we went live with the HR-function of Learning followed swiftly by the Recruiting function which is currently underway. In succession to this, we are going to launch the function of Advanced Compensation and Merit. Finally, we will finish the implementation of the Bonus function. It should take us up until July 2021. It’s definitely going to be a busy few months, but we’re extremely excited!” Sylvia notes.

“From an executive management point of view, Workday has an excellent reputation. As always, it takes a little time for day-to-day users to get used to process changes, but overall, it’s been very well received, and we’ve had a lot of positive feedback. We’ve established a great successful partnership with Kainos, and I would highly recommend the Kainos team to other organisations considering Workday,” she concludes.

