

HR Technology Strategy Helping companies chart a clear path to the future



With each passing month, the landscape of solutions available for HR services evolves and changes. New technologies enter the market, competitive strategies shift, and vendors themselves may be in a constant state of flux. Acquisitions can lead to duplication and fragmentation, even as legacy technologies lose support. All the while, executives demand more and more functionality and service.

If you're having trouble making sense of it all, we can help.

Deloitte's structured approach begins by determining what HR technology is already in place — as well as validating the business and technology priorities. From that foundation, we help clients chart a path forward to synchronize HR priorities with available supporting technologies — and assist in alignment with the overall business strategy.

Along the way, we build a business case based on costs and benefits. We may discover, for example, that some applications should be retired — while others may need enhancement or tighter integration. We may even determine that new technologies are needed to expand functionality and support a larger transformation.

Your technology strategy succeeds — or fails — at the beginning

The business wants more from HR systems, but “more” has to be delivered at an acceptable cost within an overall

business model. That's the crucible in which any HR technology strategy initiative must take shape:

- **What are the HR organization's objectives for the next few years?** Stabilize technology? Enhance functionality? Cut costs? Improve service levels? Outsource? Consolidate systems? Align a master data model? Improve reporting?
- **What is the scope the HR technology initiative?** Setting boundaries for what will be done — and what will not be done — is important for keeping the team focused and on track.
- **What are the financial implications of the initiative?** How much will you spend? What savings are expected? Who's responsible for building and approving the business case?
- **What communications strategy will you adopt to support the initiative?** Much like “location” in real estate, communication is important in setting your HR technology strategy. Leadership must understand what you're signing up to do.

HR technology strategy is a journey of a thousand miles that begins with a single step. We can help get the work started on the right foot. From selecting and implementing the core HR solution to integrated planning and implementation support for related technologies (portal, reporting, bolt-on solutions, vendor management), everything has to come together to deliver on the strategy defined in those first few steps.

How we can help

Objective advice. Too often strategies are set by individuals with a vested interest in a pre-selected outcome. Outsourcing vendors recommend outsourcing. ERP vendors recommend their technology. We recommend what works, based on our strong relationships with major HRMS vendors; Workday, Oracle EBS, Oracle PeopleSoft, Oracle Fusion, SAP/SuccessFactors, and Lawson. Deloitte provides advice; we don't sell software or outsourcing solutions.

Business-focused technology. Our deep process focus results in technology that supports the business, rather than cajoling the business to fit the technology.

Set the course — and walk the walk. Setting an HR technology strategy is fruitless if the strategy cannot be effectively executed. Our blend of strategy and implementation experience allows us to bring insights and guidance to our work. Deloitte is a full-service provider.

What we offer:

- Business case development
- Roadmap definition
- Vendor selection and assessment
- Project estimating and planning
- Implementation assistance

Four ways to get more value now...

Conduct a current state technology evaluation.

Learn what applications are currently in place, assess their respective health, and determine how much cost is associated with each. Understand how time and salary expense are associated with the work to maintain them.

Build a preliminary business case. If no HR technology business case has been initiated, start here to identify both cost savings and improvement opportunities. Document current spend on people, technology and infrastructure. If your business case is already in progress, use Deloitte's Business Case template to facilitate this process.

Know your options. Gather data on the changing HR technology landscape to fully understand the future of vendor solutions and the state of the HR technology marketplace.

Define a HR technology strategy roadmap. Develop an integrated roadmap for future-state technology platforms that is linked to the business and HR strategy. Use the map to garner support from specific stakeholders early in the process.

HR Technology Strategy in action:

- A global manufacturing company wanted to migrate to a more efficient HR Service Delivery model. The Chief HR Officer asked Deloitte to help define their HR

strategy including: core HRMS technology upgrade and expansion, global payroll outsourcing vendor assessment, U.S. benefits vendor assessment, shared service center (SSC) strategy, and a knowledge base portal selection and rollout. Our work helped the client create a clear approach and timeline showing what needed to happen, in what order, over what period of time.

- After approving a global HR data warehousing project, a global retailer contacted Deloitte to help. It quickly became clear that the project, although approved, had fuzzy objectives, costs and timelines. We worked with the client to quantify existing systems and costs. From this baseline, we took a process approach to document work in need of improvement, set boundaries for scope, build a roadmap showing alternate paths forward, and define the business case impacts for each alternative. Our work helped the client course-correct from the initially approved project which didn't meet the underlying business objectives.

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