Global at the Core
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Workday: On-Demand Solutions Designed for Global Organizations

Twenty-five years ago, when enterprise software applications first emerged, the concept of “global business” was radically different than it is today. “Global” companies were typically a collection of independently operating regional units and the pace of business—pre-FedEx, pre-fax and pre-Internet—was almost unthinkably slower than it is today. In the 21st century, businesses operate in a flat, worldwide arena. Success in this demanding arena requires up-to-date, enterprise-wide information, the ability to change overnight and seamless orchestration of global business processes. Built to support the business requirements of a different era, the monolithic enterprise applications most Global 2000 companies still rely on simply can’t keep up.

These applications—most notably enterprise resource planning (ERP) applications—fail to effectively support modern global business because they were initially designed and delivered as single-country solutions to meet the specialized demands of a local market. As providers saw opportunities to expand by meeting the worldwide needs of current customers, they began adding local functionality to the application core. Some developed a quasi-global architecture that differentiates between core and local functionality. Other ERP providers expanded globally by creating one-off products tailored to local markets—related to but physically separate from the core product. Both of these approaches fall short of a global design, preventing a unified worldwide view of the business.

ERP solutions fail to provide global business support because they focus on the differences between local practices rather than the similarities. Local processes and reports are introduced into the application with little consistency or global integration of the new functionality. While this approach offers some value to local managers, it does little to address pressing business issues such as obtaining accurate enterprise global headcount and labor costing information.

As a result, customers struggle to remain current on business solutions that are poorly integrated, expensive to maintain and fail to provide a global view of the business. This white paper explains how Workday has built modern, global enterprise application solutions that effectively transform enterprise business by providing superior agility, control and economics.

Workday has taken a uniquely global approach to application design. From day one, the goal has been to be able to accommodate businesses of any size, in any part of the world.
ERP Solutions: Negative Business Impact

Instead of being propelled forward by their enterprise application investments, many global companies instead find their progress hindered by a lack of cohesive, global business data. The effect is twofold:

- **Negative Business Impact:** To measure performance and make informed decisions, executives, managers and knowledge workers need information far beyond regional data. They need a global view of the “who, what, where, when and why” of business events and their impact on the company—not just the limited “what and when” dimensions that characterise the information contained in ERP systems.

- **Negative Technology Impact:** Simply put, deploying, supporting and upgrading ERP systems on a worldwide basis is a monumental task. Each regional instance of on-premise enterprise applications must be administered and upgraded individually. Not only is this approach resource-intensive, it’s a never-ending task: Enterprise application vendors deliver a constant stream of major and point releases that put IT organizations in a state of perpetual upgrade. On a global basis, the costs to maintain the applications’ status quo, or achieve modest feature/performance enhancements, approach the astronomical.

“I wanted to do an implementation that was simple and straightforward—to configure but not customise—and see the benefits of a standard, global platform.”

- Steven John, CEO
  H.B. Fuller Company

Enter Workday: An SaaS Alternative to ERP

Founded by the industry leaders who created PeopleSoft, Workday has built a global enterprise solution from the ground up, addressing the technical and business shortcomings of aging ERP systems. Workday solutions take full advantage of the technology innovation and advances in computing power that have been made over the past 25 years.

Specifically, Workday has taken a uniquely global approach to application design. From day one, our goal has been to be able to accommodate businesses of any size, in any part of the world. This includes the flexibility to accommodate and facilitate rapid business change. Providing a global platform or business is therefore integral to all Workday solutions.

Embraced by forward-thinking companies in a wide range of industries, Workday’s modern, global enterprise application solutions are effectively transforming enterprise business with:

- **Superior Agility:** Using Workday, companies can respond to global market dynamics more quickly and take advantage of business opportunities as soon as they are identified.

- **Organizational Agility:** With Workday’s flexible organizational model, companies can easily structure, restructure, merge, divest and divide their organizations to meet current and future business demands.

- **Process Agility:** Web service-based, event-driven applications and built-in workflow allow easy configuration, modification and monitoring of business processes.

- **Information Agility:** Workday applications combine transaction processing with built-in business intelligence to get the right information to the right people in the organization, when they need it, delivered in a form they can easily consume. No other application offers the depth of actionable reporting or operational analytics that Workday does.
• Superior Control: To be effective and economical, governance and control must be in an application’s core; they can’t be bolted-on or audited-in. Workday features built-in, role-based internal controls, weaving user access and transactional control into the fabric of the global system.

• Superior Economics: Workday replaces high-cost on-premise applications with technology that fundamentally costs less to implement, maintain and upgrade. Overall application cost is lower because many of the bolt-on functions that must be purchased separately for ERP systems are already part of Workday. Upgrades are implemented and seamlessly delivered by Workday, freeing up enterprise IT resources to perform other tasks.

Software With a World View: Global, Not Multi-Local
Leading ERP solutions tend to be multi-local rather than global, which means that the global data companies need to run their business effectively is captured in information silos. Taking advantage of the latest technology and inherently global design principles, Workday was able to break free from the siloed approach of multi-local solutions. The result is a truly global system that supports local HR practices while offering a unified view of the global business. Finally it is possible to answer questions that have long evaded global applications such as:

‘Who works here?’
‘What do they do?’
‘How much does it cost?’
‘What is the business impact?’

Workday: Designed for Global Business
All global business solutions are based on a ‘global foundation’ of technology, architecture and design principles, which have typically evolved over time as local solutions were adapted to meet rising global demand. What makes Workday solutions unique is that they were designed with a focus on similarities in global business practices, rather than differences. This unique approach is what makes Workday ‘Global at the Core.’

Global Architecture
A global architecture is the technical prerequisite of a global system. Workday’s global architecture includes:

• Built-in governance capabilities such as system audits and non-destructive updates
• A configurable security architecture that supports roles-based security for transactions and worker data as well as country-based configuration for local set up data such as salary grades
• Translation tools and native Unicode support

Global Core
A global solution must seamlessly integrate common global practices and unique local requirements. Examples of Workday’s global core include:

• Appropriate display of currencies, dates and times based on user profile
• A flexible business process framework that supports a common definition for global processes such as hire with conditional local HR subprocesses such as works council approval
• Configurable rules that define eligibility and processing for benefits, personal data, job information, employment contracts, employee compensation and performance assessments
Global Design

Designing a solution that can provide effective global business support requires a consistently applied, simplified model of global business. However, reducing the complexities of global business to basic shared components is easier said than done. The trick is to eliminate enough complexity to support global business processes in a consistent manner without losing the ability to address unique local requirements.

There are several components shared by any business, the first of which is **people**: employees, contractors, customers, partners, suppliers, dependents and so forth. All of these people must be **organized** in some way that links them to the company; for example, an employee or contractor may be associated with a supervisory or matrix organization, or assigned to a cost center or region. Most ERP systems address these two components, people and organizations, with varying degrees of efficacy.

Unfortunately, the ERP business model typically ignores a critical third component of business: **events**, which can be defined as “anything that happens that has business relevance.” Because ERP systems do not recognize business events as a core design component, they tend to support business events in siloed, non-integrated ways.

This creates a significant challenge for companies trying to derive business insight from their ERP systems. In contrast to ERP systems that are based on an incomplete model and a non-global frame of reference, Workday applications provide a consistent working model that supports global processes. This model is based on people, organizations and events:

- **People**: The modern global workforce comprises many types of workers, not just employees. Workday supports the ability to manage a virtually unlimited variety of workers, from employees to contractors and vendor staff members. Each worker maintains a unique identity—a significant departure from systems that require multiple records of the same people in order to support different transactions.

- **Organizations**: Workday recognizes the fact that organizational relationships in global companies often cross regional boundaries. A single enterprise can be represented by different organizational structures, such as hierarchical management chains, regional divisions, business sites and cost centers. Similarly, individuals may be assigned to the same supervisory organization but different cost centers or regions. Workday fully supports the multiple organizational structures required by global business.

- **Events**: Unlike ERP systems that track job changes in one table, bonuses in another and training history in a third, Workday offers a unified business process framework that captures and consolidates business events. Workday business processes are highly configurable and support multiple and varied levels of approval that may differ by organization, company, region, business site or cost center.

Throughout Workday applications, people, organizations and events provide a consistent, end-to-end design model that crosses global boundaries. Because Workday applications are based on a holistic model of global business, they are highly flexible, usable, and relevant to the business—anywhere business is transacted.
Global Talent Management

Workday’s uniquely global design accommodates diverse local requirements for tracking talent around the world without creating ‘multi-local’ silos of information. As a result, Workday is able to manage talent on a truly global basis with:

- Standardized job profiles across countries, allowing customers to compare job-and workforce-related costs worldwide
- Standardized performance criteria and rating scales for competencies and skills, providing a fair basis of talent assessment and comparison
- Transparency into qualified and ‘ready’ talent, regardless of location, to support global talent mobility and sharing

Support for Local HR Practices

Delivering a global business application requires a complex orchestration of data, business processes and support for regulatory requirements. Workday’s flexible global solutions support core worker data in more than 200 countries, including:

- Appropriate formatting and validation for names, addresses, dates and currencies
- A unified global job catalog with appropriate local attributes, allowing jobs to be set up once and used worldwide
- Multiple currency support, including simultaneous display of corporate and local currency
- Country specific tracking of personal and diversity information

Language

Currently supported languages include US English, Canadian French, German, Simplified Chinese, Spanish, Japanese, Italian, Hungarian, Brazilian Portuguese, Romanian and Czech. Additional languages are planned. For each supported language, Workday offers one of three levels of translation support:

- **BASIC—Employee Self Service**: Employee tasks are translated, including name and address, emergency contact information, marital status, skills and experience, performance evaluation, directory, management chain, expense reports and time off reporting.
- **ADVANCED—Manager Self Service**: In addition to Employee Self Service, manager tasks are translated, including applicant data, staffing transactions, compensation, performance review, absence management, organization and headcount information, expenses and teams.
- **FULL—Human Resources Specialist**: In addition to self service tasks, Workday set up and process administration tasks are translated.
Under the Hood: Core Concepts
Unlike ERP applications that offer secondary global functionality, Workday solutions integrally support multinational business requirements. The following concepts illustrate how Workday delivers enterprise solutions that are, in fact, global at the core.

- **Global Object Model:** Every company has unique data and business process requirements that share global attributes. Workday’s global object modeling provides the flexibility to allow companies to choose how they track information and avoid capturing redundant data. For example, Workday HCM can track personal data values (e.g., disability, ethnicity, military status, minimum notice, etc.) by country in a configurable manner that supports regional variations. When a sensitive attribute such as ethnicity is not applicable or appropriate for a given country, it is hidden and not tracked for workers in that country.

- **Worker Profile:** Workday delivers consolidated personal information, such as name and address, in a global profile that can be updated, where appropriate, by employees. Local name and address formats are pre-delivered by Workday so employees can easily enter and view information in the correct format. Worker documents such as employment contracts, proof of identification, transcripts, etc., can also be attached and viewed as part of the worker’s profile.

- **Global Compensation:** Workday has a uniquely flexible compensation structure that allows global compensation planning while concurrently supporting regional variations. Customers can set up various types of compensation plans (e.g., salary plans, allowances, bonuses, etc.) and define rules to default compensation based on multiple criteria such as job profile, business site, etc. Additionally, regional salary ranges may be associated with a master range, allowing compensation professionals to evaluate how compensation compares globally for the same type of work. Multiple currencies are supported, including incentive compensation for multinational organizations and teams. Workday also delivers a total compensation statement with configurable templates to meet local and global requirements.

- **Flexible Account Sets:** Workday’s building block approach to account sets allows companies to define account subsets that may roll up into larger sets that include regional accounts. For example, global corporate accounts may be included in a larger set of German-only accounts, which may in turn be included in a larger set of accounts for a particular German business site. Workday customers can define and structure their accounts as needed to enable the right set of accounts for each business process.

- **Worktags:** Workday worktags are strongly inspired by the Web 2.0 concept of tagging. Workday allows customers to define worktags that are independent of ledger accounts and may cross companies, cost centers, supervisory organizations and regions. A worktag may be assigned to a business event, enabling multidimensional classification, search, aggregation, reporting and analysis of business information.

Workday has built a global enterprise solution from the ground up, addressing the technical and business shortcomings of aging ERP systems.
• **Multidimensional Reporting:** Workday’s unique embedded business intelligence framework and global data model enable analysis of business information across various dimensions, without using a data mart or external application. For example, Workday offers global headcount, staffing and spending reports by department, cost center, region, company and business site.

• **Unicode Support:** Workday’s “clean sheet” design delivers a global infrastructure without the baggage of legacy character encodings. Using Unicode throughout the Workday technology stack gives customers complete data transportability and the ability to mix languages in their data, avoiding the problem of codepage mismatches.

• **Translation Architecture:** Workday provides the unique ability to start with a reference language and translate only the variance. For example, French Canadian can reference French as a starting point, significantly streamlining translation work. This capability also has valuable impact for industry support, where a common language may be used together with industry-specific terminology.

**Summary**

As companies increasingly compete in a global arena, application ecosystems based on monolithic ERP applications are no longer sufficient. While these legacy applications may meet basic local requirements, they are unable, for example, to do global headcount reporting or provide insight into the myriad business variables that drive global success.

Workday applications provide true multinational support based on a consistently applied, simplified model of global business. Our modern enterprise application solutions can effectively transform business with:

• **Superior Agility:** Using Workday, companies can respond to global market dynamics much faster and take advantage of business opportunities as soon as they are identified. Workday uniquely imparts organizational, process and informational agility.

• **Superior Control:** Workday features built-in, role-based, fully integrated internal controls, weaving user access and transactional control into the fabric of the global system.

• **Superior Economics:** Workday replaces high-cost on-premise enterprise applications with on-demand solutions that fundamentally cost less to implement, maintain and upgrade.

For more information on how Workday can transform your company’s ability to compete in today’s global marketplace, visit [www.workday.com](http://www.workday.com).
About Workday

Workday is the leader in enterprise-class, Software-as-a-Service (SaaS) solutions for managing global businesses, combining the lower cost of ownership with an innovative approach to business applications. Founded by PeopleSoft veterans Dave Duffield and Aneel Bhusri, Workday delivers unified Human Capital Management, Payroll, and Financial Management solutions designed for today's organizations and the way people work. Delivered in the cloud leveraging a modern technology platform, Workday offers a fresh alternative to legacy ERP. More than 310 customers, spanning medium-sized organizations to Fortune 50 businesses, have selected Workday. Visit us at www.workday.com.