

Aligning People, Processes and Technology for a PeopleSoft HR Deployment

The Challenge:

The Dannon Company, Inc. (Dannon®) sells and produces six million cups of yogurt a day, positioning it as the top-selling brand of yogurt worldwide. The Danone Group (Danone), parent company of Dannon, is the worldwide leader in water and fresh dairy products.

Dannon began implementation of the PeopleSoft HR package as part of a global effort initiated and managed by Danone. Dannon was faced with the challenge of assessing and mitigating the new software's impact on existing Human Resources (HR)-related processes and end-users while having little control over the implementation of the software itself.

Due to its global focus, the implementation included radical changes to some existing processes and responsibilities as well as the corporate culture regarding HR data. Populations outside of the HR department would now have to manage certain aspects of their personal HR data and career paths.

The Approach:

Edgewater Technology was originally contacted to provide standardized end-user documentation (including online help systems and printed documents) in support of the PeopleSoft HR roll-out. With the guidance of Edgewater, however, Dannon soon determined more than end-user documentation would be needed to ensure end-user buy-in and to realize the full potential of the PeopleSoft HR rollout.

Objectives:

Conform to the global requirements placed upon Dannon such as:

- Discover process gaps between the global software footprint and Dannon's local and regional personnel requirements;
- Recognize the need for new and reengineered processes;
- Identify and specify tools required to support these new processes; and
- Provide a roadmap for implementing these new processes based upon comprehensive to-be process documentation.

Edgewater and Dannon partnered to identify process gaps that would result from the implementation. Edgewater then optimized the processes unique to Dannon and specified small tools to support them. In addition to the documentation services originally requested, Edgewater:

- Reengineered and developed new processes;
- Specified and managed the development of a Lotus Notes annual review system;
- Specified, managed and developed a Microsoft Excel-based year-end rewards management system; and
- Identified specific end-user audiences and developed training materials customized to their PeopleSoft HR experience.

Standard operating procedures for the new processes and tools were included in the end-user documentation, providing a seamless learning experience for the end-users and greatly increasing their acceptance of the new application and responsibilities.

The Results:

Instead of struggling under the weight of a new system and the related processes required by Danone, Dannon was able to use the implementation as an opportunity to realize the greatest possible value from the PeopleSoft application. With the help of Edgewater, Dannon executed a comprehensive roll-out of end-user training for all of its employees on time and within budget.

Success Factors:

- Experienced, proven approach to business process improvement;
- Wide experience with Dannon and the Consumer Packaged Goods industry;
- Extensive involvement of subject-matter experts; and
- Willingness of Dannon to consider alternatives.