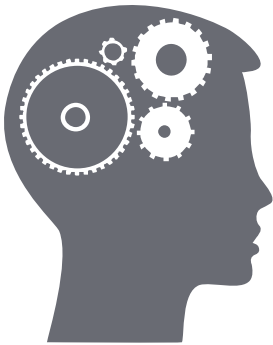


STRATEGY

CONTENT

TECHNOLOGY



Workday and KPMG: Accelerating the Realization of Benefits through Organizational Change Management and Training

In the age of technology enabled business transformation, many organizations are looking to cloud-based solutions such as Workday to ensure efficacy and sustainability. The difference between implementing a solution and realizing the benefits of that investment efficiently and fully comes down to organizational change management and training. A sustainable change and training program enables Workday user adoption, creates a knowledgeable workforce, shortens transition, builds a network of localized support and accelerates the realization of benefits.

KPMG and Workday: Enabling Change and Learning

One of the core strengths that KPMG brings to clients is **Organizational Change Management (OCM)** and **Learning & Development (L&D)** in the context of technology enabled business change. We have a well-established track record of successfully delivering large-scale, national and global change management and training programs that drive successful adoption of the Workday application across an organization. Adopting an appropriate change management and training approach will increase value by accelerating the realization of the Workday application's benefits.

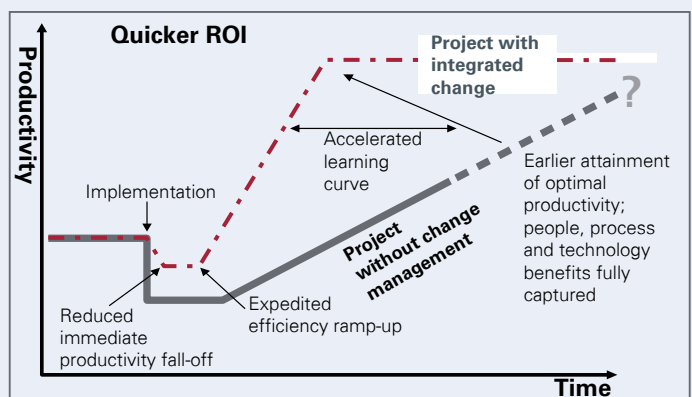
KPMG's Workday OCM L&D Approach and solutions

Change management and training programs are the cornerstone for the successful transformation of an organization. Without a well-informed and clear plan to make that transformation, even the best-intentioned Workday implementations are at risk of not delivering the expected results.

Compelling Data behind Change Management and Training

There is a significant correlation between change management effectiveness, attaining objectives, and staying on schedule. Without appropriate change management support:

- 70% of major changes fail to achieve targeted benefits*
- 56% of change programs are behind schedule*
- 44% of companies fail at change initiatives*
- 37% are over budget due to project management failure*
- 35% ROI is achieved; compared to 143% when robust, standard change management methodologies & tools are applied*
- 21% decrease in productivity*



In SaaS implementations, effective change management and training can help to

Adoption Speed
"How Fast?"

High Utilization
"How Many?"

Strong Proficiency
"How Effective?"

Our experience has shown that a successful Workday implementation:

- Has **integrated change management and training programs** at its cornerstone
- Recognizes that future tools and processes are **only as effective as the people** using them
- Recognizes that the difference between implementing the Workday solution and actually realizing the benefits of that investment comes down to **enabling people to deliver** in the new environment.
- Requires an **organizational journey** to transition from the processes, technologies, policies and behaviors of yesterday to those of tomorrow
- Can only deliver the expected results with a **well-informed and clear plan** to make that transition
- Focuses on both the **organizational transitions** and the **individual transition** people go through to adjust to new ways of working in order to improve the likelihood of enabling and sustaining the business results

KPMG's approach helps companies not only embrace change but strengthen business performance through developing sustainable change capabilities. Our experience translates into a powerful KPMG portfolio of integrated method frameworks, tools and accelerators. Through our structured approach, we will leverage key components of our OCM and L&D methodology and tools to support Workday implementations.

KPMG's Learning & Development Services



Organizational Change Management Services	Learning & Development Services
Stakeholder Analysis	Training Needs Analysis & Audience Analysis
Organizational Risk & Readiness Analysis	Training Strategy
Change Management Strategy	Training Design (Course Outlines/ Curriculum Map)
Change Agent Networks	Training Content Development
Communication Strategy & Plan	Train the Trainer Programs
Job Impact Assessments	Training Course Content & Deployment Support

The KPMG Difference

KPMG's Workday and People & Change organization has the people, processes and technology to assist your organization in planning, designing, building, deploying and measuring a change and training program to realize your benefits and enable your transformation.

KPMG is a recognized leader in Learning and Development. KPMG has won multiple training awards and has been inducted into the Training Magazine Hall of Fame, in recognition of its consistent ranking in the top ten of its celebrated Training Top 125 list. KPMG's Business School was recognized in CLO Magazine's 2015 list of LearningElite, KPMG placed #6, a higher ranking than any other professional services firm.

KPMG's competencies in Audit, Tax, and Advisory, and experience working with local and global clients bridge the disciplines of finance, technology, and operations to offer broad business perspective with deep functional and process skills to understand and address your challenges.

With KPMG member firms in 144 countries, we have global breadth, local-market knowledge of business conditions, and legal and regulatory requirements to help you achieve your organization's long term goals.

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates.

For more information about KPMG's Learning and Development services and capabilities, please contact:

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