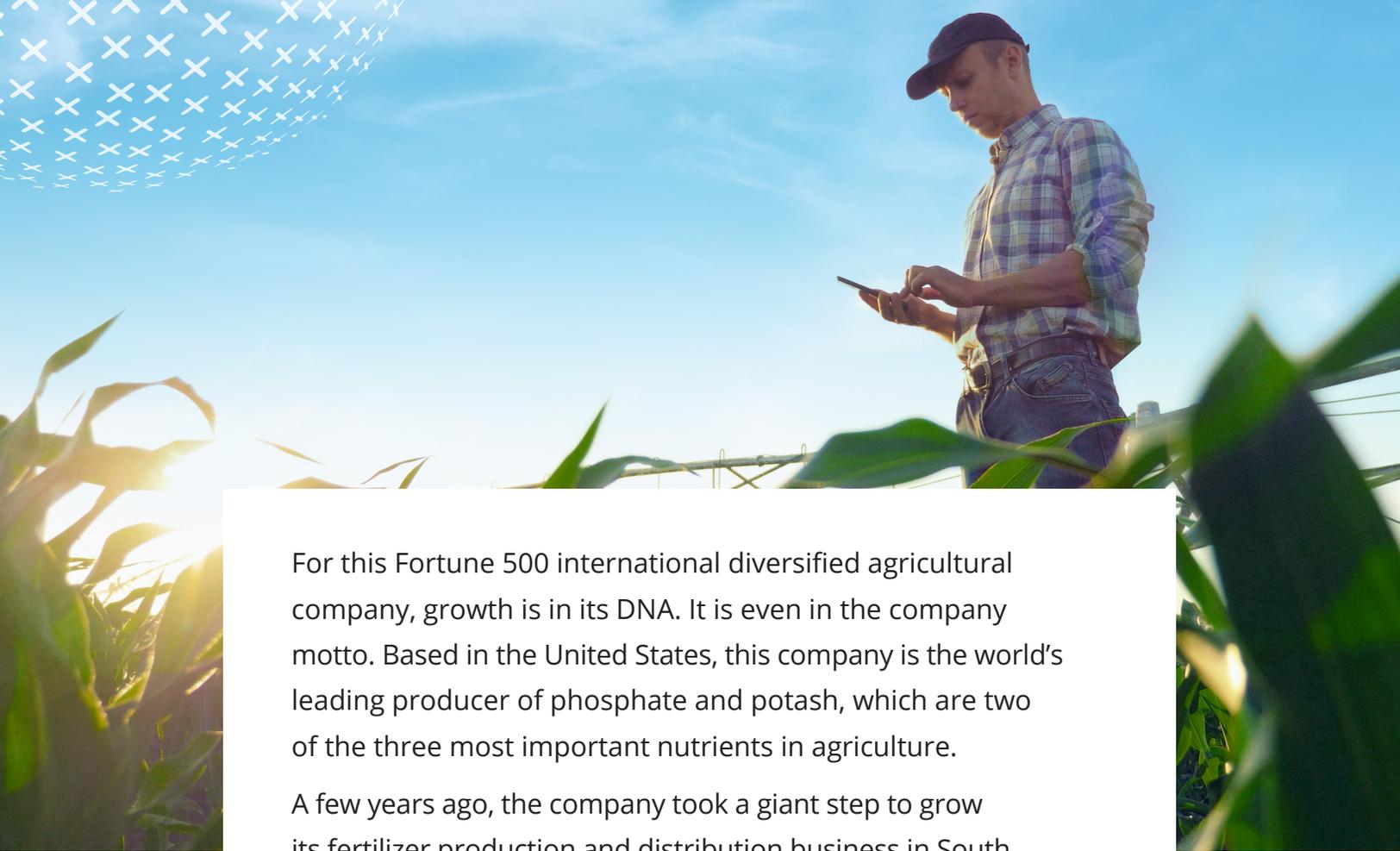




Flourishing after a significant acquisition

An international agricultural company continues its long-standing relationship with Deloitte to ensure a smooth transition to Workday Human Capital Management (HCM) after two significant acquisitions



For this Fortune 500 international diversified agricultural company, growth is in its DNA. It is even in the company motto. Based in the United States, this company is the world's leading producer of phosphate and potash, which are two of the three most important nutrients in agriculture.

A few years ago, the company took a giant step to grow its fertilizer production and distribution business in South America, one of the world's preeminent agricultural markets. An acquisition of another company with 8,500 employees gave it a tremendous opportunity to capitalize on the fast-growing Brazilian agricultural market. Previously, the company had also acquired another Peru-based company with 800 employees.

The two acquisitions added approximately 9,300 employees to the company—almost twice the size of its existing workforce. As part of the overall mergers and acquisitions (M&A) process, the company set out to align the new employees under its global human resources (HR) processes and integrate them into its existing cloud-based human resource management system, Workday HCM.

From an HR management perspective, Workday HCM allows the company to efficiently standardize global processes, configure services for regional needs, enable analytics, and provide a positive employee experience. They were confident Workday would help them welcome their new employees into the corporate family after the M&A process.





Sowing the seeds of collaboration

This diversified agricultural company has enjoyed a long-term relationship with Deloitte across several strategic functions. The company had hired Deloitte for its original Workday HCM implementation in 2013. They also consulted with Deloitte on several aspects of the M&A with two South American companies, including finance, IT, supply chain, and HR.

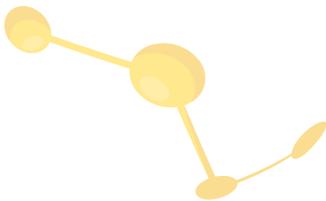
Deloitte established an integration team in Brazil to unite the operations of the three companies and to support the full effort for HCM.

Deloitte assembled members from the United States, Brazil, and Uruguay to manage 16 different HCM harmonization initiatives that included shared services, benefits, talent management, and organizational design. Deloitte's regional Latin America Workday practice, led by Rosina Morales, was engaged to lead the migration and implementation of Workday HCM.

To prepare for the implementation, the team developed detailed plans for the transition and worked through possible scenarios and solutions. Team communications, presentations, and training modules were translated into English, Portuguese, and Spanish so that all team members in the United States, Brazil, Uruguay, and Peru could stay informed.

"Our people were frequently on location, working side-by-side with the stakeholders. That helped us earn the trust of the client team," said Morales. "We worked together as one unified team."

"We worked together as one unified team."





Harvesting their investment

Together, the team adapted the existing global and local solution to support the new populations brought into Workday. The scope of the project included aligning the acquired companies with the global Workday HCM processes for the following areas:

- Core HR
- Core compensation
- Recruiting
- Absence
- Performance
- Benefits

Updating existing processes and integrating employee data in the Workday platform was key for the team. Before the acquisition, the Brazilian-based acquired company had used other on-premise solutions for HR and payroll. To meet the synergy targets defined during the M&A, the team helped migrate this acquired company's employees into the existing payroll solution and integrated it with the Workday platform. Deloitte provided support in restructuring the new organization and assimilating it into the global structure. They also helped to implement a new service model that allowed the combined companies to take advantage of shared services, such as purchasing and payables, across the worldwide organization.

One of the most challenging aspects of the project was having so many moving parts and the cascading effect of individual decisions. At one point, six months before the planned go-live date, the company voiced the need to conduct a midyear employee performance review within Workday HCM. However, they did not have the option to delay the overall go-live date. The Deloitte team reviewed several scenarios with their clients and proposed a solution to bring thousands of employees into Workday HCM as "contingent workers" so that the company could conduct the performance review cycle and, at the same time, allow the implementation to move forward without delay.

"The Deloitte team was flexible and willing to adapt to changing requirements, and the client appreciated being able to collaborate with Deloitte in both the US as well as in Latin America," said Rosina Morales. "Every time we faced an issue, we worked together on solutions that would not impact our timeline."

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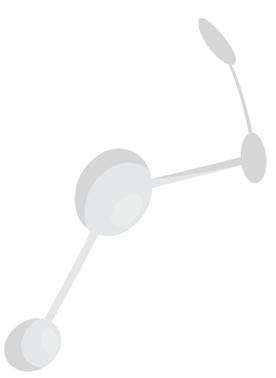
Growing strong

When the Workday implementation went live in early 2019, the diversified agricultural company celebrated having a total of approximately 13,000 employees in six countries on board with a modernized, cloud-based platform. Workday HCM allowed the company to have a centralized HR system practically right out of the gate. For the employees impacted by the acquisition, their experience moved quickly to complete the integration and they were able to easily access benefits, schedule time off, and check payroll status.

“Workday allowed the global leadership to have much better reporting on the acquired team for HR management and analysis,” said Morales. “The new employees appreciated the seamless transition to being part of the newly created global organization with one centralized system.”

The company emphasized Deloitte’s experience and insight regarding the local business practices and culture. The team brought Workday expertise, plus an understanding of local taxes, governance, and languages. “Deloitte just got it. They understood the Workday product and the challenges that might exist in bringing such a large number of employees into the system and navigating any complexities,” said the client. “Their experience showed, and it was fantastic benefitting from their perspective. Deloitte knew exactly what we were trying to do and how we could do it more effectively.”

As it looks to the future, this agricultural leader has mapped out a sustainability journey that encompasses people, society, the environment, and company performance. Goals that address diversity, inclusion, employee engagement, professional and personal development, and volunteer opportunities reflect its commitment to their employees. Globally harmonized HR processes through Workday will help them remain well positioned to meet challenges and achieve its promise of engaging and empowering their employees. At every step along the way, this international company knows it can rely upon Deloitte and Workday to help optimize its global HR processes and operations to achieve its performance and sustainability goals.



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