JEITOSA GROUP international

Opening doors around the world…

Balancing Global Control and Local Customization

Karen Beaman & Paul Dumas

I4CP Conference
13 November 2013
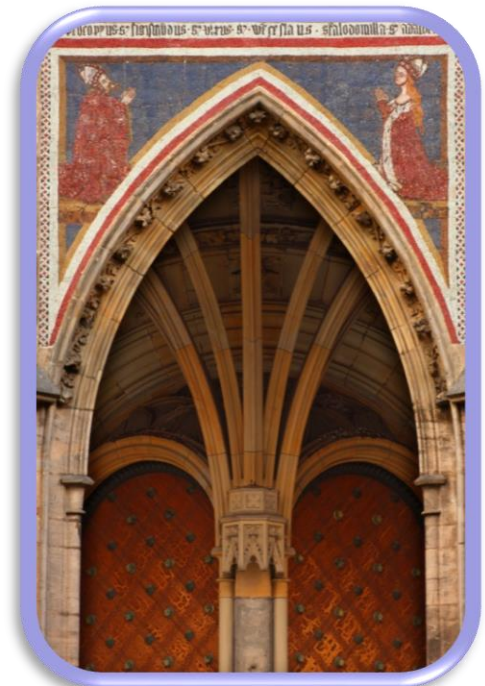
…solutions for global and local success!

Introductions – Karen Beaman

Karen Beaman
Jeitosa Group International
Strategic Global Advisor
Home Base: San Francisco
Karen.beaman@jeitosa.com
+1.415.690.5465 (global cell)

- Founder and CEO of Jeitosa, a global HR business and systems consultancy.

- Led the team that built the global strategy for Workday's new Human Capital Management offering.

- Previously responsible for ADP's professional services across the Americas, Europe, and Asia/Pacific.

- Co-founder and Editor-in-Chief of the *IHRIM Journal* and Program Chair for IHRIM's Global Technology Forum.

- Published extensively in fields of Linguistics, Humanities, Human Resources, and Information Technology

- Recipient of IHRIM's Summit Award in 2002, honoring her lifetime achievements in the field of HR and HRIT.

- B.A. from Old Dominion and an M.S. from Georgetown University; Ph.D. candidate in Sociolinguistics.

- Fluent in English, German, and French; conversational Spanish and Portuguese.

JEITOSA GROUP international

Introductions – Paul Dumas

Paul Dumas
workpays.me
Chief Operating Officer
**Home Base: Philadelphia**
pauldumas@outlook.com
+1.484.885.8299 (global cell)

- Chief Operating Officer for workpays.me an innovative, e-Commerce company that promotes financial wellness and provides a value-added voluntary benefit for employees.

- Senior Vice President & Chief Human Resources Officer at VWR International, responsible for global human capital strategy and all HR business processes

- Executive Vice President, Human Resources & Administration with Agere Systems, responsible for the global Human Resources, Workplace Services and Communications functions.

- Numerous HR positions with Excel Communications Hyatt Hotels Corporation, PepsiCo, Cole-Haan, Haagen-Dazs Company Inc. and Merck & Co., Inc.

- B.S. from Johnson & Wales University and a M.S. in Human Resources and Organization Development from the University of San Francisco.

JEITOSA GROUP international

- *HR Technology* – To what extent can HR technology handle the regulations and business norms of multiple countries?

- *Global Standardization* – How much global uniformity of processes and technology is ideal?

- *Local Differentiation* – How much local customization and variation is appropriate?

- *Best Practices* – What are the best practices in balancing global control and local customization?

JEITOSA
GROUP
international

About VWR International

JEITOSA
GROUP
international
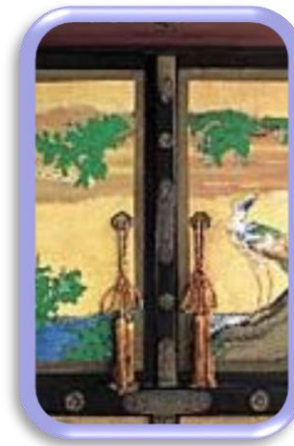
About VWR International

- $4.3B revenues

- +8,000 employees

- +40 countries

- Global Laboratory Parts Distributor

- Pharma & Biotech

VWR Global HR System Business Case

Most countries tracked HR data Independently

- At least 17 separate solutions, 5 countries have no system
- Few common data elements, e.g. name, address, manager
- No common data structures, e.g. associate Ids
- Inconsistent data definitions
- Varying levels of data quality (driven by relationship with local payroll system)
- Varying levels of sophistication – from unsecured Excel spreadsheets to HR process workflow automation
- Inconsistent HR practices (Job Titling, Salary Administration) and no regional / global visibility

No Automated Integration

- HR functional applications (Recruitment, Performance Management)
- VWR applications, e.g. Security, Lotus Notes, Global Directory, Financials, Expense Reimbursement, Intranet

Limited & Labor Intensive Global HR Data Reporting / Analysis

- Need for enterprise system of record to ensure accuracy of reporting and compliance

HR Technology

To what extent can HR software tools handle the regulations and business norms of multiple countries?

JEITOSA
GROUP
international
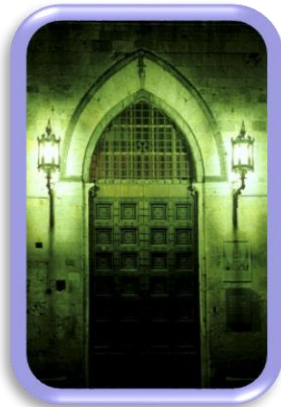
Vendor Globalization Model
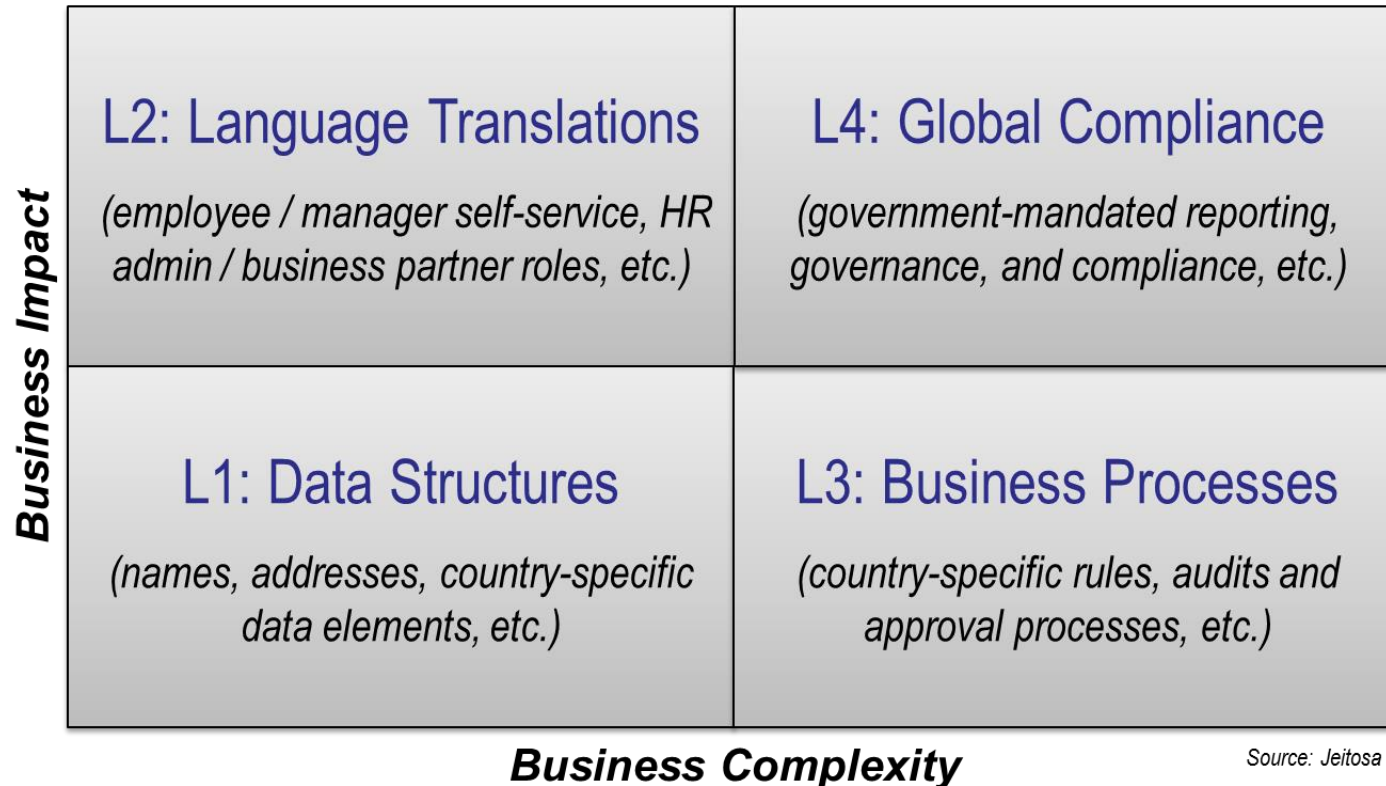
Business Impact: *the value of globalizing that function to the organization*

Complexity: *the difficulty of globalizing that function by the vendor*

Vendor Globalization Model – Level 1: Data

First level of vendor globalization: Data

➢ *Data structures for international names, addresses, telephone numbers, etc.*
➢ *Country-specific fields like religion in Germany, Hukou in China, etc.*
➢ *Simplest level of globalization, providing a low level of business value*

L1: Data Structures
(names, addresses, country-specific data elements, etc.)
1. Names/Addresses/Phone Numbers, etc.
2. Alternate/Multiple ID Formats
3. Alternate Tables (e.g., Job Class, Ethnicity)
4. Country-specific Fields (e.g., Religion, Hukou)
5. International Assignments / Visas

L2: Language Translations
(employee / manager self-service, HR admin / business partner roles, etc.)

L4: Global Compliance
(government-mandated reporting, governance, and compliance, etc.)

L1: Data Structures
(names, addresses, country-specific data elements, etc.)

L3: Business Processes
(country-specific rules, audits and approval processes, etc.)

Business Impact

Business Complexity

Source: Jeitosa

Source: Jeitosa

JEITOSA GROUP international

Vendor Globalization Model – Level 2: Language

Second level of vendor globalization: Language

➢ *Has the vendor translated just the self-service screens or have they also translated those functions used by the HR partner and back-office administrators?*

➢ *Do they provide for translation of code and table values, as well as free-form text translations?*

➢ *Clearly there is greater business benefit to the customer if more of the product has been translated.*

L2: Language Translations
(employee / manager self-service, HR admin / business partner roles, etc.)
1. Employee Self-Service Screens
2. Manager Self-Service Screens
3. HR Admin/Partner Screens
4. Table / Code Values
5. Free-from Text Translation

Source: Jeitosa
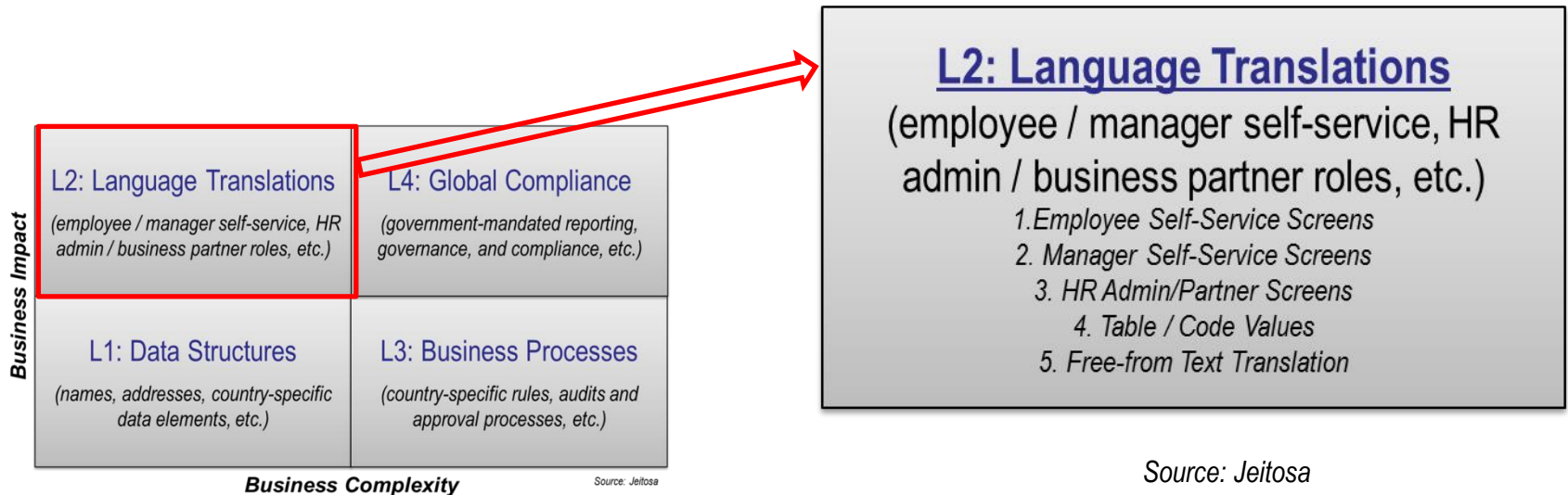
Third level of vendor globalization: Business Processes

➢ *Does the vendor allow for different business process by country and region? For example, can the product handle the complex employment and severance agreements in some countries, vacation accrual and time off policies, and global benefits and pension programs, such as superannuation in Australia?*

➢ *With all the different legislation and regulations around the world, this level of globalization is much more complex for the vendor, and certainly represents significant business benefit for the customer.*

L3: Business Processes
(country-specific rules, audits and approval processes, etc.)
1. Employment Types/Contracts
2. Compensation Plans/Allowances
3. Time-off Accruals/Absence Management
4. Termination/Severance Agreements
5. Global Benefits/Pension Funds

Source: Jeitosa

JEITOSA GROUP international
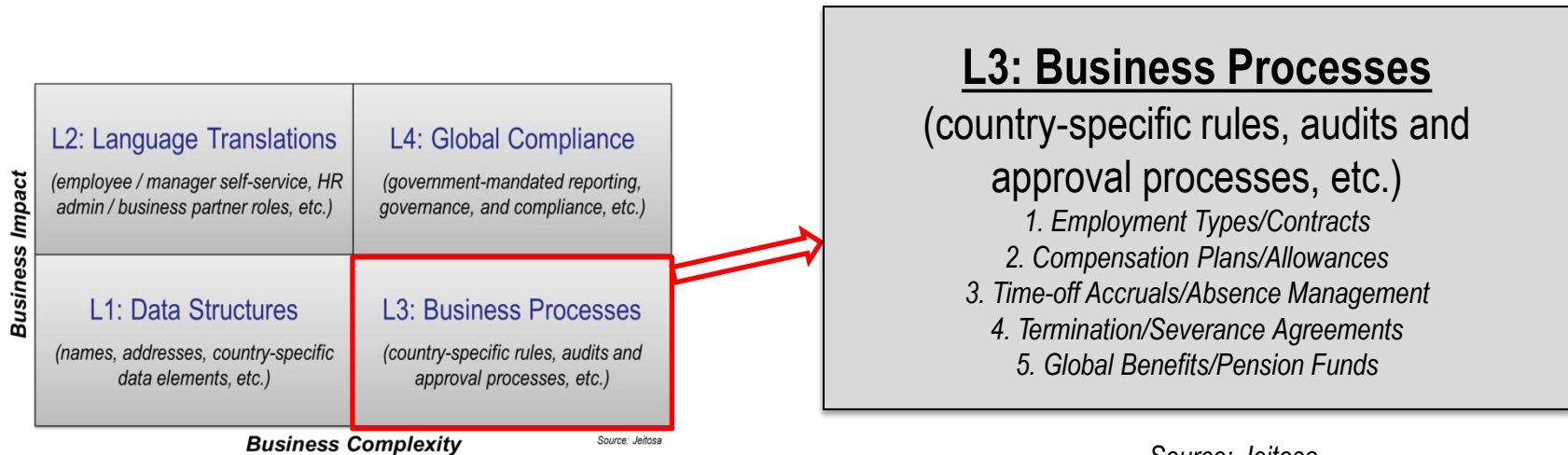
Fourth level of vendor globalization: Global Compliance

➢ *How well does the vendor support your ability to comply globally with legislation around the world (beyond simple data capture)?*

➢ *What does the vendor provide for global governance, compliance, and data privacy and protection?*

➢ *This level of globalization provides the customer with the greatest business value, but it is also the most complex to achieve.*

Business Impact →		
L2: Language Translations *(employee / manager self-service, HR admin / business partner roles, etc.)*	**L4: Global Compliance** *(government-mandated reporting, governance, and compliance, etc.)*
L1: Data Structures *(names, addresses, country-specific data elements, etc.)*	**L3: Business Processes** *(country-specific rules, audits and approval processes, etc.)*

Business Complexity

Source: Jeitosa

L4: Global Compliance
(government-mandated reporting, governance, and compliance, etc.)
1. *Global Governance Model*
2. *Data Privacy & Protection*
3. *Full Audit Trail (who/what/when)*
4. *Legal Report Templates by Country*
5. *Electronic Filing of Legal Reports by Country*

Source: Jeitosa

JEITOSA GROUP international

Vendor Globalization Model – Vendor Report Card

Vendor Globalization Report Card

	Vendor1	Vendor2	Vendor3
L1: Data Structures			
1. Names/Addresses/Phone Numbers, etc.	🟠	🟢	🟢
2. Alternate/Multiple ID Formats	🟠	🟢	🟢
3. Alternate Tables (e.g., Job Class, Ethnicity)	🔴	🟢	🟢
4. Country-specific Fields (e.g., Religion, Hukou)	🔴	🟠	🟢
5. International Assignments / Visas	🔴	🔴	🟠
L2: Language Translations			
1. Employee Self-Service Screens	🔴	🟢	🟢
2. Manager Self-Service Screens	🔴	🟢	🟢
3. HR Admin/Partner Screens	🟠	🟠	🟠
4. Table / Code Values	🔴	🔴	🔴
5. Free-from Text Translation	🔴	🔴	🔴
L3: Business Processes			
1. Employment Types/Contracts	🟠	🟠	🟢
2. Compensation Plans/Allowances	🟠	🟠	🟢
3. Time-off Accruals/Absence Management	🟠	🟠	🟢
4. Termination/Severance Agreements	🔴	🔴	🔴
5. Global Benefits/Pension Funds	🔴	🔴	🟠
L4: Global Compliance			
1. Global Governance Model	🔴	🔴	🟢
2. Data Privacy & Protection	🔴	🟠	🟢
3. Full Audit Trail (who/what/when)	🔴	🟠	🟢
4. Legal Report Templates by Country	🔴	🔴	🟠
5. Electronic Filing of Legal Reports by Country	🔴	🔴	🔴

"Global" vendors tend to be more mature with regard to data structures and language translations; however, there is considerably less maturity when it comes to global business processes and compliance.

Source: Jeitosa

JEITOSA GROUP international

Vendor Globalization Model – Vendor Assessment

Vendor Globalization Assessment

	5=Extremely 3=Somewhat 0=Impossible	Availability	Useability	Configurability	Cost Level
L1: Data					
1.1 Personal Contact Information					
1.2 Mulitple/alternate ID Formats					
1.3 Alternate tables and codes					
1.4 Country-specific data elements					
1.5 International assignments & visas					
Summary					
L2: Language					
2.1 Employee Self-Service screens					
2.2 Manager Self-Service screens					
2.3 HR Admin / Partner screens					
2.4 Table codes and values					
2.5 Free-form text translation					
Summary					
L3: Business Process					
3.1 Employment types and contracts					
3.2 Compensation plans and processes					
3.3 Time-off and absence management					
3.4 Termination and severance agreements					
3.5 Benefits and pension plans					
Summary					
L4: Compliance					
4.1 Support for global governance					
4.2 Support for data privacy					
4.3 Tracking and auditing					
4.4 Legislative and regulatory reports					
4.5 Legislative and regulatory filings					
Summary					
Overall Assessment					

> *Jeitosa's Global Vendor Assessment model allows you to identify areas most critical to your organization and evaluate potential vendors according to the availability, usability, configurability and cost of specific global capabilities.*

Source: Jeitosa

JEITOSA GROUP international

VWR's Global HR System Strategy

- Deliver a global enterprise platform that would enable productivity in over 40 countries and support future business growth

- Implement few systems to fulfill as many functional requirements as possible, as opposed to using point solutions and extensive integration
  - Desire to minimize integration requirements,
  - Fairly mainstream HR functional processes,

- Provide a global HR solution to address local HR system regulatory and business requirements
  - Alternative approach would have been to keep in-country HR applications in place and deploy a central data repository

Why We Chose Workday

SaaS/Cloud Platform

- Information Services (IS) had no resources or funding to support any other platform
- New solutions and implementation could not exceed current costs
- Speed of implementation
- Cloud-Based Integrations

Global Scalability

- Provides multi-language, multi-function capabilities for a single HR system of record for all VWR employees globally
- Country-specific security, local regulatory and Safe Harbor compliance
- Ease of use, intuitive, leading edge technology
- Integration capabilities
- Scalability – Can easily and quickly add new employees and functionality that is financially sensible and cost neutral
- Full Employee and Manager Self-Service
- Global access to employee contact information and real-time organizational charts

Balancing Global Control and Local Customization

Current State HR System Architecture

PROCESS

PEOPLE

TECHNOLOGY

- Applicant Tracking for NA (Taleo)
- Electronic On-boarding/Off-boarding for NA (Red Carpet)
- IS Service Desk
- Employee Self-Service
- Position Management
- Absence Management
- PMP, Succession Planning, Comp (Success Factors)
- Benefits (Trion)
- Manager Enablement
- PMP (Piloted)
- Learning Mgmt Solution (Learn.com)
- Labor Management
- Global Directory
- Lotus Notes Global Directory
- Payroll (US Only)
- Online Org Charts
- Time Capture System (ADP)
- Country-Specific Payroll Systems
- Automated Workflow
- General Ledger (SAP for Canada, Oracle for US)
- Mobile Apps for iPhone, iPad, & Blackberry
- HR Analytics (Being Deployed)

Key
- Custom Interface
- Manual Data Entry

Balancing Global Control and Local Customization

Future State HR System Architecture

PROCESS

PEOPLE

TECHNOLOGY

Trion and/or Directly to Carriers

Global Applicant Tracking (Taleo)

Sustainability, Volunteerism, Giving (Angel Points)

Position Management

Access & Asset Mgmt

US Benefits

IS Service Desk

Absence Mgmt

Employee Self-Service

General Ledger (SAP)

Manager Enablement

On-Boarding & Off-Boarding

Expense Reimbursement

Safety Incident Tracking

workday™

PMP, Succession Planning, Talent, 9-box, Comp

Corporate Credit Card Vendor

Labor Mgmt

Automated Work flow

Global Directory

Time Capture System (Kronos)

Payroll for US & Canada

Mobile Apps

HR Analytics

Online Org Charts

Tuition Reimbursement

Country-Specific Payroll Systems

General Ledger (SAP)

Global Learning Mgmt System (CornerStone)

Key
- - - Custom Interface
Manual Data Entry
Supported Interface

VWR®

19

Mobility Enhances Adoption

The functionality provided by the cloud should be available to the business wherever its personnel are based and via all access methods-from the desktop, a remote laptop, mobile device or a web browser.

A computing device needs only to connect to some type of network and once it has connected, it can access the full computing power of the cloud.

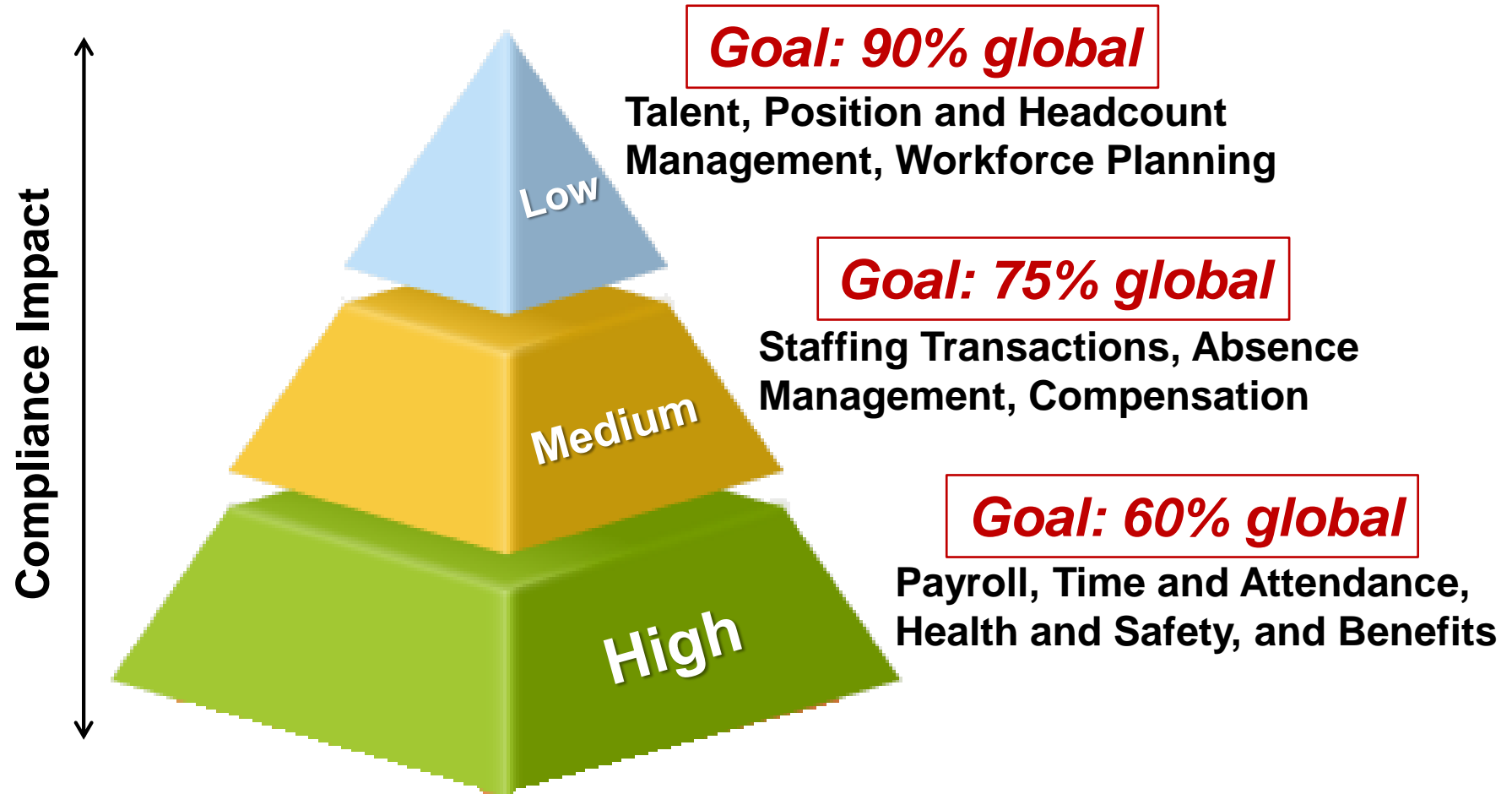Connected employees can access up to date information simultaneously with others

No longer need to spend time sending receiving or synchronizing.

Global Standardization

How much global uniformity of processes and technology is ideal?

JEITOSA
GROUP
international

Global Compliance Model

Compliance Impact

Low

Medium

High

Goal: 90% global

Talent, Position and Headcount Management, Workforce Planning

Goal: 75% global

Staffing Transactions, Absence Management, Compensation

Goal: 60% global

Payroll, Time and Attendance, Health and Safety, and Benefits

Source: Jeitosa

JEITOSA GROUP international

Low Compliance / High Globalization

- These areas present minimum risk to the organization and have little legislative or regulatory controls that impact HR processes.

- Differences in terminology and definitions in customary business practices

- Low impact areas:
  - Talent management: recruitment, performance reviews, training, career and succession planning.
  - Positions, headcount management, and workforce planning

Source: Jeitosa

JEITOSA GROUP international

Low Compliance / High Globalization – Talent

Talent Management:

- Any solid HR system should be able to accommodate global requirements for talent management.

- There are rarely any compliance-related particularities around performance management, learning management, and career and succession planning.

- In some countries, like France, companies are required to provide a minimum number of training hours per employee per year, and this information can easily be tracked through data extracts and reports with the relevant information.

Workforce Planning, Positions and Headcount Management:

- Some countries have the need to report changes to the workforce to their governments, but once the information is in the system, it's just a matter of extracting and formatting the data to be sent.

- Mainly budget-driven and not impacted by legislative or regulatory compliance.

- Country-specific rules for severance pay can impact workforce reductions

Source: Jeitosa

JEITOSA GROUP international

Medium Compliance / Medium Globalization

- These areas present a lower level of risk exposure to the organization; however, they are still complex and time-consuming in their requirements.

- Some systems can handle this through configurable business processes, automated workflows and localized reporting.

- Medium impact areas:
  - Staffing transactions such as hires, promotions, demotions, transfers and terminations
  - Absence Management
  - Compensation

Source: Jeitosa

JEITOSA GROUP international

- Most impacted by country-specific legislation are **hires** and **terms**:
  - Labor contracts:
    - **Denmark:** the contract must be presented to the employee on the first day of work at the latest and must describe clearly the salary conditions, workplace, working hours, annual leave and notice period.
    - **Italy:** contract can be presented to the worker within 30 days of employment.
    - **Japan:** a labor contract is not required; instead, companies with 10 or more employees must create a set of work rules, which are applied to every worker.
  - Notifications and Administrative Procedures:
    - **Spain:** new hires must be notified to Social Security before the employee starts.
    - **China:** Hukou system requires a family booklet to be issued with information about the worker, family members, birth date, marital status, address, etc.
    - **Belgium:** employers are required to use the language of the region in which they are located for all worker related documentation.
    - **Saudi Arabia:** employers must send an annual report to the local labor office with employee data, such as names, ID numbers, positions, nationality, age and compensation, and expected workforce increase/decrease for the following year.

Source: Jeitosa

JEITOSA GROUP international

Medium Compliance / Medium Globalization – Absence

- Most impacted items: holiday calendars, time off and vacation accrual, carryover rules, and absence types.

- Many time-off types are common across countries, such as maternity, sickness and jury duty.

- Others are less common but still used in some countries, such as paternity and childcare leave.

- Some country examples include:

  - **South Korea:** Employees are entitled to three days of paternity leave upon the birth of a child and it must be taken within 30 days of the child's birth.

  - **Pakistan:** Muslim female employees are entitled a mourning period in the event of the husband's death.

  - **South Africa:** Employees must take annual leave no later than six months after the annual leave cycle.

  - **Israel:** The Jewish calendar year consists of 12 or 13 months of 29 or 30 days and varies in length of 353, 354, 355, 383, 384, or 385 days based on the lunar cycle.

Source: Jeitosa

JEITOSA GROUP international

- Bonuses and merit increases are similar across countries, and percentages, eligibilities, and targets can be configured in modern global HR systems.

- Some countries have specific allowances and wage types. For example, in some countries, the law allows employers to pay workers in goods (e.g., food) rather than money.

- Some countries consider benefits as compensation elements. For example, meal and transportation allowances can be considered compensation while meal and transportation tickets can be a required benefits in some others.

- Collective agreements impact compensation for certain unions and industries.

- Some country specific examples:

  - **China:** compensation is typically divided into four elements: base pay, incentives, allowances and benefits. There is also an "inflationary supplement," which is a percentage added to the base salary.

  - **Russia:** the law requires employers to pay the salary in two or more installments per month.

  - **Finland:** financial payments are not required by law; instead, workers can be compensated by "gaining of experience"

Source: Jeitosa

JEITOSA GROUP international

High Compliance / Low Globalization

- Areas that bring the greatest risk of exposure to the organization and, therefore, need the most focused attention and expert localized support.

- Requires a either local technology solution with third-party solution provider to meet highly specialized, country-specific requirements or a global solution with highly developed localizations or "add-ons."

- High impact areas:
  - Payroll
  - Time and Attendance
  - Health and Safety
  - Benefits

Source: Jeitosa

JEITOSA GROUP international

High Compliance / Low Globalization – Payroll

- Highly driven by country/state labor and tax laws

- Few providers offer global payroll and the implementation is always a challenging effort

- Local payroll solutions/services with interfaces between core HR system and the local payroll providers
  - **Advantage:** necessary expertise is available in the local country to accurately pay employees and handle taxes
  - **Disadvantage:** inefficiencies and lack of negotiating power associated with managing many diverse relationships with different suppliers, as well as the maintenance costs of managing multiple interfaces for every local country payroll

- Some country examples include:
  - **Brazil:** complex tax calculations, vacation payments and frequent labor law changes
  - **Germany:** unions have considerable power over the process with very tightly controlled data protection requirements
  - **France:** complex calculations for overtime and absence

Source: Jeitosa

JEITOSA GROUP international

High Compliance / Low Globalization – Time

- Time and Attendance is directly tied to the payroll system and is also highly impacted by local regulations

- Data collection rules are often similar; the big differences lie in the data processing logic
  - Time scales and weekly hours may vary by country (or state, or city, or industry type or collective agreements)
  - Complex rules for calculating breaks, overtime and time off

- Some country examples include:
  - **Germany:** Flexible Retirement for Employees Act in Germany, which encourages companies to establish a part-time employment program for employees age 55 or older. If the weekly hours for an older employee are reduced by 50 percent, the employee receives his or her part-time income plus a 20 percent pay supplement (based on the part-time income).
  - **Brazil:** Employees working on night shifts are entitled to receive a pay supplement based on the number of hours worked between 10pm and 5am.

Source: Jeitosa

JEITOSA GROUP international

High Compliance / Low Globalization – Benefits

- Define benefits that required by law and are commonly offered in the industry, as well as by the organization's local competitors.

- Some components and plans are considered as compensation in some countries, and benefits in other countries:
  - Company cars and meals can be considered as compensation allowances in some countries and as benefits in some others, and are taxed differently.

- Some countries have open enrollment based on choice; for others a benefits package is assigned based on eligibility rules and legally mandated benefits.

- Some country examples include:
  - **Australia's Superannuation:** Money is set aside over the worker's lifetime to provide for retirement.
  - **Mexico's INFONAVIT:** Employers contribute five percent of the worker's earnings to the Worker's Housing Fund.
  - **Brazil's Child Care Allowance:** In Brazil, workers with pre-school age children (up to 5 years old) are entitled to a child care allowance.

Source: Jeitosa

JEITOSA GROUP international

Local and Global Governance Models

Strategic

Level of Authority

Tactical

Low — **Geographic Complexity** — **High**

Operating Group Board / Executive Sponsors

Remove obstacles	Collaborate across borders	Leverage resources
Resolve domestic issues	Resolve multicultural issues	Resolve worldwide issues
Demonstrate local mindset	Demonstrate cultural sensitivity	Demonstrate global mindset
Multinational mentality	International mentality	Transnational mentality

Steering Committee / Program Office

Identify local resources	Manage labor arbitrage/works councils	Source multi-dimensionally
Oversee local initiatives	Oversee cross border initiatives	Oversee worldwide initiatives
Local communications	Multilateral communications	Worldwide communications
Set targets and review performance	Challenge Status Quo	Leverage opportunities

Business Experts / Process & Project Teams

Provide local knowledge	Provide multicultural knowledge	Provide geocentric approach
Validate recommendations	Seek synergies across borders	Integrate WW opportunities
Conduct modeling and analyses	Support regional practices	Implement global best practices
Identify local savings	Identify cross border opportunities	Identify worldwide opportunities

JEITOSA GROUP international

Global Governance and Business Processes

DEVELOPED ON-GOING GLOBAL GOVERNANCE MODEL

- Established Project Oversight Committee
- Established Executive Steering Committee
- Secured Safe Harbor Certification

DESIGNED AND SOUGHT AGREEMENT ON GLOBAL BUSINESS PROCESSES FIRST

- Reviewed delivered business processes for acceptability and standardization, creating a standard, global set of processes
- Met with global HR leaders to review VWR standard processes and establish global baseline
- Recognized that there will be local modifications based on regulatory and business requirements

VWR

Global Implementation Strategy

DEVELOPED PHASED IMPLEMENTATION APPROACH

- Only viable option given that every country was on a different local HR system

- Chose to pilot non-US countries to reduce perception of a Corporate US system being forced to work globally

- Implementation priority based upon local business needs

- Sought strong supporters within each country/region to champion project

ADDRESSED DATA PRIVACY

- Pursued Safe Harbor Certification for HR data

- To gain acceptance from European Data Privacy Authorities and Works Councils

- To ensure we have global policies and practices in place to protect the personal information of our associates

Local Customization

How much local customization and variation is appropriate?

Global Service Delivery Model

Answers the <u>who</u>, <u>what</u>, <u>when</u>, <u>where</u>, <u>how</u>, and <u>so what</u>

Global Service Delivery Model (GSDM)

Function Model	Impact Model	Global Model	Organization Model	Service Model	Role Model
"WHAT"	**"SO WHAT"**	**"WHERE"**	**"HOW"**	**"WHEN"**	**"WHO"**
HR Operations	Compliance	Local Site	Self-Service	T0-Self-Service	Call Center Rep
Benefits	Mission-Critical	Provincial	Business Group	T1-Call Center	HR Generalist
Payroll	Important	National	Service Center	T2-Case Mgmt	Analyst
Time & Attendance	Table Stakes	Regional	Center of Expertise	T3-Expert Support	Manager
Mobility	Neutral	Global	Outsourcer	T4-Consulting	Director

Source: Jeitosa

JEITOSA GROUP international

Global Service Delivery – Organization Model

Definition of the <u>Organizational</u> Accountability ("How") for the Function

Self-Service	Transaction Center	Center of Excellence	Business Group	Corporate	Outsource Providers
Inquiry	Administration	Strategy	Field Execution	Strategy	Design
Update	Processing	Policy	Policy Compliance	Policy	Setup
Enrollment	Reporting	Process Design	Strategic Partner	Guidelines	Administration
Processing	Compliance/Audit	Review	Program Management	Audits	Processing
Reporting	Communications	Optimization	Resource Management	Controls	Reporting
Analytics	Issue Resolution	Issue Escalation	Communications	Governance	Communications

Source: Jeitosa

JEITOSA GROUP international

Transformation of VWR HR Function

HR Transformation

- Strategic vision for HR function defined. New organizational structure implemented to support:
  - *Global Centers of Excellence, including new HR Services Department*
  - *Geographic and Organizational Strategic HR Business Partners*

- Single HR Technology platform identified as foundation for:
  - *Globalization of HR function*
  - *Standardization of HR processes and programs*
  - *Establishment of Shared Services Infrastructure*

Local Implementation Considerations

KEY QUESTIONS

- Change Management

- Communication

- User acceptance, testing, training and successes.

- Cultural flexibility, comprehension

- Relief/balance of other priorities

GLOBALIZATION THROUGH LOCALIZATION:

- Provide language/culture-specific application interfaces
- Support region-specific functionality (legal requirements, financial practices, etc.)
- Provide region-specific value-added services (UI, access, search)

Best Practices

What are the best practices with respect to balancing global control and local customization?

JEITOSA
GROUP
international

Best Practices – Key Considerations

✓ Organizations big and small need to consider total cost of ownership (TCO) factors involved and examine their own assets and requirements before diving in head first.

✓ Hardware and infrastructure savings head the list of immediate cost reductions your company can realize from a move to cloud computing.

✓ Don't forget Governance….e.g., vendor sourcing, proprietary software "lockin", maintenance schedules, SLAs, contract terms and conditions, exit strategy.

✓ Watch the shift in roles between IT and HR….*anticipate and embrace "creative tension"* to facilitate an effective shift

✓ A means to balance CapEx and OpEx. Subscription models and the avoidance of on-premise hardware allow for this fundamental shift in accounting.

Best Practices – Implementation

Best Practices – Change Management

Thank You

gracias, merci, efcharisto, hvala, kiitos, durdaladawhy, asante sana, bedankt, danke, rekhmet, go raibh maith agat, salamot, doh je, spasibo, Ευχαριστω, arigato, tack, shukriya, tesekkür ederim, bayarlalaa, terimah, mahalo, takk, kasih, mamnoon, dhannvaad, धन्यवाद, *dziêkujê, tapadh leat, grazie, dakujem, khawp khun, ngiyabonga*

谢 谢

Contact us at: www.jeitosa.com

JEITOSA GROUP international

Questions and Answers

Karen Beaman
Jeitosa Group International
Strategic Global Advisor
Home Base: San Francisco
Karen.beaman@jeitosa.com
+1.415.690.5465 (global cell)

Paul Dumas
workpays.me
Chief Operating Officer
Home Base: Philadelphia
pauldumas@outlook.com
+1.484.885.8299 (global cell)

JEITOSA GROUP international