onesource VIRTUAL

kindred

Kindred Partners with OneSource Virtual for Multiple Global Deployments During Worldwide Pandemic

Kindred Group brings 12 of Europe's most successful online gaming brands together to form one of the world's largest online gambling companies. With 27 million customers and global offices in London, Malta, Stockholm, and Gibraltar, plus even more teams in Antwerp, Milan, Madrid, Paris, Copenhagen, New York, and Sydney, Kindred is the definition of a global company.

Overview

Headquarters
Malta

Industry
Online gambling

Founded
1997

1,700
Employees

The problem

With a geographically dispersed team, several policies that varied by region, and an outdated HRIS that was increasingly difficult to upgrade, it was clear Kindred needed a newer, more unified, and more user-friendly solution.

"We were looking at a complete restart," says Liam Reese, Head of HR Operations at Kindred Group.

"For example, the previous system didn't work for any of the more complex Scandinavian absence rules. What we had was a global system of record, but it wasn't an accurate record for absence, among other things."

Why Workday

With the goal of a complete restart, Kindred hired a consultant to help assess what they needed.

One factor for Kindred that was important was having a system that would give them a clear audit trail.

"It's something that we've struggled with over the years," Liam says. "We need to be able to review what's happened, so we know where to take corrective action."

GDPR compliance was another important factor, as was the complexity of Kindred's business, and the need for something they could grow into.

By the time their consultant was ready to show them options, Workday stood out as the best option because of its capabilities and its position as a market leader.

> "It was a simple choice for us," Liam says.

Roadmap

- **Phase 01** – Absence, HCM, Sailpoint integration and succession

- **Phase 02** – Advanced comp

- **Phase 03** – Benefits and Time tracking

Why OneSource Virtual?

Once Kindred chose Workday, the next decision was who to choose for their deployment.

"Workday gave us a list of suggested implementation partners based on the modules we were looking to purchase and our location," Liam explains.

From the initial list, Kindred chose three different suppliers to explore further. After assessing all three, they chose to work with OneSource Virtual.

"Our primary decision was based on OneSource Virtual's focus on change management. We knew that this was going to be the biggest challenge for us to overcome," Liam says. "We needed to work out how to position an HR system as an enabler for managers."

Deploying time tracking

When it came to deploying time tracking, the team at Kindred was impressed with OSV's knowledge.

> *"The consultant assigned to our project had a level of expertise that helped us shape the product. When we had weird and wonderful rules about various countries, he knew exactly what we meant and had often done it before."*
>
> **LIAM Reese**
> Head of HR operations at Kindred Group

Throughout the project, OSV's consultant gave Kindred a real level of confidence and reassurance.

When the deployment was nearing completion, their consultant provided Kindred with a post go-live document to refer to as necessary.

"I was speaking to a team member recently, and she commented that that document is still in her top three most read documents every week. It's really thorough and it has set us up to be self-sufficient" Liam says.

Global deployment during pandemic

Phase three of Kindred's deployment happened during a global pandemic, meaning everything had to be remote.

"There were times when we needed to all be in the same room, but this wasn't possible," Liam says.

Kindred has some advice for people trying to complete a deployment 100% remotely:

- **Meeting follow-up** – Ensure that all meetings have a follow-up in writing. "We found that people weren't as likely to speak up on a call if they were unhappy with something. They might just pull you aside for an informal chat. But since this wasn't possible, we started to follow everything up with an email to ensure everyone was on the same page."

- **Use the tools provided** – During phase three, Kindred used the OSV-provided ticketing system far more extensively than in the other phases. Using the ticketing system gave everyone a clear idea of what was happening and what would come next.

- **Plan twice, execute once** – Planning is key, even more so when everyone is remote. "Spend as much time planning as you can before you get into the work. Explore where you think the roadblocks might be and how you can work around them," Liam advises.

As well as working remotely, Kindred already had a complicated setup due to the company's global nature. Kindred has shared some advice for what a global company should consider before, and during, a deployment.

- **Decide where global processes can be used** – Because every country has its own unique nuances, deciding where a global process can be used is important. "You need to draw the line between what's custom and what's practical. With our HRIS before Workday, we made it so complicated that we needed to start again. We didn't want to make the same mistake with Workday."

- **Avoid complex solutions** – "Our bonus structure was so complicated that it had become almost impossible to explain, let alone translate to another system. We realized quickly that if something can be simplified, it should be simplified."

- **Allow efficiency to happen** – "When you take on a new HRIS system, you do this to increase efficiency. If solutions are too complicated, it means the system can't do what you wanted it to do in the first place."

What's next?

Kindred has a clear roadmap that is revisited often.

"We review it twice a year," Liam says. "We look at what has been announced in the Workday releases and how our road-map needs to be adapted to include any of the new relevant features."

Kindred learned rapidly that trying to manage too much at the same time wasn't beneficial. Now they have a much more methodical way of planning.

"We can only manage one big thing at a time," Liam says, "When we're working on our longer-term roadmap, we ensure there's one large project at a time and prioritize accordingly."