



Pernod Ricard

## Workday and OneSource Virtual Help Pernod Ricard North America (PRNA) Achieve Regionalization

"The U.S. market is the most important market for Pernod Ricard both in terms of value and volume," says Marc Andre, vice president of information technology solutions for Pernod Ricard, North America.

"Our ambition in the U.S., as stated by our CEO, is to beat the market consistently," Andre says.

### Decentralization and optimization

Pernod Ricard has achieved global success through their guiding principle of decentralization, which allows them to make decisions close to consumers and brands.

"Being decentralized gives us a competitive advantage," Andre says. But even with a decentralized approach, PRNA had to find a regional solution for their North American payroll processes that aligned with their strategic goal of regionalization.

"At the time, we processed our payroll in house using Ulti-Pro," Andre says. "We used two systems: one in Canada and one in the U.S. It was very transactional—a database to pay people and little else."

"We had two systems with a limited ability to give meaningful insight to departments outside of HR," Andre says. "Analytics, dashboards,

### Overview

Pernod Ricard is a premium distilled beverages company headquartered in Paris, France. With a presence in over 86 countries worldwide, Pernod Ricard is the world's second largest wine and spirit seller, with a competitive portfolio containing some of the world's most beloved wines, spirits and liqueurs, including Jameson, Absolut Vodka, Kahlúa, Seagram's and Malibu Rum.



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**Industry**  
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**Headquarters**  
Paris, France



**1,900**  
Active full-time  
employees

self-service, etc. were not available. And when you're spending so much time maintaining a system and not getting insights that matter, that's an issue."

Because of this, IT had a clear mandate to update the payroll system's functionality.

### Why Workday

Paul Holub, SVP of HR for PRNA, set an even more audacious goal: "Create a system that would enable a true North American HR function. We did our due diligence and looked especially at the top systems in the upper right quadrant as reported by analysts," Andre says. "We looked at Workday, we looked at Oracle, and we looked at Ulti-Pro because we already had it."

After extensive research, PRNA chose to partner with Workday. "It was clear they were by far the best solution for us," Andre says.





## Why OneSource Virtual

Once they made the decision to partner with Workday, they asked Workday for a list of implementation partners that could help them based on the size of their company and the complexity of their project.

"We had two levels of complexity," Andre says. "The first one was around Canada. We needed somebody who had a track record of implementing payroll in Canada and in the U.S. The other complexity was that, shortly after we chose Workday, our parent company, Pernod Ricard, launched a project to implement a global HR system. It was important to choose someone who also had global experience. OneSource Virtual was the company to do that."

Besides having a track record of processing payroll in Canada and the U.S., OSV also had competitive pricing and a superior approach to customer service. After narrowing their implementation selection down to two possible companies, Andre notes two distinctives that helped PRNA select OSV:

- 1 | "First, it became clear that OSV wanted to **take some time up front to understand global versus local strategy**—which was not obvious in the response from the other company," Andre says.
- 2 | "The other thing is that **OSV is 100 percent dedicated to implementing Workday**. They were the best choice from a technical and business standpoint."

## The implementation

PRNA began their Workday implementation with OneSource Virtual in June 2017, but with a tight deadline, Andre had some concerns.

"We started in June and had a hard go-live of January 2018," he says. "But what really worried me was the state of the payroll data in the U.S."

But OneSource Virtual managed the implementation very well. "Yes, there were some issues," Andre says. "But the fact that over 30 integrations were completed in that amount of time is impressive."

30

integrations were completed between  
June 2017 and January 2018

During the implementation, Andre says communication between both parties was consistent. "In the last month in particular, we met every day for about two or three hours until the project was complete," he says. "We were lucky to be working with John Pease from OSV. He never missed one call or one email and was extremely responsive. Without John, we would have never made it."

Andre believes the project was so successful because OneSource Virtual took the time to understand their business. "That was crucial to making this project work."

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**Marc Andre**

VP of IT Solutions at Pernod Ricard, North America

## The results

PRNA met their deadline, going live on Workday in Canada and the U.S. on January 1, 2018. Andre admits that it was challenging, especially because at the time of the implementation they were still operating with 2 HRs teams not yet regionalized.

While PRNA manages their Workday application themselves, they're still working with OneSource Virtual to complete a few projects they put off in the beginning. And Andre says OneSource Virtual has handled the complexities of these projects well.

"The Canadian complexities were very well managed and understood, but most of the complexities came from the U.S. That's where OSV helped us the most. Unlike a traditional consultant, they advised us on the complexities of our configurations. This effort was well appreciated by the team."

"The reaction from our user base has been positive in the sense that self-service is very simple to use," Andre adds. "That fits one of our objectives to bring more access to technology to our employees in the U.S. and in Canada. We now need to drive more from Workday."

## The future of Pernod Ricard

With the U.S. HR and payroll system up and running, Pernod Ricard is now focusing on their global HR implementation project.

"With this project, we'll be able to unlock a new system of talent management," Andre says.

He admits that PRNA having gone first gives them a good understanding of the pitfalls to avoid and allows them to positively contribute to the global project. OSV continues to be involved to manage this transition efficiently.

When asked if PRNA would choose OneSource Virtual to implement Workday again, Andre says yes.

"I would, but I would do it differently. I would ensure we had our regional teams in place before implementation, and I would probably challenge some of the initial decisions," he says.

But he adds, "Implementing a system in seven months is unheard of. Yes, it was bumpy, but at the end of the day, accomplishing this spoke volumes about OSV and Workday."

