



DISCOVERY
CONSULTING

Case study:

Bringing CPA's human resources management into the future



SAP SuccessFactors



About CPA Australia

CPA Australia is one of the world's largest accounting bodies with a global membership of more than 165,000 members, working in 150 countries and regions around the world. Their core services to members include education, training, technical support and advocacy. Employees and members work together with local and international bodies to represent the views and concerns of the profession to governments, regulators, industries, academia and the general public.



- **CPA Australia**, a global accounting body with over 165,000 members and over 500 employees globally. The People & Culture team were operating with overly manual, time-consuming and potentially error-prone human resources processes
- **Discovery Consulting** began partnering with CPA Australia from 2015 to implement and support SAP SuccessFactors, including cloud extensions
- **The solution** has had enormous positive benefits for CPA Australia – saving them time and money, improving the employee experience, streamlining onboarding, enabling compliance, and driving greater global consistency
- **Discovery Consulting** is now an ongoing, trusted partner and provides continued support, advice and technical assistance



» The challenge

Until just a few years ago, CPA Australia was operating its payroll and human resources management using dated and overly manual systems.

This was inefficient in several ways:

- The People & Culture team were spending too much time manually collating, filing and extracting data from printed forms and Excel spreadsheets
- Employees across the organisation didn't get a consistent and seamless human resources experience
- Employee onboarding was manual, time-consuming with no digital experience
- Employee agreements were produced in hard copy, which was time consuming and inefficient
- There was a lack of consistency across CPA Australia global offices in terms of HR processes and systems
- Compliance requirements were challenging when operating manually across a global workforce
- There was a lack of deep data relating to employee experience and human resources, which meant insights about the workforce were very limited

“ Everything was very manual, and there was a lot of excessive paperwork. The experience certainly wasn't ideal from an employee perspective, and the lack of consistency across the organisation was a problem, as was the lack of consolidated data and insight. There was also a significant risk that something would be missed or that mistakes could be made and the overall inefficiency meant there was a considerable amount of time being wasted across the employee lifecycle – by both managers as well as employees. ”

– Amanda Sullivan, Payroll, Remuneration & HR Systems Manager, CPA Australia



“ We gained so much knowledge by working collaboratively with Discovery throughout the deployment process. ”

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» The solution

In 2015, after adopting a new payroll solution, CPA Australia released a tender for a new technology partner to implement a human resources management solution built on SAP SuccessFactors.

Discovery Consulting (Discovery) was chosen as the most suitable partner.

Discovery worked extensively with CPA Australia from the outset, to understand its requirements, current situation, and vision for its human resources management.

“The Discovery team are SuccessFactors and HR experts – they have lived and breathed it all before. They know the challenges. They have worked with multiple clients and have been able to leverage this knowledge – this meant they were able to give us some specific insights and prepare us for any challenges,” says Amanda.

The resulting solution, SAP SuccessFactors, was rolled out globally in February 2017. Discovery Consulting helped CPA determine which SuccessFactors modules best met their specific requirements: Employee Central, Recruitment, Onboarding, Performance and Goals, Learning and Compensation.

The solution was employed using Discovery’s Rapid Deployment process – which meant each module was deployed, thoroughly tested and then updated, before the next was rolled out.

“We gained so much knowledge by working collaboratively with Discovery throughout the deployment process,” says Amanda.

“As they were on site, in our office, they were able to show us exactly how things were being set up, and we could talk through what we wanted to achieve, and fine-tune it as we went.”



“We achieved this project on time and on budget, which is testament to the great work of our team, as well as our great partnership with Discovery.”

– Amanda Sullivan, Payroll, Remuneration & HR Systems Manager, CPA Australia

» The results

SAP SuccessFactors has had a very positive impact on the organisation in several key areas.

Most importantly, it has led to an improvement in the organisation’s overall people and culture processes, particularly with regards to recruitment and onboarding.

Employees now have easy and streamlined access to their own data. If they need to request leave for a holiday, for instance, they can do it almost immediately, via the secure Employee Central system.

The interface that employees see around the globe is also consistent, and there is no need to log in to multiple systems. All employees have access to the same documents, and the same employee learning and development plan.

“We got a lot of positive feedback from our people when Employee Central first went live,” says Amanda. “Everything can now be done so quickly and easily, online. It’s hard to remember what it was like before,” she says.

The People and Culture team can now provide information to the business in a more responsive way, and have more time to focus on the business of their members – rather than being caught- up with manual efficiencies.

According to Amanda, having the Discovery team on site was a big factor in the solution’s success. “Each module was different, so we had different teams on site at various times, but we also always had an overall project manager with an overall view, who was

across the whole deployment. This really helped build our relationship and the success of the solution,” she says.

“Discovery was committed to achieving the goals that we wanted to within the timeframe and being up-front about whether or not something was achievable,” she adds.

“Having Discovery on site really made us more self-sufficient at the end of the project. Having people in our office, and being able to chat things through with them, really made a significant difference. They were also able to make recommendations and give suggestions – which is something you don’t get from a guide or a manual,” she says.

Since the system was implemented, Discovery now provides ongoing support to CPA Australia through a Gold AMS support offering. This means Discovery continues to work closely with CPA post implementation on all of their enhancement and optimisation initiatives, as well as any break-fix requirements.

“This is a massive benefit for CPA Australia,” says Amanda. “When we want to update the system or make changes, we don’t have to re-start any conversations. We have a consultant who is very familiar with our solution, and we don’t need to go into any history. This is a huge time saver.”

“We achieved this project on time and on budget, which is testament to the great work of our team, as well as our great partnership with Discovery.”

»» The future

As technology changes constantly, as do employee needs and even compliance requirements, the team at CPA Australia realises that continually evolving their solution is essential.

CPA is currently looking at evolving the SuccessFactors' reporting and analytics capabilities, and considering adopting the benefits of the recruitment marketing module.

"CPA is also very open when it comes to adopting the continuous innovation that's provided by SAP for SuccessFactors. Every quarter, Discovery consolidates all of these innovations and lets us know what we should do, and when. This really helps us navigate our path. If there's any special provisioning or something that requires technical expertise, we know we can count on Discovery to help us at every step," says Amanda.

How can we help you?

To learn more about our work with CPA Australia, **give the team at Discovery a call on 1300 664 903 or Information@discoveryconsulting.com.au**



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