

CASE STUDY

INNOVATE UK: HOW THE UK'S INNOVATION ENGINE ACHIEVED BUSINESS TRANSFORMATION WITH WORKDAY AND KAINOS

Project Requirements



Enhance digital coordination across all departments



Ease burden on teams during Workday deployment and updates



Expand capabilities in Finance, HR, and data management

Project Results



Brought many moving parts into a **coordinated, centralised system**



Provided Workday **expertise, support, and cost savings** across multiple lines of business



Enabled business **transformation** through enhanced teamwork and data utilisation

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Michael Zumaro -

Workday Product Manager at Innovate UK

About Innovate UK

Innovate UK is the United Kingdom's national innovation agency. A public body with over 500 employees, the organisation supports business-led innovation in all sectors, technologies, and UK regions. Headquartered in Swindon, England, Innovate UK helps businesses grow through the development and commercialisation of new

products, processes, and services, supported by an outstanding innovation ecosystem that is agile, inclusive, and easy to navigate. Innovate UK is part of UK Research and Innovation (UKRI), the national funding agency that invests in science and research in the UK.

Getting everything under one roof with Workday

As the innovation engine for the United Kingdom, Innovate UK supports businesses across the UK and funds extensive research to drive national economic growth. So, the organisation does a lot—and it has a lot of moving parts to coordinate.

Until recently, all of those moving parts operated under many different silos, explains Graeme Petrie, Systems Finance Business Partner at Innovate UK. "Prior to Workday coming in, we were on separate systems—one system for procurement and handling expenses, another for our ledger system, and some archaic systems that were being used for our grants activity. Finance was fragmented across two different systems, and HR had their own system as well. There had been an underlying plan from the Department for Business, Energy & Industrial Strategy (BEIS) since about 2012-2014 to get all the organisations that report to it using unified systems. While this was being investigated, we came to a point with our legacy systems where

we could no longer wait for this to be delivered. Having looked at various solutions, Workday was the best option and Kainos became the delivery partners to implement it for us."

According to Michael Zumaro, Workday Product Manager, Innovate UK was looking for "a single source of integration into one form or system." They wanted something to reduce cost, increase simplicity, and avoid reliance on third parties by bringing everything in-house. "That's what Workday calls, 'the Power of One,'" he says. "And that's why we turned to them."

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Graeme Petrie -
*Systems Finance Business Partner
at Innovate UK*



Implementing Workday across the organisation

Over time, Innovate UK deployed a robust suite of Workday applications: Human Capital Management—including Absence Management, Compensation, Benefits, Talent and Performance, and Recruiting—as well as Financial Management, Payroll, Learning, Expenses, and Application Management Services (AMS). They are also in the process of going live with Workday Adaptive Planning.

This didn't happen overnight. The switch to Workday took time and occurred in phases, beginning in 2017-2018. The HR team was one of the early drivers of implementation, because HR felt that adopting Workday would give their team more control over their environment. The recruitment modules also had significant appeal, so Innovate UK started with Workday Core HCM and Recruiting, then built out from there.

"So, we just went with the basic initially, and subsequently over the last four years, we've pretty much picked up every other module as well," says Graeme.

As for the deployment process, it took some time for the team to buy in (which Graeme and Michael say happens with most major new initiatives). "Eventually, Workday won over anyone who had hesitation about it," Graeme says. "Now, they think it's the greatest thing since sliced bread."

For Michael, Workday's appeal is warranted. "From Recruitment into HCM, into Payroll, to Talent—everything is integrated. If you want to pull a report, everything is in there. Whereas if you had an external system or a different system, it could be very difficult to achieve this level of integration."

The ideal Workday partner—across all lines of business

Innovate UK chose Kainos as its official Workday partner for a few important reasons. But as Michael sums it up succinctly, the main reason was that "Kainos was the best ever—ever, ever!"

Innovate UK selected Kainos after a selection process during which they reviewed the modules they wanted to deploy, the costs, partners' offerings, and whether each partner met the organisation's procurement framework. Through this rigorous process, Kainos emerged as the clear solution for Innovate UK's Workday needs.

Graeme says that Kainos contributes to Innovate UK's success with Workday across the board: "The Kainos consultants have been key to getting us where we need to be. They've provided a constant kind of support network for us, which is critical because there's so much about Workday that we don't know—so being able to rely on someone that has more of a clue about it than you do is absolutely golden."

"For example," he adds, "I've got absolute faith that when I'm submitting a Workday Application Management Services (AMS) ticket with Kainos, it's going to be picked up by someone that knows their stuff and is the right person to be looking at the request I've put through."

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Saving time, building knowledge, and reducing cost with Kainos

For Michael, having Kainos' technical knowledge in-house—as an extension of the Innovate UK team—has made “a massive, massive difference.” In the pre-Kainos past, Michael says, “We used to have separate sessions with finance, with consultants, with PCM, and then had to deal with Workday. Now, with Kainos, we've consolidated everything into daily or monthly sessions as appropriate, and those conversations take less than half an hour because we know what we're doing and what needs to be fixed. So, it's saved us loads of time.”

Graeme also says that Kainos' expertise—and the familiarity and consistency he has working with the same Kainos team members over time—has helped improve his Workday knowledge. This added benefit allows Innovate UK and Kainos to handle Workday questions, new deployments, and updates even more efficiently. To date, they've already tackled eight Workday updates together.

“This reduces costs for us, too,” Graeme says. “By spending less time on each update or resolving each issue, we're able to keep our spending down and have more control over our financials.”

The benefits of combining multiple Kainos services and products

Innovate UK has seen the advantages of combining several Kainos services and tools to improve their Workday utilisation. Innovate UK uses Kainos Smart Test for Workday testing, Kainos Smart Audit to identify and mitigate risk across Workday, and Workday AMS to respond to support tickets post-deployment.

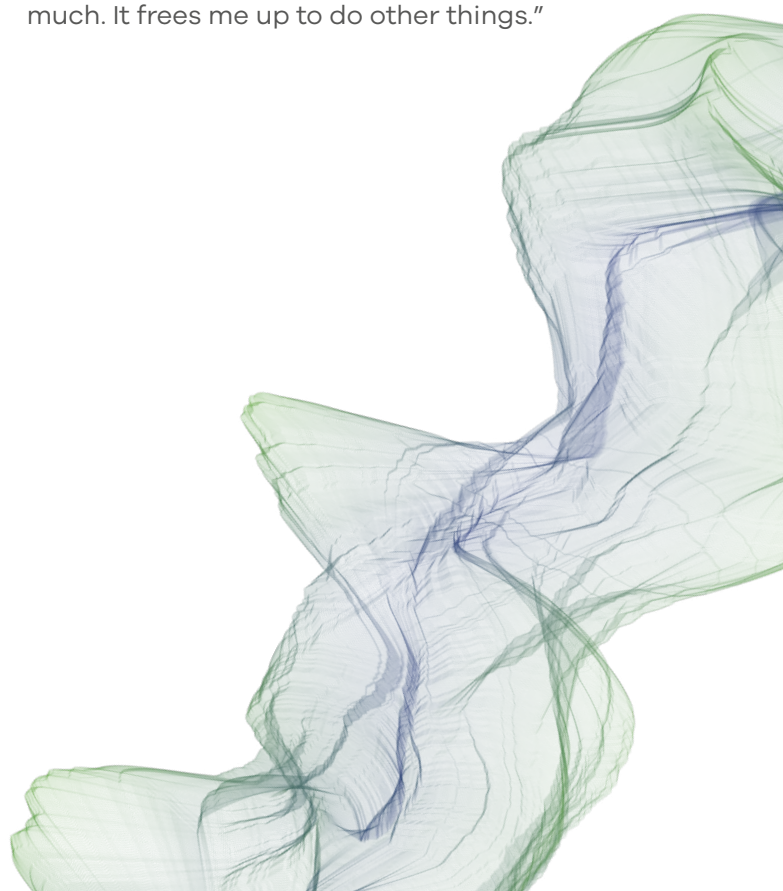
“For starters, we've been very fortunate having the services advisory from Kainos,” Graeme

says. “To give an example of just one way they help, I used to have to look at the Workday Financials updates, looking to see if there's anything Finance might be interested in. But the past couple of years, Kainos has been doing demos of the updates for us, so we get more insights, there's better visibility across HR and Finance, and there's less burden on me to sift through Workday materials myself.”

Through Kainos Smart Test, Innovate UK runs approximately 2,500 script checks per week—and as a result, is quickly able to respond if there are any issues. Smart Test also reveals things that Innovate UK might otherwise miss.

And with Smart Audit, Graeme says, “I've got the safety in mind that if something catastrophic is being done to the system, Kainos Smart is going to pick it up, flag it to me, and I can act on it. It's running daily, so I can check in quickly once or twice a week to see if anything has been flagged as a potential risk.

“It really provides great peace of mind on my end—the fact that I know I've got Smart Audit checking those kinds of business processes, security group memberships, checking out for the segregation of duty items. It makes me confident that I don't have to stress about it too much. It frees me up to do other things.”



Going to the next level with Workday Adaptive Planning

Now that Innovate UK has made such dramatic progress with Workday and Kainos, the organisation wants to fine-tune specific processes that can unlock even more gains.

Graeme and Michael expect Workday Adaptive Planning to make Innovate UK's data management and overall workflows much more streamlined and efficient. "The biggest gain I expect will be on the HR business partners' side, because historically, organisational changes have taken months to do," Graeme says. "But with Adaptive, we can export all the important information and divide up the data as appropriate. I think that will move things along in a much faster fashion."

Michael is especially excited about what Workday Adaptive Planning can do from a financials and future planning perspective: "With our forecast, for example, we need to know how much we need to spend on people in the next financial year. And then with audits and things, we need to know how much we're spending on FTEs, how much on FTCs, how much on contingent workers, and so on.

"We also need to forecast for the future. How much does the cost centre need to be able to sustain themselves for the year ahead? How much headcount do they need to be able to sustain them? How much do we need to be able to do our OPEX and CAPEX? And this is where the Finances really come into play. So, it's a game-changer if I put it that way."

The key to unlocking business transformation

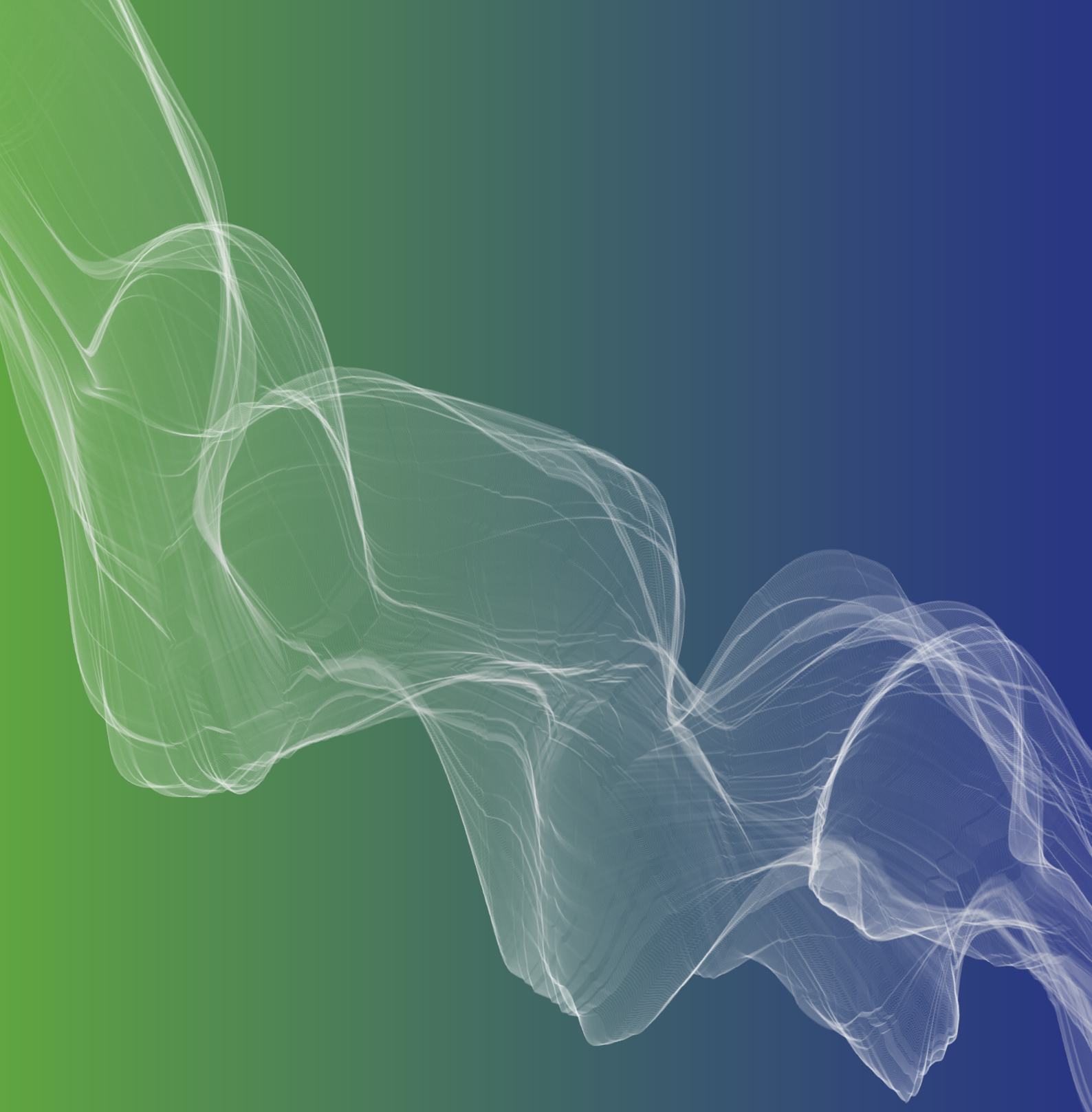
Across the board, Kainos empowers Innovate UK to get the most value it can out of Workday. Now, Innovate UK can more easily fulfil its purpose as the UK's innovation engine. During the heart of the COVID-19 pandemic, for example, the organisation was able to award three times as many grants as it previously could—and operational expenditures and headcount only increased by a marginal amount.

"Everything is more seamless, slicker," Graeme says. "All of our data is in one platform, all of our different departments are able to communicate and collaborate more effectively, and we have these terrific tools from Kainos that save us so much time and effort."

Looking ahead to the future, Michael thinks Innovate UK is in a great position to further its mission and help businesses across the UK.

"Now, we have the systems and tools in place. It's night and day to be at this stage and look forward, knowing we've increased our capabilities so much. With Kainos' partnership helping us unlock everything we can from Workday, it really takes a lot of headaches off our plate and lets us focus on our highest-priority work."





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