

# ENTERPRISE RECRUITING SOFTWARE IMPLEMENTATION

## Avoid the Pitfalls

An ADP VirtualEdge White Paper

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## Summary

*While estimates vary, studies have shown that more than half of new enterprise software systems fail to meet expectations in the corporate world. This is an amazing statistic and it points to a continuing problem. Despite all that businesses have learned over the last decade about enterprise software applications, there is still a significant disconnection between strategy and execution. Businesses have excelled at communicating the value propositions that drive enterprise application initiatives, yet they've often failed with one critical step: implementation success.*

*Experience has shown that company or vendor size does not ensure implementation success, as many of the well-publicized failures in recent times have occurred with some of the largest corporations and vendors in the U.S. Many companies have squandered millions of dollars on failed systems implementations that have resulted in a significant downward impact on their performance. Some careful planning in the selection process may have helped these companies avoid the pitfalls along the way.*



## Implementation Issues

Choosing an Enterprise Recruiting Software vendor without paying careful attention to their implementation processes and track record is somewhat akin to choosing a car for its great looks but ignoring that the car has no track record of performance. No one selects a car solely based on its looks, yet countless companies choose Enterprise Recruiting Software based exclusively on the outside appearance of a vendor without understanding what's really under the hood.

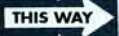
When this occurs, the results are predictable. The new solution is chosen, contracts get signed, implementation team shows up, and the pitfalls begin. As the implementation finalizes over budget and over the projected timeline, no one is really happy with the results. Recruiter satisfaction is unchanged. Performance doesn't increase.

What happened? A vendor was selected that provided a sound product but lacked a solid team of implementation specialists and a proven implementation methodology. Implementation and On-Demand implementation are not the same. The goal of an implementation is to move from one software product to another, with a minimum amount of disruption. The goal of an On-Demand implementation is to enable a company to achieve significant business objectives in real-time, as the result of a carefully planned transformation of its business processes, supported by software and technologies appropriate to the project.

Since implementing Enterprise Recruiting Software is both a potentially time consuming and expensive proposition, this paper is intended to walk you through a roadmap for selection and implementation. This white paper is designed to expose the tough challenges, reveal the hidden obstacles, and disclose the dangerous pitfalls on your road to success.

So what are the pitfalls? Several things come to mind.

## 5 Implementation Pitfalls to Avoid



### The Best Road:

Implementation success has to begin with vendor selection. Vendors should be evaluated both on the functionality of their applications as well as their ability to help transform business processes in real-time in order to achieve the company's objectives. Look beyond feature-function to system performance testing, user testing, system scalability and the architecture platform to support the On-Demand implementation.

### Pitfall #1: Taking the Wrong Road

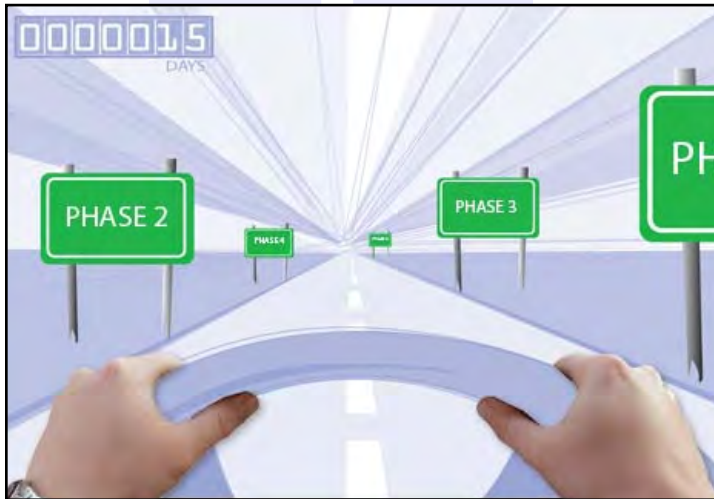
Industry statistics show that >50% of implementations fall behind schedule or fail. Does this mean that you are doomed from the start? Of course not, if you learn from the mistakes of others. So the pertinent question is what are the main causes of implementation failure and "What can be done to prevent this from happening to you?" This leads to the greatest cause of Enterprise Recruiting Software implementation failures: poor vendor selection.

Prior to beginning the evaluation/selection process, it is recommended that the company has clear goals in place for the business and understands how the new system can/should contribute toward achieving these goals. Therefore, during the vendor selection process, those who understand the strategic vision must be involved in the decision-making process. They may often provide direct input to the project in the form of participation in an executive steering committee; but at a minimum, they must communicate the strategic vision to those who work closely with system users.

The specification for the enterprise staffing software should include the optimum roll-out approach, with key dates and implementation success criteria. The entire process, from specification requirements to implementation, needs to be handled along formal project management lines. From the outset, there needs to be a Project Board that will undertake the vendor evaluation. This Project Board should also have overall responsibility for the implementation, otherwise all the knowledge gained—and decisions made—during the vendor selection will be lost.

Many companies believe that if they choose the right product, everything else will fall naturally into place. But when it comes to enterprise software implementations, nothing could be further from the truth. Poor vendor selection occurs when a company has inadequately developed strategic and functional requirement definitions. It also occurs when staff members assigned to projects do not take the time to get beyond just the feature-function of the new system. Are they looking at the solution for system performance testing, user testing, system scalability, implementation methodologies and configurability as closely as they would feature-function capabilities during their daily work tasks?

During the initial stages of the vendor selection period, pay careful attention to a vendor's implementation strategy and how they understand your business and culture. A successful implementation requires multidisciplinary interactions including strategic planning, business process mapping, technical considerations, data import, system integration, support and professional services. This level of complexity dictates that a vendor's ability to provide the necessary expertise and support through this process is critical. Equally as important, talking to references will again provide the best evidence of the competency and capacity of the vendor regarding these vital functions.



## **Pitfall #2: Miscalculation of Time to Arrive**

Another cause of implementation failure, one of great concern, is the result of miscalculation in effort and time it will take to accomplish the project. Since vendors implement software for a living, is there a reason why they can't get this part right?

The primary objective for customers in deploying a new technology is to increase productivity. This increase in productivity provides a rapid return on investment, justifies the investment, provides a competitive advantage and ultimately results in higher profitability and growth. Interruptions in system implementations are counter-productive and defeat the original purpose

and intent of the deployment of this new technology.

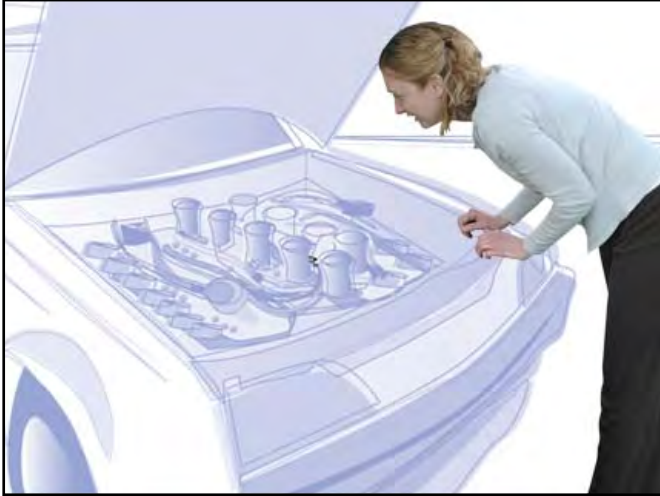
To avoid this second pitfall, know what to expect during and after implementation. Find out the vendor track record for effort and time success with past implementations. This can circumvent many problems. The software provider selected must be able to articulate, document and guarantee the specifics of the implementation process, timeline and performance for successful completion.

Utilizing a sound project methodology, especially involving phasing, is critical, as many implementation pitfalls will magnify out of proportion if this is not accomplished. The process should be thorough, but not cumbersome. The vendor should display advanced technical capabilities as the implementation should be complete and customer live within 9-12 weeks. The implementation process should have defined timelines and no additional surprises; such as time delay and cost increases due to customization projects. Often a detailed implementation plan, when executed by an experienced, dedicated team, is the shortest distance to returning real benefits to the business.

### **THIS WAY**

#### **Getting There on Time:**

Vendors should display a repeatable, well-defined implementation methodology and approach that they have successfully demonstrated with other companies. Beware of the large implementation and service teams, claiming customization as a benefit. Vendors should display advanced technical capabilities as the implementation should be complete and customer live within 9-12 weeks. This "On-Demand" implementation – no matter the company size, global or local, the time and expense of the project, should be as automatic as the implementation itself – guaranteed.



### **Pitfall #3: Never Looking Under the Hood**

Another pitfall to avoid regarding implementation is never looking under the hood, which is your staffing engine or architecture platform. There is a belief that all major brands of enterprise staffing software are basically the same and that an organization should be able to just buy one and start implementing. But the real differences between systems lie deep under the hood. The only way to find those differences is to look.

It appears that traditional software platforms don't really recognize their role in implementations of 'fueling' always-on performance. In this process, traditional software platforms have had to be customized for implementations and integration requirements. This unfortunately has materialized itself in the form of architecture short-

comings that customers have had to live with, only to leave them waiting, and waiting while incurring more cost to get the implementation complete. Today's Power Recruiting organizations do not have the luxury of waiting for top talent; they also do not have the luxury to wait for solutions without On-Demand architecture platforms.

Beware of the 'Benefits of Customization'.

Customers are often told that there are several reasons for customization, and several benefits. First, since every Enterprise Recruiting software system is different, and each customer's needs are different, the argument is that custom programming is necessary. Second, the enterprise will enjoy a solution that is tailored to its specific business needs. Third, it is necessary to write programs to map specific data elements between systems that need to be integrated.

Unfortunately, the customization approach creates more problems than it solves. For instance, whenever the enterprise needs change, (which we know is constant), a team of consultants and programmers will again be required to update the integration module. Secondly, customized programming projects are always a long and high-expense route to take. But considering that it is your company's time and money being spent, don't we think by now that there's a better way?

Having the right On-Demand architecture, or power under the hood, is crucial for implementation success because it is the most elemental aspect of how a software system is going to perform and support customers everyday. Under this approach, no programming is necessary. Implementation and integration efforts are "configured On-Demand" using built-in options in the recruiting software architecture. The benefits are substantial: much faster deployment of a solution and the ability to refine and change the solution as business needs evolve. In fact, the advantages of the On-Demand architecture make the configuration approach compelling, because there is no implementation or integration scenario done with the more expensive customization approach that cannot also be accomplished via configuration. This On-Demand architecture makes rapid change possible, and eliminates the need for custom programming projects that are so common to the pitfalls of traditional recruiting software.

#### **THIS WAY**

### **Looking Under the Hood:**

Vendors should display an advanced On-Demand architecture platform. Where traditional software platforms are dragged kicking and screaming, On-Demand platforms anticipate change, provide a user the facility to modify, enhance, and personalize the implementation and integration efforts. On-Demand platforms are built to last and assure the 'always-on' Power Recruiting organization will not be left behind.



## **Pitfall #4: Traveling the Road Alone**

Industry statistics show that >50% of implementations fall behind or fail. Does this mean that you should have to travel this road alone?

Within most organizations, the battle for funding is extremely competitive. In these uncertain economic times, any spending must have a clear, positive impact on the corporate bottom line or competitive position. To justify spending on an Enterprise Recruiting solution, proponents often must make their case to upper financial management in a dollars and cents manner. The economy of today's business

environment demands all of the above, with the addition of vendor accountability.

Customers want robust, enterprise class solutions from a capable, experienced provider. They want those solutions quickly and easily implemented. Most importantly, they want a partner who is committed to solving their critical problems and willing to stand up and be accountable for delivering performance results. Not going down the road alone means selecting a vendor that will guarantee business results and the performance behind delivering them – so you're never driving alone.

**THIS WAY** →

### **Traveling the Road Together:**

Vendors should offer customers a guarantee of implementing their solutions quickly and at the agreed upon price upfront. The guarantee ensures that a customer is working with a partner who is committed to solving their critical problems and willing to stand up and be accountable for delivering performance results.



## **Pitfall #5: Missing the Checkered Flag**

The final pitfall of Enterprise Recruiting software is the failure to win the race by achieving the stated time to value benefits.

It has been very common for companies to take a big leap of faith with Enterprise Recruiting software systems. And, unfortunately, the vast majority – 50% plus – of companies who have implemented have not had a truly successful implementation the first time around. However, it does not mean that the opportunity to achieve time to value is not there.

### **THIS WAY**

#### **Waving the Checkered Flag:**

Vendors display a repeatable, well-defined implementation methodology and approach that they have successfully followed with other implementations. Beware of the large implementation and service teams, claiming customization as a benefit. Vendors should display instantaneous, or “On-Demand” implementation – no matter the size of company, global or local, the time and expense of the project, should be as automatic as the implementation itself – guaranteed.

The caveats are:

1. The Enterprise Recruiting software implementation must be driven by the right strategic and tactical process methodologies. Additionally, implementations must accelerate time to value through guaranteed fixed costs and timelines, thereby shortening the time it takes to utilize technology for business.
2. The Enterprise Recruiting solution implementation must harness the power of the On-Demand architecture to accept change, and embrace change, but also to support change with real-time configurability, personalization and performance without high cost, risk and additional programming. It means providing specialized applications and services On-Demand and at a lower cost than ever before. And it means automating your business operations, making your business more competitive.

When it comes to time-to-value, implementation is the beginning, not the end. Organizations must plan on continued optimization – across all dimensions. This again is only possible with the On-Demand architecture model that enables faster time-to-value and lower total cost of ownership; enabled by rapid implementation and integration of enterprise software, reducing the number of manual steps required for implementation by 70%.

It is important to implement an Enterprise Recruiting software driven by customer knowledge - so that the right products can be presented to the customer at the right time, according their preferences, needs and propensities. Sadly, too many systems can actually hinder the creation of this kind of customer empathy by being too rigid in their structure and application, and, often, by failing to fit happily with an organization’s tried and tested procedures.





## It's Your Race

Let's face it: a recruiter's contribution to the overall talent capital of the business is too valuable to wait for software to be implemented; only to know that is going to leave them behind.

Implementing an Enterprise Recruiting software solution doesn't have to be a bumpy ride. With the emergence of the On-Demand platform, the opportunities for successful implementations have arrived. With configurable architectures and seamless integrations, companies can enjoy the benefits of implementation without the enormous overhead and up-front costs that the customization approach entails.

When considering alternatives, you need to ask whether a vendor recommends custom programming as part of its implementation strategy. If the answer is yes, then you will know that a customization approach is being proposed – and you should ask how long the project will take, how much it will cost and will they guarantee their results upfront.

It is true that implementation has historically been expensive and difficult. But with today's On-Demand architecture, you can get guaranteed results more quickly, easily, and cost effectively by using the On-Demand approach to implementation. Do not be fooled by providers who promise "customization is a benefit". Carefully evaluate their plans to see if they are really just implementing or implementing On-Demand – it's the difference between first and last place.

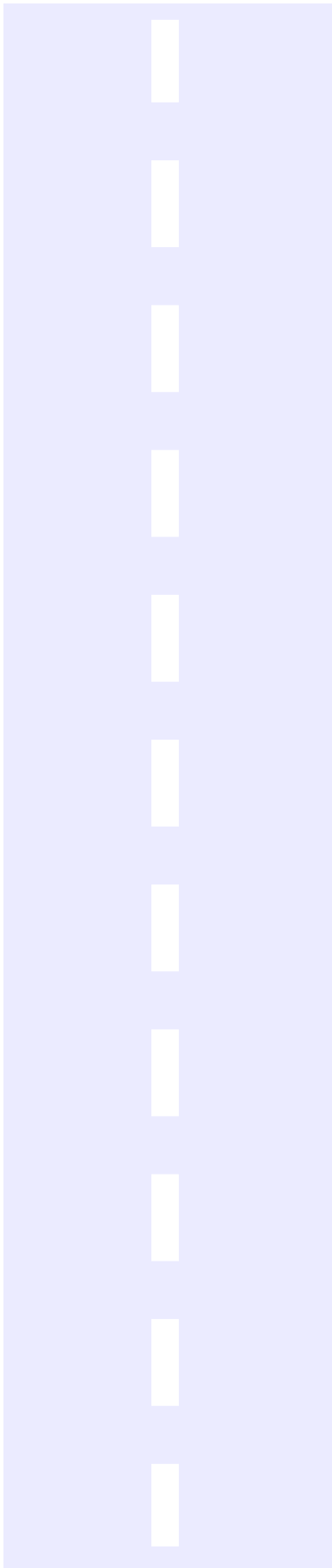
## About ADP VirtualEdge

ADP VirtualEdge (ADP VE) realizes the primary objective for our customers in deploying a new technology is to increase productivity. This increase in productivity provides a rapid return on investment, justifies the investment, provides a competitive advantage and ultimately results in higher profitability and growth.

Successful implementations of an Enterprise Recruiting software solution are the result of knowledgeable and dedicated people working together. It entails company-wide commitment, On-Demand architecture, good planning and experienced guidance. It is for these reasons that ADP VE is the only Enterprise Recruiting software provider to guarantee business results and the performance behind delivering them.

ADP VE has partnered with over 150 enterprise customers in more than 80 countries around the world. Many of the world's foremost organizations such as Agilent Technologies, Avery Dennison, Campbell Soup Company, Chevron Corporation, CITGO, Delta Airlines, Honda of America Manufacturing, Rohm and Haas, sanofi-aventis, The Schwan Food Company, and SunGard have implemented our solutions.

It's one thing to read about the industry's only guaranteed On-Demand Implementation – it's another thing to see it with your own eyes. If you would like a brief demo of ADP VE, contact us at (877) 485-5454 or visit us at [www.VirtualEdge.com](http://www.VirtualEdge.com).



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