



**jeitosa** — [zhay-taw-za] (Brazilian Portuguese) adj. agile, skillful, adroit, clever, innovative, solution-oriented



Japan



Italy



Chile

**You wouldn't drive your car to an unknown destination without a map (or GPS), would you? So why drive HR IT without one?**

### Ineffective Roadmaps

- Create a hodge-podge of redundant, unintegrated systems with significant manual and duplicate data entry
- Provide fragmented and unreliable data due to inconsistencies and lack of standards
- Bring considerable extra costs to the organization through multiple vendor contracts and differing pricing models
- Are unable to meet corporate and global needs due to lack of global workforce information and integrated reporting

### Keys to an Effective Roadmap

- ✓ Extensive knowledge of industry and available products and technologies
- ✓ Systematic method to gather and prioritize business requirements
- ✓ Methodical and thorough evaluation of available products on the market
- ✓ Phased implementation approach, covering functionalities and geographies
- ✓ Strong executive support from HR, IT, Finance, and business leaders
- ✓ Input and buy-in from all business units and geographies
- ✓ Solid HR IT leadership to direct the team and keep the business systems on course

## HR IT Roadmap Development (ITR)

- Evaluates your current system environment to uncover optimization opportunities
- Develops a strategic roadmap for evolving your HR systems to better meet business needs
- Provides tactical recommendations based on leading practices to support your transition

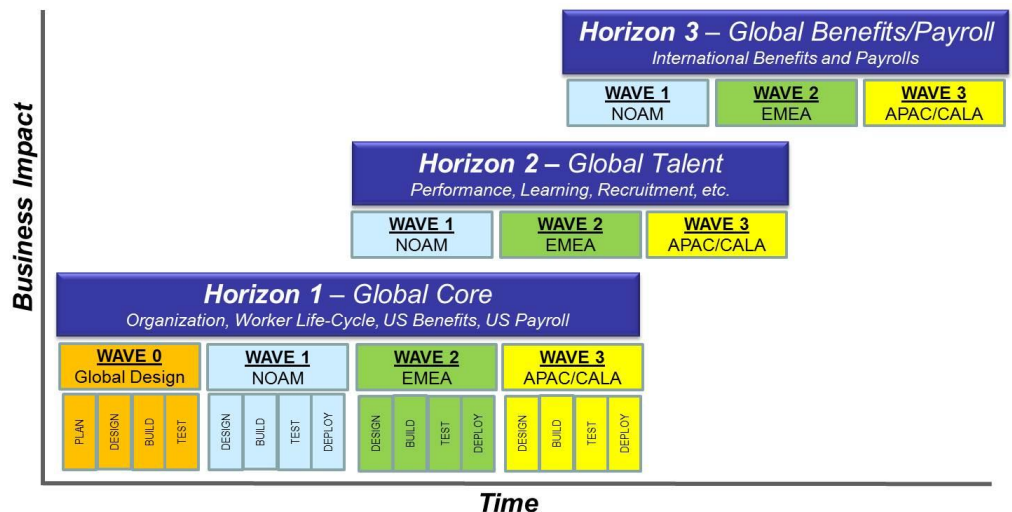
### DEFINING A COHESIVE, SYSTEMATIC PATH TO THE FUTURE

Most HR systems environments today have evolved over time by adding on functionality and implementing point systems to meet urgent business needs. Today those environments look like a patchwork quilt of disparate, unintegrated systems – used by portions of the population or simply avoided in favor of familiar, paper-based processes. All too often business units opt to purchase their own point solutions because the corporate HR IT strategy has not been clearly defined or may have failed to incorporate critical business unit and country needs.

Jeitosa helps you take a step back and evaluate your current HR systems environment to uncover optimization opportunities and to develop a strategic roadmap for evolving your HR systems over multiple horizons to meet your organization's strategic business goals. Through our On-Demand Solution Evaluation (ODSE) process we can quickly, dynamically, and systematically gather your business requirements – across multiple business units and geographies – and uncover those areas of highest priority and greatest impact to your organization. Our Priority-Impact Analysis (PIA) explicitly defines your business priorities and helps you build a strategic roadmap to the future, supported by tactical implementation plans for each step along the way.

## Strategic HR Systems Roadmap

There are multiple approaches to building an HR IT roadmap and there is no one right answer. The right roadmap for you depends on your organizational pain points, business priorities, and systems needs.



## Our People

### Knowledgeable, Collaborative, Committed

...transnational network of over 50 consultants across more than 20 countries, averaging 15 years of experience in human resources, financials, and information technology solutions, including:

#### KAREN BEAMAN

CEO / Founder / Global Strategic Advisor



...widely recognized as a global HR industry guru and business leader, Karen has built and led many global teams for Fortune 500 companies. She is Editor-in-Chief of the IHRIM Journal and has published four books. In 2002, she was honored with IHRIM's Summit Award for her lifetime achievements in the field of HR systems. She is fluent in English, German, French, and Portuguese.

#### STEVE PARKER

Vice President, North America / Strategic Advisor



...former senior manager with ADP and founder of PMPartners, Steve has over 30 years of experience working with clients to select, implement, and refine their HRIS applications. Steve has experience with process alignment, shared services, outsourcing, and internal solution development. He has worked with many Fortune 500 companies on developing successful HR strategies and solutions.

#### FREDDYE SILVERMAN

Vice President, US Eastern Region / Strategic Advisor



...former Vice President at Cendant Corporation with responsibility for strategic planning and oversight of all global HR systems; designed and oversaw the development of a large multi-purpose HR Service Center; managed the implementation of several large scale HCMs; created effective business cases; led multiple successful business process reengineering efforts and change management programs.

#### CHRISTIAN ADLUNG

Vice President, EMEA / Global Strategic Advisor



...senior global executive and consultant with more than 20 years of experience in information technology, development and project leadership of large, complex and varied payroll and HCM systems, specifically in the global and European business environments. He holds a degree in Computer Science from the University of Bremen and is fluent in English, German, and Portuguese.

## Our Experience – Your Advantage

Every organization has different pain points, needs and priorities. With Jeitosa's decades of experience in various HR application system platforms, technology deployments, and global implementations, we can help you evaluate the industry options – whether standard or hybrid – and determine an approach that best meets your business and systems needs.

OPTION 1: Big Bang Approach	OPTION 2: BU Approach	OPTION 3: Functional Approach	OPTION 4: Geographical Approach
<b>DESCRIPTION:</b> • All employees, business units, regions and functions, etc. are converted at the same time	<b>DESCRIPTION:</b> • Business units are prioritized and populations are converted, business unit by business unit	<b>DESCRIPTION:</b> • Business functions are prioritized and populations are converted, function by function	<b>DESCRIPTION:</b> • Geographies are prioritized and all countries in a specific geography are converted at the same time
<b>PROS:</b> • Supports a global approach, developing standards across business units • Eliminates the need to build temporary interfaces	<b>PROS:</b> • Allows focus on individual business unit needs to ensure requirements are met • Allows the sun-setting of business unit systems in a phased approach	<b>PROS:</b> • Allows focus on specific business needs (e.g., performance, recruiting) • Allows the sun-setting of point systems to reduce costs and systems complexity	<b>PROS:</b> • Develops standards across business units • Focuses on country needs to ensure local reqts are met • Allows sun-setting of country-specific systems in a phased approach • Obviates the time zone challenges region by region • Clusters similar countries (e.g., English-speaking, Latin-based)
<b>CONS:</b> • Long delay from project kick-off to live • May create project fatigue and problems with retention requiring additional training • Elongates project payback period, increasing costs	<b>CONS:</b> • Business units at the end may feel undervalued • May necessitate the building of temporary interfaces to be discarded once fully live • May be difficult to implement standards	<b>CONS:</b> • Business units may have differing priorities on the importance of functional areas • May necessitate the building of temporary interfaces to be discarded once fully live	<b>CONS:</b> • Countries at the end of deployment queue may feel undervalued • May be difficult to implement global standards, without upfront effort to build an initial Global Blueprint

### WHY WE'RE DIFFERENT

*Experts: Research-based knowledge, best practice sharing, and real-world experience*  
*Agile: Innovative and flexible solutions to address modern, complex business problems*  
*Global: Transnational approach, meeting local needs, bringing global results*  
*Mentors: Knowledge transfer to make you stronger and better than when you started*

### OUR COMMITMENT

...strengthening your capabilities, leaving you more aligned, more aware, more effective

## Jeitosa's Strategic Global Enterprise Model (GEM) Issue-Focused, Strategically-Aligned, Goal-Oriented



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