

## Case Study



### Infosys Enables Business Transformation for Growth in Weatherford with PeopleSoft HCM

---

#### About the Client

Based in the United States, Weatherford is one of the largest global providers of oilfield services, offering innovative technology solutions, applications and services for the drilling and production sectors of the oil and gas industry. Employing more than 53,000 employees in over 100 countries and 800 locations worldwide, its products and services address the entire spectrum of activities in the business from drilling, evaluation, completion, and production to intervention.

Racing along an inorganic growth trajectory, Weatherford had completed more than 270 major strategic acquisitions in less than 12 years. The rapid pace of this large-scale expansion resulted in an assortment of disparate human resource (HR) systems with associated operational inefficiencies.

Weatherford required a seamless HR platform to cater to its growing and heterogeneous workforce and help further speed up growth and double its revenue in four years. Therefore, the oilfield services major decided to consolidate its diverse HR processes and create a global, future-ready HR system in partnership with Infosys. In addition to enabling growth, the solution helped Weatherford increase return on investment and save costs.

## Client Speak

*“The key to success in this program was leveraging the operational and global human resources expertise of our HR team, and combining this with the global implementation experience of Infosys. From defining global processes to engineering and implementing the HCM solution, Infosys has partnered with us to adopt best practices and transform successfully.”*

Neal Gillenwater, Vice President of Human Resources for Weatherford.

*“As in any large transformation exercise, Weatherford faced some unique challenges in integrating its disparate HR / Learning systems into the ONE WEATHERFORD ideology. Infosys team demonstrated immense maturity and in-depth business & ERP package knowledge to overcome these hurdles and make this program a grand success.”*

Malcolm Duncan, Director of Technical Learning, Competencies & Global HRMS.

## Business Challenges

Weatherford wanted to unify as many as 43 disparate HR systems across its 270 worldwide acquisitions addressing the statutory needs of 100 countries into a single platform to aid its aggressive growth plans. It envisaged a transformational global Human Resource Management System (HRMS) to bring together all its employees and assimilate them into the ‘One Weatherford’ culture, process and spirit. The company wanted to transform their HR function from being a purely administrative facilitator to a strategic enabler in keeping with its vision of rapid growth.

Weatherford was facing the following challenges owing to its multiple HR systems:

- **Operational inefficiency:** The presence of disparate HR systems spanning varied geographies were resulting in inaccurate employee data and headcount reporting, and lack of employee visibility. Moreover, the absence of multiple language reporting and interfaces and of local knowledge and skill requirement, were hampering organizational functioning.
- **Compliance issues:** Owing to multiple legacy training / compliance systems, Weatherford faced problems in ensuring multiple data privacy and meeting country-specific legal requirements.

Weatherford chose Infosys as its implementation partner relying on the latter’s enterprise software expertise coupled with its business consulting and technology leadership. In 2006, Infosys had provided Weatherford with Human Capital Management (HCM) consulting expertise to assess its global HR operations, identify the best-fit HCM package and define a roadmap for its implementation.

Based on the work, Weatherford made Infosys the principal partner for its global PeopleSoft HRMS Implementation project that commenced in 2007.

## The Infosys Approach

Infosys successfully developed and implemented an end-to-end solution for the client to enable the required business transformation. Having defined the roadmap for the best-fit package for the solution, Infosys standardized processes with the Global Process Template and established the foundation in PeopleSoft HCM 8.9 and ELM 9.0. It successfully migrated legacy data to the new platform and integrated legacy systems with third-party systems.

During the development and implementation of the solution, Infosys successfully surmounted numerous hurdles to deliver the project on time, within budget and to the global standards. To ensure a smooth rollout of the solution minimizing impact on business, Infosys needed to:

- Manage the impact of the client’s frequent acquisitions, organization changes, and resource movements during crucial project phases
- Accomplish requirements gathering and program monitoring in an environment characterized by geographically dispersed stakeholders
- Obtain a single view of the entire program’s performance – a complex exercise in an enterprise comprising disparate units
- Handle cross-cultural sensitivities and manage multiple languages

Infosys chose hybrid service delivery with the project operating on a hub-n-spoke model – the global hub at Houston and spokes in various regional locations. The offshore team was geographically spread out, operating from Bangalore, Mangalore, Pune, Chennai, and Hyderabad. The project began with the US and Canada followed by rollouts across the 5 continents.

Using its indigenous InTrak end-to-end implementation methodology, Infosys leveraged its strength in extending package solutions and enhancing their effectiveness by seamlessly integrating emerging technologies. It delineated a clear path for planning, executing, testing, and supporting the implementation process with its modular and flexible approach covering all stages of the implementation.

## The Infosys Solution

Infosys recommended PeopleSoft HRMS version 8.9 as the best-fit ERP package for implementing the solution. The PeopleSoft HCM functionality implemented included:

- Human Resources
  - Workforce Administration
  - Full Position Management
  - Profile Management (Manage Competencies)
  - eVacation / Monitor Absence\*
- Self Service (Employee and Manager)
- Payroll Authorization (custom bolt-on)
- Enterprise Learning Management system
- ePerformance
- ePay
- eDOT\*\*

As part of the one-time data conversion activity, Infosys migrated the legacy data to the new platform and created an interface to seamlessly integrate PeopleSoft with legacy and third-party systems. It performed a detailed analysis for each of the applications and prepared a comprehensive strategy to retire legacy applications wherever possible. Infosys also developed a robust integration strategy and designed a global payroll template to interface multiple payroll providers for international regions.

The PeopleSoft HCM package was implemented from scratch with customizations catering to country-specific requirements. Infosys provided technical solutions and assessed the various options available for data privacy and country-specific legal requirements. It helped the infrastructure team design systems and architecture to fulfill data privacy requirements, enabling the client to meet the compliance demands of the Sarbanes-Oxley (SOX) Act and EU Data Protection Act (DPA).

## Partner Speak

*“Weatherford’s impressive cost and time savings due to the implementation of PeopleSoft Enterprise Human Capital Management demonstrates the value of the PeopleSoft solution for companies with geographically and operationally diverse operations. PeopleSoft Enterprise Human Capital Management has the ability to significantly decrease operational costs associated with both core human resources processes and talent management programs, especially when implemented by a seasoned, strategic partner such as Infosys.”*

Paco Aubrejuan, Oracle Vice President, PeopleSoft Enterprise.

\* Monitor Absence is a custom module developed to track leave history for MENA (Middle East and North Africa) employees

\*\* eDOT stands for e(Department of Transportation) and is a custom module used by US and Canada Department of Transportation Safety Teams

## Benefits

The Infosys solution helped Weatherford consolidate its complex and disparate HR processes across its multi-country operations. Designed to support future growth, the scalable and robust system helped increase Return on Investment (ROI) and save costs. The solution has:

- Ensured ROI of over US \$3 million within the first year itself
- 22000 Performance Appraisal opened this year / 10000 completed till date
- 80% of US / Canada population have opted for paperless notification for ePay
- Allowed recurring cost savings of around US \$2 million every 6 months on the custom bolt-on Global Payroll Authorization application
- Harmonized HR processes globally with regional sub-processes to meet legal compliance laws
- Enabled global compliance for data privacy regulations
- Facilitated continuity and transparency in operations
- Eliminated redundancy and increased accuracy by moving away from a paper-based to an electronic system
- Delivered support for multiple reporting languages, including Arabic
- Improved Training / Compliance Auditing



For more information, contact [askus@infosys.com](mailto:askus@infosys.com)

### About Infosys

Many of the world's most successful organizations rely on Infosys to deliver measurable business value. Infosys provides business consulting, technology, engineering and outsourcing services to help clients in over 30 countries build tomorrow's enterprise.

For more information about Infosys (NASDAQ:INFY), visit [www.infosys.com](http://www.infosys.com).