

How Six Hospitality Organizations Reimagined Their Talent Strategies and HR Operations

The power of employee experience, talent optimization, and a unified data system.



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Introduction

In the dynamic world of hospitality, change is the new norm. Amid disruptive waves, it's crucial for hospitality organizations to redefine their business and talent strategies, as well as their day-to-day operations. In this industry, innovation separates the leaders from the laggards. This eBook shares the inspiring journeys of six hospitality organizations as they unveil their transformation experience and showcase how they transitioned to unprecedented success.



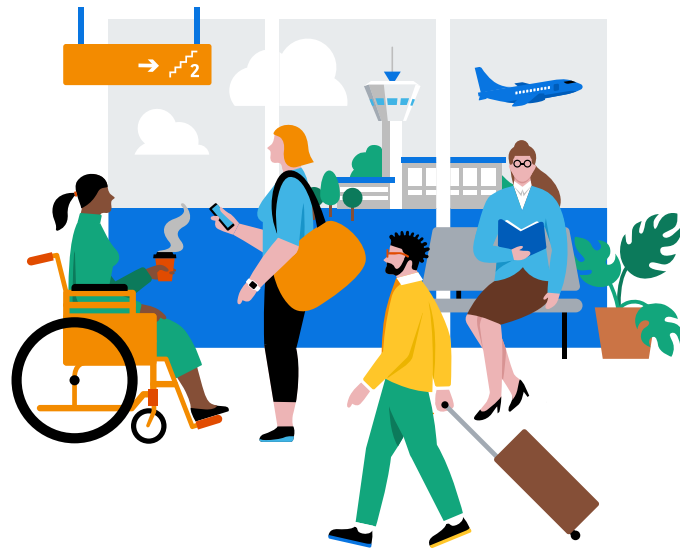


How Korean Air plans to grow and shape its next generation.

Understanding and delivering what makes top employees happy is at the heart of the flagship airline's transformation into a globally loved brand.



- True visibility into employee sentiment and happiness
- Robust, timely data sets to support decision-making
- Top talent identified and retained every time
- Relevant training that is easy to access and complete



Korean Air's new mission to become the world's most loved airline depends on workforce transformation. The carrier is exchanging its traditional way of identifying and retaining talent based on managerial feedback with an approach that uses real-time data to understand employee sentiment, identify top talent, and provide the training and support needed to grow and retain the next generation of employees. Executive Vice President and Chief Marketing Officer Kenneth Chang explains how Korean Air is using Workday to enable a shared philosophy that "happy employees equal happy customers."

- Provide visibility into employee sentiment to help gauge company culture.
- Give every employee a fair evaluation process and growth opportunity.
- Make data-driven decisions that reveal the truth.
- Identify top talent and support their training to help transform the company.



We chose Workday as a transformative partner to help us understand our employees from a different perspective, treat them as individuals rather than as a group, and change our culture.

Executive Vice President and
Chief Marketing Officer



Panera scales rapidly with real-time visibility into its workforce.

With Workday, Panera deploys a finance and HR system that can keep up with its rapid growth and provide the insight it needed into its workforce.

Challenges.

After decades of rapid growth, Panera Bread was expanding even more into the adjacent \$1 billion categories of catering, small-order delivery, and consumer products. The company needed to manage three separate businesses and a workforce with high turnover, multiple jobs, and varying pay rates—but its

34K+

34K+ employee self-service transactions

9

9-month deployment

\$1.6M

\$1.6M saved yearly from benefits arrears collection, and more

2

2 days vs. 6 months to create job titles

systems couldn't keep up. Its growth demanded an agile system that would sustain the business as it continued to evolve. After rigorous evaluation, Panera selected Workday in 2014 to support its innovation and growth.

Why Workday.

Panera selected Workday because it offered a single system that was configurable and flexible. It also provided a proven and reliable cloud-based finance, HR, and payroll system. Its robust mobile functionality and universal access also contributed to its appeal, as well as its improved analytics and insights. All of these factors led Panera to choose Workday because it was scalable enough to be a successful partner for the growing business.

Workday in action.

Real-time visibility into Panera's workforce brought top-line benefits back to the business. Before Workday, café managers only saw employee time punches on a weekly basis. With Workday, they gained up-to-the-minute insight into employee hours and overtime, which helped them make real-time staffing decisions. Panera also realized that associates worked more than eight hours a day in some markets, negatively affecting overall café health metrics. But with real-time, accurate data accessible on any device, managers were able to achieve optimum employee and café health and drive more sales.

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There is a high desire for more Workday at Panera. In fact, we selected Workday Financial Management based on our Workday Human Capital Management project success.

Director, HR Technology



Drury Hotels launches holistic digital transformation.

By combining a big-picture perspective of the company's needs with best practices, Drury Hotels increased collaboration and built a digital foundation for the future. The hotel chain's executives discuss retiring legacy applications, taking security seriously, and helping employees become even better at what they do.

When it comes to keeping guests happy, Missouri-based Drury Hotels has received the J.D. Power "Highest in Guest Satisfaction Among Upper Midscale Hotel Chains" award for a record 16 consecutive years. The company's 150-plus hotels across 26 states deliver exceptional value to business and leisure travelers. To support this mission, the company deployed [Workday Financial Management](#) and [Workday Human Capital Management \(HCM\)](#).



- **Improved security by consolidating disparate systems**
- **Facilitated collaboration between IT and finance teams**
- **Enabled mobile access for managers and frontline workers**
- **Streamlined supply ordering for 140 hotel teams**

We recently spoke with Drury Hotels Vice President and Chief Information Officer Ryan Schlimpert and Corporate Controller Lee Lummus to get their insights on the Workday deployment and learn how working with a single partner and platform allows them to streamline operations and engage their employees.

Tell us about your decision to deploy Workday. What were some of the driving factors behind the adoption of new technology for your business?

Schlimpert: Our top concerns were security and business continuity. At the time, we were operating with a 20-year-old system that was really holding us back. What if it went down and we couldn't run payroll? We'd been static for a long time—we couldn't upgrade our servers, and the system lacked the capabilities that would allow us to move our business forward. Additionally, too many of our systems were separate silos.

Lummus: We started by looking at our business processes holistically, gathering information and feedback from everyone on the deployment team. That was all funneled up to the steering committee, which included finance, IT, HR, and procurement. All the business teams were very involved in the request for proposal because we knew it was important to engage them and get them on board from the beginning.



With all the evolving threats out there, it's important to work with a vendor that takes security seriously.

Ryan Schlimpert
Vice President and Chief Information Officer

Just as you were launching Workday, COVID-19 shut down most hotels. How did the pandemic affect you?

Schlimpert: Yes, we were in the middle of the Workday accounting implementation and had just gone live on Workday HCM when COVID-19 hit, which was the biggest disruption in the company's history. We had to quickly move our entire team, including the Workday implementation team, to remote work. Our workforce had the added responsibilities of managing through the pandemic, including keeping our teams and guests safe, keeping up with changing COVID-19 guidance and regulations, procuring personal protective equipment, re-budgeting activities, and more. But with hard work and Workday's partnership, we still managed to go live on time and on budget.

What impact has the Workday deployment had on operations so far?

Schlimpert: One of the best things is that Workday empowers all of our team members, not just the back-office team. Having one partner and one platform for finance, HR, and procurement is exciting. In contrast to a static system, Workday is always improving.

Workday has also made us much more efficient, which has allowed us to reduce and repurpose multiple positions. Extending Workday Learning to our hourly team members has been a huge benefit as we develop and train our team. Employees really like the self-service capabilities in Workday, such as being able to check their benefits or change their name or address. And HR likes being able to focus on higher-value activities instead of fielding those calls.

Lummus: We're also changing how we allocate management and royalty fees to our hotels. Previously, we only posted these fees in the closing week of each month. Hotel managers couldn't see the expenses until the monthly profit and loss statement was released. But now they'll be able to see them weekly.

What's next for Drury on the digital transformation journey? Are there specific areas you'll be focusing on in the coming year?

Schlimpert: A big part of building a better digital foundation is retiring legacy applications. Newer, easier-to-use systems make it easier to train people, and they're more efficient and engaging. We want to create a seamless experience that allows team members to be great at what they do. We're putting automation in place to free people up so they can be more efficient and focus on value-added work as opposed to replicable tasks. And analytics let us visualize our data and really drive insights and enable our team to make smarter decisions.

Security is also critical to our digital foundation. With all the evolving threats out there, it's important to work with a vendor that takes security seriously. Workday simplifies our ecosystem and reduces the number of places our data is stored. That's huge for us.





Denny's saves \$1.2M annually with a finance and HR system from Workday.

A unified cloud solution, new data model, and better people processes set the classic diner up for the future.

\$1.2M

\$1.2M gross annual benefit

135%

135% improvement in the number of automated SOX controls

4-day

4-day reduction in time for accurate franchisee invoicing

60%

60% more versions created in 2020

Challenges.

Denny's recognized the need to modernize its finance and HR systems to deliver business agility. It then launched a digital transformation and phased deployment of Workday enterprise cloud applications to support its business strategy and goals, including a vigorous refranchising program.

Results.

Since deployment, Denny's has used Workday across the business to deliver more efficient and effective services. Significantly improved functional capabilities have generated both strategic and business benefits, including a \$1.2 million gross annual savings.



Workday and Denny's

Benefits and results.

Consolidating to one cloud solution.

Denny's consolidated a convoluted network of systems and applications into one cloud solution configured for efficiency and optimization. With continuous new releases and updates from Workday, Denny's avoids disruptive and disjointed upgrades, and Workday Services and Community help streamline testing and feature adoption.

A new data model for faster reports.

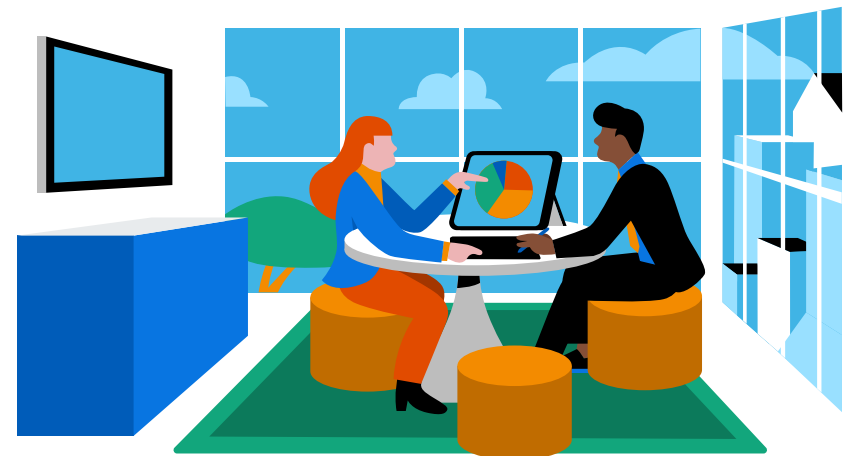
To make the billing in its franchised model more transparent, Denny's restructured the data model for reporting and generating automatic accounting. Users can make faster decisions with fewer manual journals, quicker invoice processing, rapid reconciliation and performance closures, and simpler financial and management reporting.

Better people processes.

Improved automation and self-service functionality boost Denny's HR efficiency and drive internal adoption. Digital onboarding and shortened merit planning, payroll, and open enrollment cycles increase morale. Fast payouts of bonuses and franchise sales are a welcome change. And on-demand access to reports on topics such as compensation equity and tax credits have made the HR team more credible and strategic.

Planning for the future.

To make business decisions faster, Denny's deployed a unified planning program. This not only reduces the time it takes to complete financial forecasts and the annual budget, but it also enables monthly reforecasting and scenario planning.





Midtown Athletic Club gets financial management and human capital management in shape.

“We chose Workday because we knew it could help us achieve our goal to be better than yesterday. Our IT, finance, and HR executives were in sync as to the transformative changes this tool could bring about.”—President



- **Delivers payroll with <1% error rate**
- **Manages payroll processing with 50% fewer staff**
- **Simplifies and economizes technology management**

Gourmet restaurants. Spa services. Acres of tennis and basketball courts. Yoga, pilates, weight training, and more. No ordinary fitness center, Midtown Athletic Club offers “sport-resort-class” amenities to its members from the Midwest to Canada. Each club offers a place where people can set, meet, and surpass their fitness goals to transform into the best versions of themselves and then bring that energy back to their families and communities. Recently, the club expanded so rapidly that it outgrew its financial management and human capital management (HCM) systems. Midtown had plans to upgrade and streamline them, but day-to-day operations were so busy that it didn’t have time—until the COVID-19 pandemic hit.

Scoring goals while others sit on the bench.

The beginning of the pandemic was challenging for businesses in the fitness industry. While uncertainty was high, company leaders at Midtown saw a once-in-a-lifetime opportunity to uplevel Midtown’s operational performance, improve team accountability, and build on company culture. To accomplish this, Midtown decided to follow through on a long-planned effort to simplify business processes and replace disjointed systems with a single solution. The executive team used this time to reimagine the improved future state of Midtown with Workday.

Companywide consensus and change management.

Looking to achieve results quickly, Midtown decided to go all in with Workday, deploying the full suite of Workday Financial Management and Workday Human Capital Management (HCM) at the same time. Members of the executive team saw how Workday could drive transformational change and were completely aligned in driving a change management initiative throughout the company. Using the Workday Launch deployment approach, Midtown was able to prioritize the critical functionality it needed to go live and start using features quickly.

As employees returned to the clubs, the deployment team met with everybody to help them understand how Workday could help them do their jobs. Midtown used lunch-and-learn events, informal briefings, and frequent surveys of workforce perceptions and attitudes to get the entire workforce ready for and excited about Workday. Courtney Brouse, learning and development manager at Midtown Athletic Club, says, “It was a huge selling point for our associates to have Workday as the one system for everything—no more logging in to 10 different applications with 10 passwords or using 50 software tools to complete just one workflow.”

With the whole organization pulling together, Midtown completed an entirely virtual Workday HCM deployment in five months. “The day we went live on Workday was perfect—boring and uneventful for our IT team,” says Brouse. “That’s exactly what you want for such a major undertaking.”

Easy to learn. Easy to play.

For many Midtown employees, the Workday mobile app is the main entry point to the system. Brouse describes, “Our associates are on the run a lot. Waiting to clock in and out at a dedicated terminal wasted a huge amount of their time. Now they can use the Workday app instead. It also allows them to look at their pay stubs, see their schedule, and make time-off and scheduling requests.”

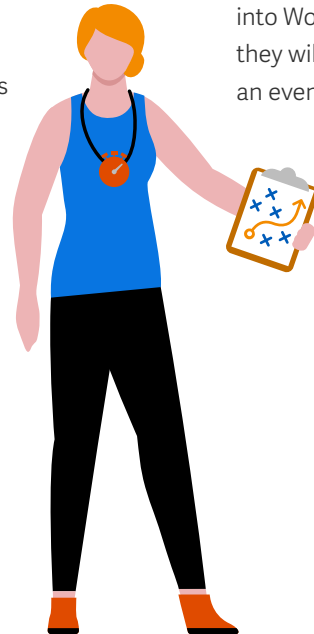
Employees rely on Workday for much more than everyday activities. They use the app to review the company’s objectives and enter their own aligning goals. They receive all of their Midtown training through Workday Learning instead of through a separate learning management system. And employees and team leaders manage performance and will implement merit compensation conversations through Workday. “We’ve created a more accountable, individualized company culture on Workday,” Brouse says. “The system allows us to resolve talent management challenges that our entire industry grapples with.”

Instead of printing, signing, scanning, and emailing forms, new Midtown employees and their hiring managers now perform all onboarding activities seamlessly and securely in Workday. New hires can log in to Workday to see which training is assigned to them and what the company’s expectations are. Brouse comments, “Workday enables us to offer new employees the right path to becoming happy, productive Midtown associates, no matter whether they are part-time, full-time, or working in the corporate office.”

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Workday helped us make our business systems more resilient to change and create a more fulfilling environment for our people, especially with its mobile app.

Chief Information Officer



Finance sprints toward greater efficiency and strategic insight.

Welcome changes in finance management took place immediately following the Workday deployment. Errors on the first payroll processed through Workday were at an all-time low of less than 1%. Midtown also streamlined how it compensates employees. Instead of paying people 20 to 50 different ways, the company standardized and simplified compensation across all 8 locations.

For Midtown’s finance team, Workday has made life easier—and more interesting. Workday Payroll helped the team automate and simplify their payroll processing. They went from 9 separate and manual processes to 1 automated process, and payroll completion is now measured in hours versus days. Workday offers access to data that enables team members to ask analytical questions and make decisions at a more strategic level.

Midtown is still in the process of integrating all its financial data and processes into Workday and anticipates more beneficial changes. The team anticipates that they will continue to elevate their insight-driven decision-making with Workday to an even higher level.

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Our finance team is no longer bogged down with administrative tasks. Since we deployed Workday, people finally have time to think about improving how the company works.

Chief Information Officer



Taking flight with Workday: how Southwest Airlines is scaling and maturing HR functions.

Senior leaders in people and technology at Southwest Airlines share the game-changing impacts of partnering with Workday.

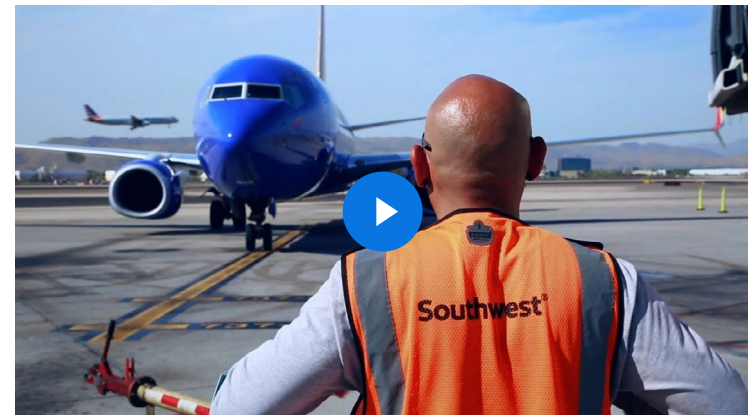
Southwest Airlines has 72,000 employees, with plans to reach close to 100,000 in the next five years. With the help of Workday, the airline is making connections to enable a better employee experience in the hiring, onboarding, and career growth spaces. We caught up with a few of its senior leaders to discuss Southwest's Workday journey and its path for the future.

What was workforce management like at Southwest before Workday?

As the company grows at a rapid pace, Southwest is laser focused on bringing in all the right people. Lindsey Lang, vice president of People, shared that this growth is a massive undertaking, and even though Southwest was hiring at a solid pace before Workday, some processes were inefficient, making it more difficult to find and onboard new employees. At Southwest, the cornerstone of the company's culture is caring for its employees. Kayce Ford, vice president of Technology, reiterated that taking good care of employees so they can take great care of their customers has long been a priority for Southwest. With the help of Workday, Southwest further prioritized investing in employees.

What have been the strongest benefits from partnering with Workday?

Instead of struggling through multiple human resources (HR) processes, Lang shared that HR business processes are now streamlined, which makes scaling that much easier with faster time to fill for the company's internal customers looking to fill positions to meet growing business needs. Also, with the expectations of on-the-go modern employees, Southwest wanted to ensure that it met its people where they are. Ousman Afzal, managing director, Technology, said that Southwest employees praised the move to a mobile-enabled system. For example, flight attendants can process pay-related requests on their mobile devices, eliminating the need for paper forms and empowering them to do their work more efficiently.



Southwest Airlines simplifies its HR processes to scale operations.

How has Workday helped Southwest with HR analytics?

Southwest also implemented Workday Prism Analytics. “It’s been a huge benefit to us in being able to provide historical information regarding our employees,” said Tiffany Forrest, director of People Systems. “With the combination of real-time and historical data in one system of record, Southwest can tell a real story about its employees: their growth and where they want to go next.”

What’s next?

As Lang put it when referencing Workday as Southwest’s human capital management system, “Workday is absolutely transformative to our business.” And the business can now scale and mature its HR function in a way that it would never have foreseen. As Ford shared, when leaders are thinking through HR business opportunities, their catch phrase is, “Why not Workday?” And as Ford said, “We’re just at the beginning, and I’m excited to see what else we can do in this wonderful partnership.”



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Workday is absolutely transformative to our business. It’s going to allow us to scale and mature our HR function in a way that we never could have imagined.

Lindsey Lang
Vice President of People



Southwest Airlines asks “Why not Workday?” to drive employee engagement.



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