

CASE STUDY

BIMA LAUNCH WORKDAY FINANCE TO STREAMLINE OPERATIONS

Project requirements

- Deploy Workday Finance with seven internal team members
- Streamline siloed localised finance operations across 13 countries
- Acquire a supportive and experienced implementation partner

Project results

24

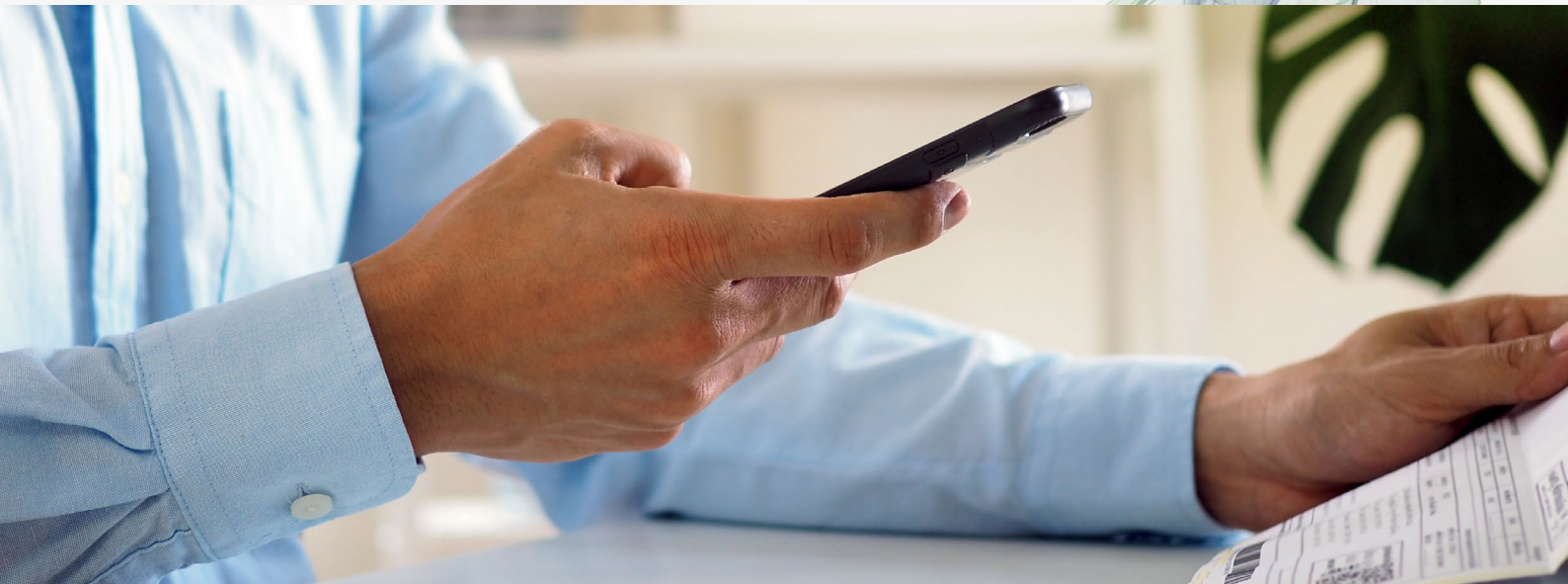
week go-live,
with limited resources

13

countries
successfully deployed

1

global finance workflow
across multiple regions



" We needed a partner that really knew what they were doing and had defined processes. We also wanted a partner that would lead and support us in best practice for rolling out Workday as well as be pragmatic in how we do that. And we got all that with Kainos. "

James Greenwood, Head of Business Systems at BIMA

About BIMA

BIMA (also known as Milvik AB), is a leading insurance and health-technology company that uses mobile technology to provide affordable insurance and mobile health services to customers in emerging markets. Headquartered across London, Singapore and Bangalore operating in 9 locations across Africa and Asia, BIMA has almost 3,000 employees and has reached more than 35 million customers since its inception.

Geographical siloes hinder growth plans

BIMA experienced rapid growth since its launch in 2010. With distinct financial business processes across each new market and having relied on QuickBooks for its financial management system, it had quickly outgrown the systems' capabilities, resulting in operational inefficiencies and mounting costs. To sustain its growth, BIMA needed to quickly address these challenges to ensure future success.

James Greenwood, Head of Business Systems at BIMA explains, "The business grew quickly and in a very siloed manner, and as we grew, each new market developed their own processes, systems, and operating models. That was a decision which made sense at the time, because each region needed to scale at pace and make the necessary decisions to do so. However, in 2018, a new CFO joined the company and introduced a mandate from shareholders to increase efficiency and reduce operating costs. The first item on the agenda was to invest in central functions. We knew that by streamlining and standardising processes across HR and Finance, we could increase efficiency and make our operations scalable for future growth. The outdated financial system coupled with the new shareholder mandate pointed towards a new technology investment. We knew it was the right time to switch and find a solution that could fulfil our ambitions."

Workday for functionality and long-term success

With limited resources and a wealth of gains to be sought on the Finance side, BIMA made the decision to approach their Workday journey with Financials first. The company also needed to appoint an implementation partner with the capability and proven track record of delivering global Workday Financials projects. Once Financials was in flight and delivering value, BIMA would look to add HCM and streamlining business processes across its 13 markets as a Phase 2. "Our long-term strategy is to have our Finance and HR operations on the same platform with one vendor, and for that platform to be cloud based," says James. "It was vital that the platform we selected was user friendly across all of our markets including Ghana, Tanzania, Pakistan, Bangladesh, Sri Lanka, Cambodia, Malaysia, the Philippines, and Indonesia. Secondary to that, the chosen solution also had to fit with our existing technology stack which includes Salesforce and Atlassian to name a few. With limited resources to deploy and maintain the system, and a goal to standardise processes, we knew we wanted to keep as much out of the box functionality as we could. All things considered, everything pointed us to buying a best-in-breed Finance and HCM system to service the business. We looked at a number of solutions, but when we carefully examined the functionality we needed from the system and how, and where, we needed it to operate, Workday was the clear winner."

Partnering with Kainos to deliver Workday Finance

BIMA bought Workday Finance and Core HCM in mid-2019 and kicked off the deployment project for Finance using the Workday Launch deployment methodology. BIMA needed a partner who could:

- culturally fit with its organisation;
- deploy Workday Finance within its budget and timescale;
- provide pragmatic guidance and best practice throughout the project; and
- demonstrate experience in delivering global transformation projects across multiple geographies.

Working with Kainos, BIMA got a partner whose cultural values aligned with its own, and successfully launched Workday Finance on time. The team also relished in the best practice support to streamline its business processes for launch across all its regions.

On time delivery, cultural fit, and best practice guidance

With time, budget and resource constraints posing risk to the project, BIMA sought a Workday delivery partner like Kainos to ensure pragmatic guidance and consultative expertise to keep them on track. BIMA benefited from an experienced and committed partner who ensured their Finance deployment went live successfully within a 24-week time frame. Key to this was that the Kainos and BIMA teams were aligned strategically and culturally.

“One of the main selection criteria for appointing our Workday implementation partner was the cultural fit and reassurance that our teams could and work well together to facilitate delivery excellence,” says James. “From that perspective, Kainos had the right mentality to work with a business that’s young and that operates across multiple geographies. They also demonstrated their ability to work toward our aggressive timelines and support our team of limited resources.”

Using Kainos’ Workday Launch experience and deep Financials expertise, BIMA were confident that the deployment and business process decisions it made were the best for its business needs. “While it was important to select our implementation partner based on cultural fit and technical competence, the decision was underpinned by ensuring the partner we worked with would be pragmatic,” says James. “We needed a partner that really knew what they were doing and had defined processes and would continue to work on defining our business processes. We also wanted a partner that would lead and support us in best practice for rolling out Workday as well as be rational in how we do that. And we got all that with Kainos.”

“ The whole [Kainos] project team have been invaluable in terms of guiding us on best practice, keeping us honest and asking the right questions to make sure everything was set up for success.”

Focus and alignment vital for lean team

With a lean team to support the deployment and continuous maintenance of Workday, it was also critical to the success of the project that both BIMA and Kainos remained focused and aligned throughout. The close cultural fit between the organisations ensured excellent collaboration.

“There was trust between our team and the Kainos team which was strengthened by the commitment of keeping to deadlines. It was vitally important to us that there was commitment to getting things done when agreed; that meant if it was an hour, a day or a week turnaround, the Kainos team were always focused,” said James. “Working closely together we had good governance, tight feedback loops and focus, so that if a decision needed to be made it happened very quickly. Working with the Kainos team and using their project governance methodology, we had total clarity and alignment throughout the deployment project, which is exactly what was needed given our limited resources.”

Streamlined business processes increase operational efficiency

Before Workday, BIMA had different financial and operational processes across each geographical market. With guidance from Kainos, BIMA opted to keep its business processes simple and in line with Workday recommendations to minimise complexity for its users and to increase operational efficiency. “We have seen initial efficiency gains across, data security, running allocations, group consolidation, analytics, and bank statement integration with our corporate bank”, says James.



“Working with Kainos has been extremely positive on several fronts—commercial, project management, technical, and integration. ”

“We needed to standardise the processes and make sure that our users across multiple geographies would follow them,” says James. “Kainos was fundamental to the success of our deployment in that respect. The whole project team have been invaluable in terms of guiding us on best practice, keeping us honest and asking the right questions to make sure everything was set up for success.”

Improved data integrity and security

With Workday Finance now implemented, BIMA is enjoying the benefits and security of having all its financial data in one system.

“From day zero we have gained notable trust in the business data as a whole, but equally we can now rely on the regional data from each market being accurate and reliable. Having Workday is great because it increases our level of data integrity from a finance perspective. We also have the benefit of improved data governance as we have absolute confidence in how and where our data is stored,” says James.

As part of the implementation project, Kainos worked with BIMA to integrate Workday Finance with its bank, further increasing operational efficiency and data integrity. James adds, “The Kainos team led the way in developing a new integration with Workday and our bank, helping us successfully navigate the complexities of the integration.”

Positive partner experience builds on business success

The early impact of Workday on BIMA’s business is already positive, “Workday is enabling us to standardise our processes and set us up for future scalability in an efficient manner,” says James. He also adds that Kainos played a significant role in the success of the project “Working with Kainos has been extremely positive on several fronts—commercial, project management, technical, and integration. On the commercial aspect with the effort the Kainos team put in; to the extreme professionalism of the project management team, with our daily stand up meetings, weekly project meetings and communications, and managing project governance; to the technical acumen of the financial and testing teams to work with our nuances; as well as the guidance from the integration team—the execution was great and Kainos really lead the way.” “Kainos helped us successfully deploy Workday Finance, setting the business up for hopefully the next 10 to 20 years of growth, so that we can concentrate on what we do best, which is offer mobile-delivered insurance and health services to our customers. We look forward to working with the Kainos team on the next phase of our Workday journey as we deploy HCM.”



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