



CASE STUDY – THE VIEW FROM THE CLOUD:

# How OSV Helped Gogo Take Flight with Workday

## Project Overview

### FUNCTIONALITY DEPLOYED

- Employee Self-Service
- Manager Self-Service
- Absence and Time Tracking Management
- Benefits Administration
- U.S. Payroll
- Cloud Connect Benefits
- Cloud Connect Payroll
- Compensation Management
- Talent Management

### PROJECT TIMELINE



### PROJECT BUDGET VS. ACTUAL

4,069

BUDGET HOURS

\$705K+

BUDGET COST

3,707

ACTUAL HOURS

\$632K+

ACTUAL COST

09%

UNDER BUDGET

10%

UNDER BUDGET

### THE COMPANY

Gogo is the leading global provider of in-flight broadband connectivity and connectivity-enabled services to commercial and business aviation. Aircraft operators use Gogo to improve the passenger experience by providing Internet and entertainment services, and operational efficiency by connecting the aircraft and its crew.

Currently, Gogo provides broadband connectivity services to approximately 3,000 commercial aircraft and approximately 4,200 business aircraft.

### THE PROBLEM

In 2015, Gogo re-evaluated its human resources information system (HRIS) to see if it was still meeting their business needs.

“We spent six months evaluating our processes, policies, and technology to gauge if they were moving in the same direction as our business,” says Blake Limestall, senior director of HR Operations and Technology at Gogo.

“My task was to understand what we had from a technology standpoint,” says Limestall. “I had to identify what we were missing and see if we could use our current technology to fill whatever gaps we identified.”

What they found was that their incumbent HRIS, UltiPro, was not equipped to meet their current and future operational needs. “We didn’t have the scalability and functionality we needed to make our HR business more efficient,” Limestall says.

So, they began looking at other options to see what would help them gain the efficiencies they needed to optimize their HR practices.

## THE EVALUATION

As they explored their options, Gogo had a demo day with all of the major HRIS competitors.

“We told them to show us the best and most forward-looking features they had that could meet our business case,” Limestall says.

Gogo then evaluated each company by a point scoring matrix. The scoring matrix consisted of four categories: functionality, usability and configuration, security, and service support. With an overall score of 96 percent, they were able to easily choose Workday.

“Besides scoring high in functionality, usability, and service support, Workday met the needs of our price point, deployment timeframe and overall business case,” Limestall says.

## THE SOLUTION

Having gone through a Workday deployment in his role at a previous company, Limestall and the HR team were able to level set the scope of the Workday deployment project.

“We gathered pretty early on that we didn’t need as many design sessions up front, and because of our customer size, we knew we would be in the LAP program. So, our project was mainly a data conversion and technical deployment.”



**With their Workday project outlined, Gogo began searching for a deployment partner.**

“Our ideal Workday service provider needed to be economically appealing and have a well-defined customer base,” Limestall says. “OneSource Virtual fit the bill as they were more economical for us and gave us the option to scale our services once we went live with Workday.”

**As with any major change, Limestall says there were a couple of concerns, but nothing drastic.**

“Because I’ve completed a Workday deployment before, I knew that data conversion was going to be the most work. It takes

## Why OSV?



Competitive Pricing



Potential Long-Term Service Provider



Successful Workday Deployments Track Record



Stellar Ecosystem Knowledge

a lot of effort to pull data out of a legacy system and put it in a new one.”

Gogo started data preparations after evaluating their business processes, policies, and technology.

“Knowing Workday’s emphasis on the position and job dimensions, we began densifying our job catalog with custom fields in our old HRIS,” Limestall says. “We added new dimensionality with job levels, management levels, job classifications, and categories. This allowed us to iterate much quicker during the Workday data conversion stage of the project.”

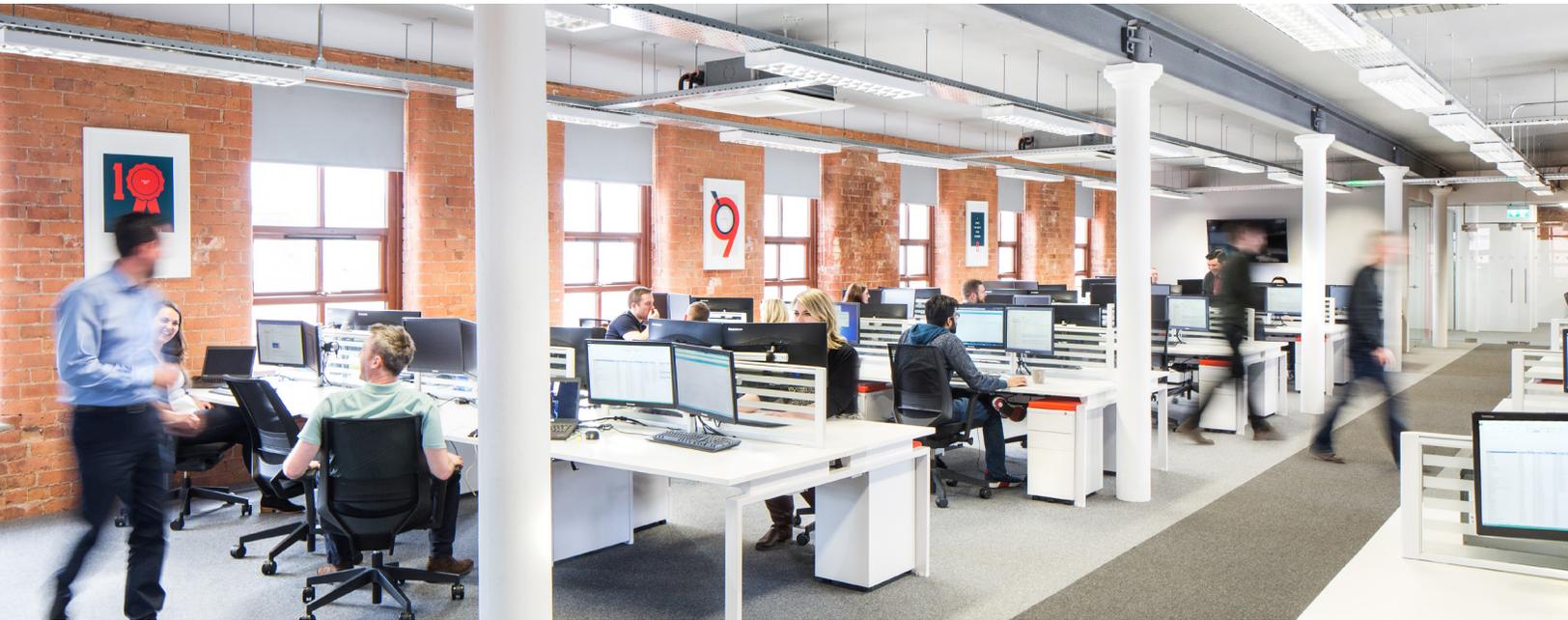
**Besides data conversion, there was also a concern from a technical standpoint.**

“I knew we didn’t have the time or capacity to build highly sophisticated configurations or integrations,” Limestall says. “But the beauty of Workday is that you don’t have to spend all this time up front designing to achieve a perfect go live. Instead, you can integrate pretty quickly. As your business changes and your requirements change, you can make changes on the fly, utilizing the business process framework, enterprise interface builders (EIBs) and custom reports to satisfy 95 percent of all the business needs.”

Because of this, Gogo decided to work backwards, pinpointing key functionalities they needed to deliver a minimally viable product (MVP) and an accurate payroll.

“We knew we needed benefit plans set up, with the ability for employees to enroll in those plans,” Limestall says. “We needed time off and the ability for employees to request time off. We needed time tracking, with the ability for employees to submit time sheets. And we needed accurate employee records keeping, so we knew who to pay and when to pay based on the compensation elements they had.”

Limestall’s concerns were all resolved because of their data conversion preparation and his understanding of Workday’s data structure.



## THE RESULTS

Since going live with Workday, Gogo has seen major benefits with the cloud-based application.

“We’ve optimized our processes and business practices across the board with what we have in Workday,” Limestall says.

“I think we nailed our payroll deployment because we’re so efficient in how we’re doing things. So much so that payroll has become an afterthought,” Limestall says. “Every two weeks, when we run payroll, we don’t have any payroll inputs. It’s all being done in one-time payments, in time off, or time sheets. We’ve really maximized our payroll process by using these Workday functionalities.”

**Limestall also credits Gogo’s Workday deployment success to OneSource Virtual.**

“Overall, our Workday deployment was pretty seamless. We knew coming in that we needed help with some of the heavier lifting, so we scoped the project to where we had OSV do the heavier integration work and some heavy work on the data conversion side,” Limestall says.

**He also attributes their success to OneSource Virtual’s ticketing system.**

“As a project manager, it was so helpful to have that visibility. It has definitely helped Gogo to establish a good partnership with OneSource Virtual.”

“We’ve optimized our processes and business practices across the board with what we have in Workday.”

**BLAKE LIMESTALL**

Senior Director of HR Operations and Technology for Gogo

Limestall admits that, in retrospect, there are a couple of things he would have done differently.

“I wish we would’ve put a little more effort into payroll history,” he says. “We loaded quarterly payroll history summaries for Q1 and Q2 2016. Instead, I would’ve loaded them by payroll period. That way we would’ve gotten away from having to do reporting annual year to date.”

He also would have loaded supervisory organization histories and position histories to allow for 36-month trending head count reporting. “That way we would’ve gotten away from having to manage our prior system, per payroll, reporting requests. We could have used Workday reporting from day one for each payroll even before we went live.”

When asked if he thinks Gogo would choose Workday and OneSource Virtual again, Limestall says they absolutely would.

“Since partnering with OSV, we’ve saved almost \$275,000 in employee personnel cost. It’s a true return on our investment, and we did it in less than three years.”