

KION GROUP BUILDS FIRST HIGH-QUALITY JOB ARCHITECTURE IN JUST THREE MONTHS BEFORE GO-LIVE OF WORKDAY



Project Challenge

- High-quality, global job architecture
- Including job descriptions, mapping & career planning
- In under 3 months



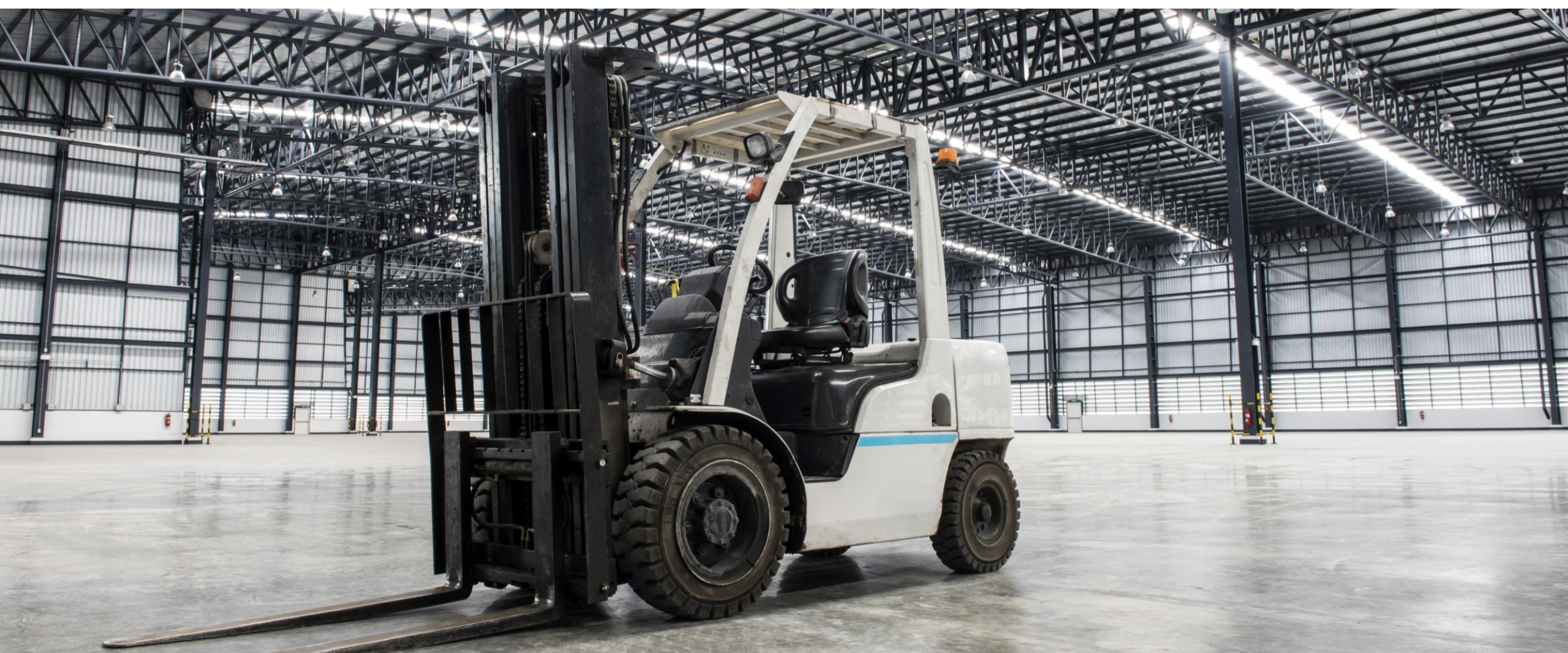
Project Results

3 months

100 countries

36.000 employees

mapped into a solid, future-proof job architecture.
On time to go live with Workday!



“While having a basic Job catalogue structure in place, we still struggled to adapt it to our future needs. We were looking for an easy and globally applicable leveling structure for our jobs. And for a service which helps us in the process of mapping over 35 K people, in a short time frame.” – KION Group



KION Group

German *KION Group* is probably not the first name that comes to your mind when thinking about the growth of e-commerce. But without their solutions to improve the flow of goods and information in warehouses, distribution centers or factories, our orders would hardly arrive so quickly at our doorsteps. *KION* is the second largest provider of warehouse equipment worldwide. Even if you have never set foot into a warehouse, there is a high probability that you have crossed paths with one of their brands with the likes of *Linde* or *Still*.

Being at the center of digitalization in a fast-growing, innovative business, *KION* relies on the skills and commitment of their 36.000 employees, distributed over five continents. People with different responsibilities, different skills, titles, cultures, expectations. A set of Excel sheets in each country doesn't cut it to manage the employee experience properly and make the organization thrive. But *KION's* HR managers are on top of their game and decided to introduce *Workday* to centralize people management while strengthening day-to-day operations locally.



A Tiny but Crucial Problem when Introducing HR Systems

HR systems are built around individual data of employees. They don't allow for designing organizational structures as a whole. Data such as job descriptions, titles or grades are being managed by the system for every employee individually. As none of us is able to compare, structure and change thousands of employee data-sets simultaneously, the only option to design a job architecture is using a specialized software, outside of your leading HR system. If possible, even before introducing a new HR system to make sure that you feed it with complete, structured data to take advantage of all the features your system offers.

KION only had a fragmented job architecture in place with different data and structures in their various locations. A copy/paste process of job data for 36.000 employees was obviously out of the question. Not only because of the overwhelming time investment but also because they were not harmonized.



"The standardized Level-of-Work system helped us a lot to communicate the principles of different working categories. All our colleagues quickly generated a common understanding of the system, without training them in complex grading methodologies."



The Challenge: Solve the Problem

At Colmeia, we were happy that *KION's Head of Compensation and Benefits* had heard about us previously (and we hope he was too). He presented us with a clear mission: To design a high-quality job architecture including standardized job descriptions for all employees worldwide together with a solid career planning. For 36.000 employees in 100 countries and together with a team of 150 HR Business Partners to get it of the ground in three months. Because if we wouldn't be that quick, the HR software introduction at *KION* would have been delayed with considerable implications on costs and processes.

An important side note: Building a job architecture can take up to two years if you don't use a software which is specifically designed to do so.

"With the specialized COLMEIA cloud service, it was a matter of few days to setup an agile global mapping process and get ready to start the mapping process."



The Solution

Needless to say, we got on it right away. Together with *KION's* managers we kicked off by choosing a standard job catalogue from their industry to bring into our [Global Job Catalogue](#) tool and introducing the *Level of Work Matrix* to a small group of *KION's* HR Business Partners. The matrix enabled them to structure the seniority and responsibilities of roles, derived from their industrial value chain. This was rolled out internally to a total of 150 HR Business Partners which were quickly able to map all existing jobs in their area of responsibility to the chosen job families and sub-job families and simultaneously to the *Level of Work Matrix*. Result: Job descriptions for every role in the company and a preliminary job catalogue in just three weeks.

So far, so good. But the structure still needed to come to life by connecting each employee with a position in their job catalogue. Using our [Global Job Mapping](#) tool – which enables a highly efficient process and mass assignments – we had the time to even take an iterative approach: A total of three rounds of mapping, each time improving the job catalogue itself and the assignment of employees until having a job architecture which matched the high-quality expectations of *KION*.

"All data was continuously uploaded into Workday by a seamless integration – all COLMEIA services are very safe and reliable."

We Did it! – Problem Solved

The “we” are the people involved at *KION Group* and *Colmeia*. From Colmeia’s side we provided – next to our software for these purposes - expertise in how to build organizational structures, job catalogues and conduct efficient mapping processes. But without the collaborative and courageous attitude of *KION*’s HR Managers and Business Partners there would have been no success.

It took us all together only three months to build a future-proof job architecture with high-quality career planning and assure that the introduction of Workday neither gets delayed nor suffers from lack of data quality.

