

# Reaching for global unity

Accenture helped Tokio Marine Kiln become one of the first Lloyd's of London insurers to adopt Workday





Call for change

# Time for total transformation

**Tokio Marine Kiln (TMK), part of the Tokio Marine Group, one of the largest insurance groups in the world, employs around 800 people globally and has three syndicates at British insurance market, Lloyd's of London.**

Seeking group-wide alignment, this leading international insurer wanted to consolidate and digitize its finance and human resources systems onto one central platform. Its finance and HR departments were using multiple, disparate systems while operating completely

independently of each other. The technology landscape was made all the more complex as a result of many manual workarounds developed over the years. HR, for example, was running on a disjointed technology landscape based on multiple platforms, spreadsheets and even a manual honesty system for absences and holidays. The company wanted to digitize and streamline all processes to be able to track activities more accurately, increase automation, and improve data accuracy by eliminating manual processes. TMK decided to deploy

Workday Human Capital Management, Finance, Payroll and Procurement to bring its UK and Singapore businesses on to one efficient system capable of superior reporting and analytics. TMK asked Accenture to lead the deployment because of our deep Workday and London markets experience.







Tech meets human ingenuity

# Designing on a deadline

**Accenture and TMK collaborated on a global redesign of HR and finance processes, working closely with a small team of TMK professionals to train them in Workday. TMK agreed on a global design for a single, modular system aligned to its key business processes, with few integrations and customizations to reduce complexity.**

The team used Workday's launch methodology to rapidly get the out-of-the-box system up and running in just over six months. Each new process was carefully reviewed and amended, if necessary, to address TMK's business needs. Although a handful of meetings were conducted face-to-face, Accenture and TMK harnessed virtual tools to help maintain close collaboration during the pandemic, holding weekly meetings with key stakeholders. To maintain a rapid pace throughout the design and delivery, virtual meetings were broken up into flexible, bitesize sessions, helping the TMK team grasp new concepts faster. The process was further accelerated by targeted training and communication

plans provided by Accenture. TMK and Accenture worked fast, iterating and testing throughout the project to deploy Workday HCM, Finance and Procurement in the UK and Singapore in a phased approach, and Payroll in the UK.

As TMK got to grips with the system, more modules were added, with a new Workday expenses module deployed in 12 weeks and critical external people data cohesively integrated via Workday Prism. Workday Prism facilitates easy access to historical data, with no need to go into legacy systems. Historical data combines with present day data in Workday, helping to enable better insights via advanced analytics and automated reports so workers can do their jobs more efficiently. In particular, TMK's HR team can now easily access data to help it answer questions about former workers.



A valuable difference

# Streamlining solidarity

**The Workday transformation was deployed on budget and on schedule during the pandemic, significantly streamlining the IT landscape and providing TMK with the visibility and capabilities to help unite its global teams.**

With key HR and finance data accessible in one place, greater self-service via Workday's mobile app, and continued support from Accenture's Application Management Services (AMS) team, TMK is realizing greater efficiency and productivity. By combining all processes onto one efficient system, Workday has also demonstrated a great time saving benefit, eliminating numerous legacy contracts and support agreements. Teams no longer need to navigate a complex system of email chains and spreadsheets to track everyday HR functions such as new hires

and job role changes. And as each new Workday module is introduced — from recruiting and advanced compensation to incentive plans and performance checks — more spreadsheets and systems are eliminated. TMK's workforce can quickly update personal data, remove out-of-date records and enter absences into the Workday app, while managers can use it for role approvals and onboarding processes. Previously, some of these simple functions required a series of email conversations and spreadsheet updates. Now, everything is more accessible, trackable, and transparent.



## A valuable difference

**The finance transformation has brought greater oversight to the global business, with London and Singapore now using one chart of accounts, reducing manual, disparate processes significantly.**

The procure-to-pay process is also now more automated and streamlined. Automated reports on dashboards provide greater visibility of the global business as well as the ability to conduct more detailed analyses. This has been vital to the business, given it needs to deliver reports to Lloyd's of London, Tokio Marine's headquarters in Japan and various internal stakeholders.

TMK continues to update and enhance its Workday system with support from Accenture and the AMS team. It plans to bring its US business and other subsidiaries onto the system, with help from Accenture, to gain even deeper insights into the global outlook. The work has also been groundbreaking within the insurance market in the UK, with TMK representing one of the first major insurers to adopt Workday across its core functions.

TMK selected Accenture to ensure strong delivery across our London and Singapore offices, whilst drawing on Accenture's London market experience.

**NICK HUTTON-PENMAN**

Deputy CEO,  
Tokio Marine Kiln

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