

Workday and Chiquita

Managing a Fast-Moving, Global Workforce

Global food giant Chiquita has seen plenty of change since 2008, the year the company deployed Workday. Its mission to provide healthy food hasn't changed since it was founded in the 1890s, but how it fulfills this mission around the world is constantly evolving. Company leaders selected Workday to handle the organization's human capital management (HCM), payroll, and expense processes.

"There are a lot of things that impact our business—the weather, currency rates, and global economic uncertainties. It's the nature of a commodity product," says Kevin Holland, senior vice president and chief people officer of Chiquita Brands International. "Our systems have to be able to adapt to that changing environment."

Holland acknowledges that changes are inevitable in today's business climate. "We may have to change our organizational structures," he says. "Our costs may suddenly change or we may have to quickly relocate people. Having immediate access to information allows us to do that at the speed that our business moves. The adaptability and business intelligence that Workday delivers has really allowed us to be nimble as a company."

Visibility as a Competitive Advantage

With 21,000 employees worldwide, mostly in Latin America, Chiquita needs a clear picture of its labor costs. With its former legacy systems, even getting a global headcount was a challenge. Not anymore.

"It's important to understand where the pockets of cost are in our organization as our business changes," Holland says. "Because then we can identify those people costs or change our organizational structure and allow more resources to go toward the parts of our business that need those resources. Workday's highly flexible organizational model allows us to manage that change and move those resources, and to move at the speed that we need to move."

Holland appreciates that Workday has provided Chiquita with a competitive advantage by offering both a granular and a global view of its workforce.



Chiquita at a Glance

21,000 employees worldwide, with operations in 70 countries

\$3.1 billion in revenue (2011)

Headquartered in Charlotte, North Carolina

Workday Applications

Workday Human Capital Management

Workday Payroll

Workday Expenses

Summary of Business Benefits

Improved ability to manage labor costs worldwide

Cost savings of 30 percent per year over previous systems

Savings of \$1 million to \$2 million per year on recruiting

Greater ability to manage change in a fast-moving industry

Single, accurate system-of-record

Improved partnership between HR and the enterprise

“Thanks to Workday,” says Holland, “we have visibility at all levels of our organization, even in extremely remote places. For example, we have the ability to view a worker on a farm in Panama. We know his productivity. And we have a great sense not only of that particular individual, but how that information rolls up into the entire organization.”

Holland says that the visibility Workday gives the company is not limited to where employees are. “We now have insight into who they are, what they do, where they want to go, what they want to do next, and what their skills and abilities are,” he says. “Now, when we have to make choices and decisions about allocating resources, we have the ability to make those choices quickly.”

“We see that not only as a short-term advantage, but also as a long-term one. That ability to manage our costs more tightly on a real-time basis in our industry, which has low margins, is extremely important.”

Cost Savings of 30 Percent a Year

Since Workday is delivered in the cloud, Chiquita no longer has to install software, maintain hardware, or manage expensive upgrades—ever. Workday provides three updates a year automatically, so the software is always up to date. For a company that moves as quickly as Chiquita, Workday has provided significant cost savings over the last five years.

“I’m confident that we are saving 30 percent on an annual basis with Workday versus having a server-based system in-house,” Holland says. “Our ability to see the cost of our people in real time, and to implement change quickly as a result of that insight in times of restructuring, has been huge. We were able to save a significant amount of money this past year. We estimate that we were able to make these changes at least four or five months quicker than we would have been able to in the past, just because of the visibility that Workday provides us.”

Workday simplifies the task of bringing on new staff, which helps Chiquita reduce costs throughout the hiring process.

“In the recruiting area, we’ve saved between \$1 million and \$2 million annually,” says Holland. “Our ability to manage headcount and positions, hire and onboard people, work the recruiting process much more effectively, and avoid using recruiting firms, has significantly saved us money.”

Michael Carter, Chiquita’s HRIS manager, also mentions additional savings with Workday. “As we deployed Workday,” he says, “we were able to shut down a number of our servers in Latin America, for example, freeing up IT resources to focus on other areas. That was a significant savings from an IT perspective.”

Benefits of Unified Applications

More cost savings have come with Workday’s unified suite of applications.

“Because of Workday’s unified platform of HR, payroll, and expenses in one, the speed of transactions has significantly increased and errors have significantly decreased,” says Carter. “Along with the cost savings, we have a much more stable system and much more stable process in areas like payroll. And the benefit is that employees are really happy, particularly in our union environment.”

“Instead of having paper pass from one side of the business to the other, data flows all the way through to payroll, with just a review by the payroll coordinator,” says Carter. “It’s faster, chances of errors are minimal, and timely payment is the result for the employee.”

Holland concurs. “It has been an advantage to have the Workday platform—HCM, Payroll, and Expense Management in one place,” he says. “When we make decisions, we don’t have to go to three separate places for that data. We have one system-of-record.”

Access to Data from Anywhere, Anytime

Workday's mobile capabilities continue to impress the Chiquita team, as Workday strengthens its platform even more with each update.

"The mobility of Workday has significantly increased our access to real-time information. If you're in a meeting and someone asks a detailed question about an individual or a cost, that information is at your fingertips," says Holland. "With Workday, I can pull up information in real time on my iPhone®. It's a tremendous advantage to have access anytime, anywhere."

Kevin Ledford, vice president of information technology and CIO at Chiquita, says that Workday mobile enables his senior executives to keep up to date while they're on the go. "Our C-suite employees can basically be on an airplane and do approvals across the board, review talent management, review performance management, all through their mobile devices. And I don't have to do anything. Even better, new functionality is delivered to me every four months with those updates."

To Ledford, this is just another example of how Workday works shoulder-to-shoulder with Chiquita. "In the past," he says, "our tools have weighed us down. They've held us back. Maybe the business was ready, but our tools were not. Now, Workday sits right alongside us, and partners with us through that quick pace in which we operate."

And everybody loves using it. "I can honestly say Workday is my most adored system by my end users," says Ledford. "It's not only a good tool, but it also has something they need. If you're an employee and want to do self-service benefits, it's important to be able to do it yourself. Managers love it because they can see everything they need anytime, regardless of location. And for a global organization like ours, that's key."

The ease of Workday's user experience is consistent with that of widely used consumer technology. "It's simple to use. It's very intuitive. Users don't have to read a big training manual to know what to do."

Finally, Holland points to the capacity to make better decisions, thanks to Workday. "The ability to recognize information on an enterprise-wide basis, and recognize trends and be able to make decisions, and focus on areas where we have opportunities—this has absolutely helped me in my job as the head of human resources."

"It's also allowed me to work with my counterparts on my executive team and provide significant value to them," Holland says. "I can share information with them on a real-time basis unlike they've ever seen and provide analysis on that information faster than ever before possible. It allows us to make better decisions as an enterprise."



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