



WORKDAY AND CITY AND COUNTY OF DENVER WHAT'S THEIR SECRET? VIDEO TRANSCRIPT

I think there were three critical success factors for us—I would call them a great technology, a great system integrator, and great executive sponsorship.

So with Workday, we had the great technology nailed. I have implemented bad technology before. It doesn't go well. It's painful. It takes a long time. And at the end of the day, you come out of it with very little to no reward sometimes.

A great system integrator is very important. And working with an SI like Accenture was paramount to our success. They brought to us the business process alignment work. They brought to us the need to do good change management. They brought to us the knowledge and expertise that we needed to augment our teams and to guide us to success in this project.

And they were with us every step of the way. Our success was just as important to them as it was to us and we don't often find that when we're implementing technology.

And the third thing I would say is executive sponsorship and I can't speak highly enough about the courage that city leaders displayed to do things differently, to accept the amount of change that this project was going to have on the city. But they weren't afraid of it and they were committed to doing things differently.

So when I think about great technology, great system integrator, great executive sponsorship, that would be the recipe that I would say was our success.