

Nurturing Nikkei's future talent

HR transformation
powered by Workday



Call for change

Transforming newspapers for tomorrow

For 145 years, Nikkei Inc. has provided the highest quality information to as many people as possible, adopting the latest technology to support that mission.

Innovation is in the company's DNA, and it is striving to reach new readers with the Nikkei Digital Edition. However, intense competition, new media formats, and a generation of young people losing interest in newspapers has impacted Nikkei's business model and the future of its paper

newspapers. As a result, the company is focusing on further diversifying its interests. Its new strategy focuses not only on revamping products and business operations, but on changing the company's very structure and the mindset of employees.

To support that new strategy, Nikkei created a company-wide Digital Transformation Committee. The committee brought together Nikkei's corporate, HR, and IT teams, which collectively decided to focus on transforming HR first. Nikkei

knew it needed to create an environment where employees can make the most of their abilities and progress. The committee decided to introduce an advanced personnel system for managers, to help HR harness data analytics and make decisions on how talent can be better leveraged to contribute to the business. Nikkei chose to implement new IT infrastructure to underpin that transformation.

"This is a watershed moment for Nikkei's continued growth. The reform of human resource management, including the job-based personnel system, is a concrete step in the right direction."

MR. MAKOTO SHUDO
Assistant General Manager,
HR/General Affairs, Nikkei Inc.

When tech meets human ingenuity

Driving HR with data

Nikkei's HR department aimed to redefine the organization's mission, review manager positions, simplify the chain of command, and reform HR management. Central to this evolution was the introduction of an advanced HR system, initially for managers.

Workday Human Capital Management (HCM) was identified as the best solution for the job, due to its well-established solution design philosophy, which would guarantee consistency. The Financial Times, which Nikkei has owned since 2015, was also already using Workday.

Nikkei's main goal was to introduce a system that uses data for management decision-making. The solution would need to seamlessly integrate Nikkei's various systems in order to efficiently collect and analyze HR data.

Nikkei selected Accenture as its implementation partner because of our proven track record working with hundreds of clients around the world, and expertise in HR consulting, organizational management, and Workday implementations. Accenture's team had already worked on Workday HCM implementations in Japan and had the experience to navigate local labor laws and advise on the best ways to use the solution at Nikkei.

A valuable difference

Promoting company-wide penetration

Workday HCM, along with the HR component for managers, was implemented in April 2021.

Nikkei and Accenture plan to gradually expand the solution's functionality and further realize value by increasing the quality and quantity of HR data. For example, Nikkei is planning to integrate skills and project data in Workday, so even more activities can be managed by the HCM software in the future. The plan is to also extend the adoption of Workday from managers to all Nikkei employees. Evolving the system so that its user experience is as intuitive as possible will be key to increasing uptake across the company.

Nikkei is already seeing the benefits of data integration with Workday. HR uses training data to match workers with the best programs to boost their skills or gain

relevant new ones. The HCM software also provides an interactive forum for workers to share tips and knowledge related to internal training—data that Nikkei's teams will use to inform policies and expand training offerings. HR also maintains an overview of topics users have clicked on most frequently and plans to use that data to provide personalized training recommendations for every member of staff.

Mr. Makoto Shudo, Nikkei's Assistant General Manager, HR/General affairs, called the Workday implementation a "watershed moment" for Nikkei's growth. With Accenture's continued support, the project has laid the necessary foundation for developing a new generation of talent to continue Nikkei's mission of delivering the highest quality news to the public.

