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CUSTOMER CASE

How Van Oord is Optimising its Workforce and Achieving Cost Savings with OneStream's People Planning Solution

Introduction

International marine contractor, Van Oord, is a privately owned Dutch company with a 150-year history in heavy construction. Their services range from dredging to major offshore installations, such as wind turbine farms. In 2018 this trailblazing business was given the rights to use the Dutch "royal" designation and in 2022 they received the Maritime KNVR Shipping Award for their contribution to innovation in the Dutch shipping industry.

Protecting the Future

With ingenuity at the heart of this €2 billion business, it will come as no surprise that Van Oord's recent results demonstrate a positive outlook, despite the impact from external market factors beyond their control.

The company is seeing a rapid increase in demand for their knowledge and expertise in delivering climate adaptation solutions and offshore energy projects. Delivered by Van Oord's team of experts, these projects rely heavily on their extensive skills and experience in precision engineering and robust, futureproofed systems and processes, to ensure success.

Managing Complexity with Technology

By the very nature of their business, the projects in Van Oord's portfolio are highly complex and therefore require rigorous planning and management. Each project has tailored people requirements to ensure skills are carefully matched to deliver successful outcomes, on time and within budget.

Many factors come into play when planning people resources, such as availability and individual skill sets, resulting in a process that relies heavily on accuracy, communication and synchronisation to be effective.

As with many businesses of their calibre, Van Oord had outgrown the manual, labour intensive Excel-based planning process which they had come to rely on. Excel lacked many critical capabilities, including the ability and flexibility to manipulate and share large amounts of data securely and to maintain version control.

- Headquarters: Rotterdam, the Netherlands
- International Marine Contractor
- Privately owned
- Revenue: EUR 2 billion
- 5,000+ employees
- 36 Countries

Challenges of People Planning with Excel:

Van Oord's existing process was intensively manual and linear:

- Excel templates were distributed to local managers
- The templates were completed and saved in a secure folder
- Updating the plan incorporating information from other entities was an iterative process not suited to Excel
- The final people plan was saved in the SQL database

Shortfalls in the Excel process impacted the business in many ways:

- It was difficult to have one version of the truth
- Teams encountered issues with version control
- There were data security risks
- Reconciling to the existing OneStream financial reporting system was error prone
- There was limited ability to analyze the outcome of the final people plan

In line with Van Oord's strategy of embracing change to help improve operations and deliver value to customers, the company recognised the need for a dedicated people planning solution. To support their complex and demanding people planning process, the solution must be designed specifically for workforce optimisation and offer built in automation.

Van Oord's People Planning Solution Requirements

To deliver process improvements while protecting the business, Van Oord needed a solution that could transition smoothly from their linear Excel-based process, to a system with automation capabilities. The new system needed the ability to manage iterative changes seamlessly and share people availability information securely between different entities.

Van Oord's core system requirements were identified as:

- The need for accurate allocation of the right people to the right location and project. This function is critical as any errors would have an impact on workforce utilization, project timelines and, ultimately, costs
- The ability to plan for recruitment based on upcoming projects and people resources
- Identification of resources that may already be available within the company to help with project timelines and to avoid any overspend on unnecessary recruitment

Adopting a Smarter Way of Working

Having successfully implemented OneStream's CPM solution for financial forecasting and planning, Van Oord looked to OneStream's Marketplace for a solution to modernise their workforce planning process. As an existing OneStream customer, they knew that MarketPlace solutions, although requiring configuring, were free to download.

OneStream's People Planning solution was selected as it matched Van Oord's specification requirements and, thanks to compatibility across all OneStream solutions, Van Oord were confident in achieving a smooth and straightforward integration with their existing OneStream implementation.

They also realised that by choosing OneStream's People Planning MarketPlace solution the implementation would be much faster, with reduced risks and costs, than if they had decided on an ad hoc workforce planning solution built from scratch in OneStream.

Customization for Enhanced Analytics and Functionality

When considering their implementation of OneStream's People Planning solution, Van Oord chose to partner with AMCO Solutions to manage the process and to leverage their proven specialist skills in developing custom interfaces, automation and other bespoke offerings that would help the company maximise their technology investment.

AMCO's experienced project team has implemented OneStream's People Planning solution for many other clients along with bespoke modifications to meet individual needs. At Van Oord they helped to configure and customize the solution and developed additional dashboards within OneStream, enabling Van Oord to analyze the workforce plan. AMCO also built additional automation around the solution to help pull the source data from Van Oord's HR System and push the plan results through to Van Oord's financial cube in OneStream. AMCO's enhancements helped to simplify the process for Van Oord's users and increased their confidence in the results and the analytics delivered by the solution.

Benefits

Simple and robust security

- Data never leaves OneStream, from when employee information is inserted into the "Register" to when the resulting plan is aggregated and loaded into the People Planning cube and into the Finance cube
- OneStream manages the entire user authentication process, including external users, from provisioning to security definitions
- Security groups are defined in OneStream offering flexibility around set up and allowing individual groups to have access to different subsets of employees and/or parts of the process. At Van Oord, security has been set up to be entity based.

Accurate forecast based on a bottom-up approach

- Applying a bottom-up approach has increased accuracy: we start with individual employee records and add any vacancy information, together with changes to department, salary etc. This improves accuracy over a top-down approach which applies a percentage change to the previous year's figures

Centralized register which simplifies reviews, driver amendments and calculations

- Calculations are defined in the solution itself, rather than being hidden behind lines of code, and can be updated by a central user through a calculations page in the People Planning solution
- Forms have been created for users to insert drivers since values can vary by scenario/period
- The forecast result is a combined view of employee and vacancy records (with amendments) and the defined calculations and drivers
- Central administrators can review all employee information in a single page for ease and speed

Improved insights, enhanced by AMCO's bespoke dashboards

- Any anomalies or issues relating to the workforce plan, such as people availability, cost expenditures etc., are automatically highlighted for speedy resolution
- If data quality issues are detected, such as errors in the source data, a system alert is raised to allow for validation to be carried out and errors to be corrected before impacting the plan
- Through AMCO's implementation, Van Oord is achieving insights into other key business areas, including HR and Financial reporting

Seamless integration

- As the People Planning MarketPlace solution resides within the OneStream platform, the process to integrate Van Oord's new workforce plan with their existing OneStream planning and forecasting was smooth and straightforward
- The capabilities of OneStream also made it easy to connect to external systems and databases, which was a key requirement for Van Oord
- The OneStream People Planning solution connects seamlessly to Van Oord's separate HR system, allowing the administrator to import up to date employee information with one click of a button. This ensures the data is kept secure and improves planning accuracy and quality, which are all capabilities the old Excel system could not deliver
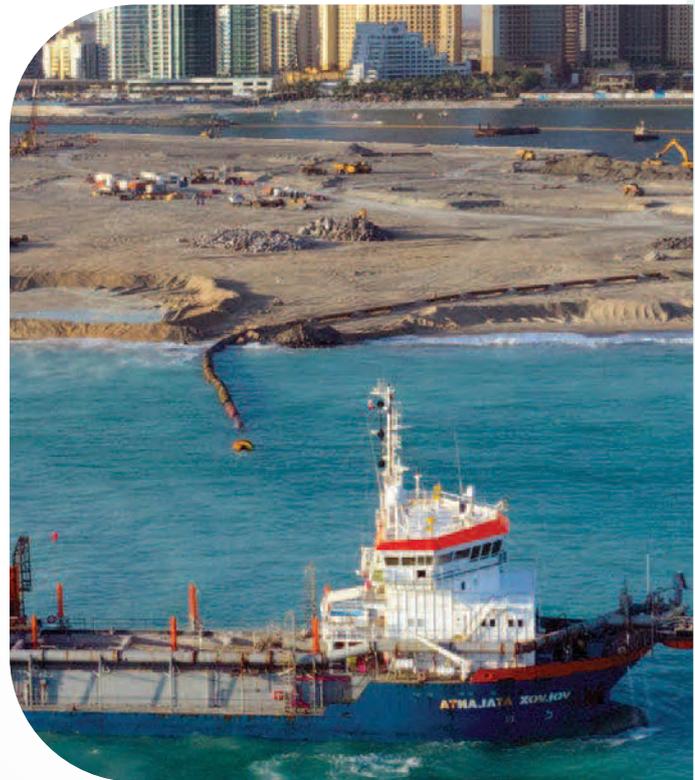
Economic Benefits

- ✓ The people planning process can now be completed much more quickly, helping to keep project timelines on track
- ✓ The capabilities of the new people planning solution allow users to gain a clear view of personnel availability through accurate and up to date reporting
- ✓ The new solution also makes it easier to review and analyse the workforce plan
- ✓ The improved quality and accuracy of its people planning process enables Van Oord to optimise personnel costs as they only hire the staff they need and can fill roles with available resources
- ✓ This new and efficient planning process also ensures the right people are available and in the right place, to avoid project delays and any related increase in costs

> *"When AMCO was asked to help Van Oord improve their personnel planning process, it came as no surprise they were heavily reliant on Excel for core planning, as this is something we see frequently at many enterprises. As businesses are facing increased complexity, regulation demands and other factors, we're seeing a growing need for a purpose-built system that's able to deliver a robust people planning process. Customers need a solution that protects sensitive data, integrates with other systems and maintains version control."*

Andrea Ferrazzi
Consultant at AMCO Solutions

Summary

Van Oord has successfully transitioned from a cumbersome, outdated Excel-based process for its workforce planning, to OneStream's People Planning solution. By implementing this change Van Oord has been able to remove the complexity from its people planning process, while vastly increasing their data accuracy, quality and security.

Having adopted a robust, automated planning process Van Oord now benefits from a fully optimised international workforce while gaining valuable business insights which are delivered quickly and accurately, to help meet today's ever changing business needs.

Find out more about partnering with AMCO Solutions for consulting and implementation services to help fully maximise the benefits of OneStream's People Planning solution for your organisation
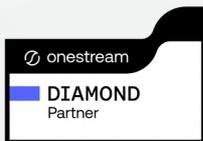
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AMCO Solutions is a global finance business partner providing end-to-end business services for CPM & ERP solutions.

We are a OneStream Diamond Partner, one of the few diamond partners globally and a OneStream Development Partner.

AMCO operates in 11 locations worldwide, supported by 220+ dedicated professionals.

Our 18 years in business allow us to fulfil implementations and support services in over 40 countries. Our experience is backed up by 250+ OneStream projects for over 160 customers in different industries.

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USA
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India
UAE
Philippines
Singapore

OneStream Diamond Partner	OneStream Development Partner	Microsoft Managed Partner (Dynamics365 and Azure)

WHY CHOOSE AMCO

- **Proven Experience**
  More than a decade of CPM & ERP consulting, implementation and support services to global organisations.

- **Customer References**
  Actual references justify and ensure that our customers receive services and solutions based on successful customer engagements.

- **End-to-end Partner for Implementation & Support**
  Our collective expertise in business and application lifecycles gives our customers a "one-stop-shop" solution for their CPM and ERP needs.

- **Competitive Pricing**
  Competitive pricing based on blended rates from onshore (Europe) and offshore (Asia) resources.

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