



# Mondelēz International — transforming HR and payroll, integrating ADP® and Workday

Not everyone will recognise the Mondelēz name, but they'll certainly be familiar with its products. As one of the largest snack companies in the world, Mondelēz holds the number one global position in biscuits and number two in chocolate thanks to brand names like Cadbury's, Oreo, Ritz and Milka.

Today, the company's snacks are sold in over 150 countries, and they employ around 91,000 people in more than 80 nations.

## From stand-alone systems to a single source solution

Prior to ADP's involvement Mondelēz operated without a comprehensive payroll strategy. The company managed a complex, disparate range of technologies, systems and solutions globally — their payroll operations were undertaken in 66 different ways across 80 countries. This posed significant and unsustainable challenges which ranged from slow and inefficient processes to delivering an unsatisfactory employee experience.

As a global leader in the consumer goods industry, Mondelēz needed to overhaul its HR and payroll processes and the systems used to deliver them. The goal of the business was to achieve greater efficiencies, unify processes, prepare for the future and ultimately improve the employee experience.

## The Mondelēz objectives:

- Outsource payroll processes for efficiency and expertise
- Harmonise and standardise the company's HR technologies
- Enhance the employee experience by simplifying processes
- Achieve a seamless transition from outdated systems to a modernised, user-friendly environment

**Volker Schrank**  
Head of HR Technology  
and Employee Experience

## Quick facts

-  **Company:** Mondelēz International
-  **Headquarters:** Chicago, Illinois, U.S.
-  **Industry:** Consumer goods
-  **Employees:** 90,000+
-  **Product:** ADP Global Payroll and Workday

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**Mondelēz International at**  
[mondelizinternational.com](https://mondelizinternational.com)

  
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Their solution was to adopt ADP's payroll services integrated with Workday for their HR processes.

### **ADP and Workday integration drives transformation**

ADP and Workday have a decade-long relationship that has always aimed to deliver a more streamlined experience for clients of both platforms as well as their payroll administrators, users and employees overall.

More recently, the partnership has been extended to provide an enhanced frictionless global payroll, compliance and HR experience for joint clients — greatly enhancing data visibility right across the HCM environment including compliance, tax and payroll.

Mondelēz has successfully transformed and standardised its payroll processes across 80 countries to achieve a simplified, unified approach with ADP's payroll services in Europe.

Volker Schrank, Head of HR Technology and Employee Experience, said, "When you have a simplified technology like that, you can really focus on innovation. You can bring your company forward rather than figuring out how you keep an out-of-date solution working."

"Five years later we are in Europe harmonised across ADP payroll. We are also now live for three years on Workday globally across all our countries and have replaced the majority of our other technologies through this process."

The implementation and 'go live' of the ADP and Workday solutions were highly successful, right from day one and the very first payroll runs.

### **Focusing on the user, prioritising the employee experience**

The Mondelēz team quickly learned from their experience during the early days of the Workday implementation. As a result, they transitioned to an approach that actively involved end-users in the design and testing of the processes. The self-service adoption rate of 90% is testament to the effectiveness of this approach.

But that's not all. A whole range of initiatives have been put in place to enable Mondelēz to proactively address the concerns of employees and continue to improve the experience they enjoy. These initiatives include regular lifecycle surveys, Net Promoter Score (NPS) assessments and direct engagement with staff.

The benefits of the transformation of Mondelēz's payroll and HR platforms with ADP and Workday, were clearly demonstrated during a recent acquisition by the company. As Volker said, "This new business was rapidly added to the Mondelēz family. We successfully onboarded over 5,000 new employees in 18 countries in just six months. We wanted to make our new colleagues feel welcome and part of our big team — payroll is key to that."

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Payroll is not our core competency. And we don't think it needs to be. Our core competency is producing healthy and nice, interesting snacks, as well as selling them.”

#### **Volker Schrank**

Head of HR Technology and Employee Experience



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## Lessons learnt

- **Ambitious outcomes:** Mondelēz set ambitious goals to drive significant outcomes
- **Proactive engagement with end-users:** Mondelēz involved non-HR, non-technology users in the transformation journey with an active listening strategy, which was crucial to understanding their needs and preferences
- **Focus on data and discovery:** Mondelēz recognised that understanding actual user behaviour and discovering hidden processes were essential for successful transformations

*“As Head of HR Technology and Employee Experience at Mondelēz International, I emphasise the profound impact of strategic partnerships on our journey. In our collaboration with ADP, we’ve underscored the importance of selecting a partner aligned with our culture. Fostering a relationship focused on collaboration, innovation and support has been instrumental in our success. The ability to co-innovate and navigate challenges together has defined the transformative journey that sets us apart.”*

—**Volker Schrank**, Head of HR Technology and Employee Experience, Mondelēz International

## Next steps on the HR transformation Journey

In the next phase of the company’s transformation, Mondelēz will focus on enhancing the employee experience through continuous investment in user-friendly services. To tackle talent scarcity, the company plans to explore internal talent solutions, reducing dependence on external hires. Additionally, there will be a strategic adoption of Automation and AI to streamline HR processes and address resource constraints effectively.

Mondelēz’s commitment to continuous improvement and proactive engagement with end-users has resulted in a successful and adaptable payroll ecosystem, laying a foundation for future growth and success.

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