



Helping Volkswagen continue its journey to high performance by introducing new payroll and master data auditing capabilities

*High performance. Delivered.*

Volkswagen Group, headquartered in Wolfsburg, Germany, is one of the world's leading automotive manufacturers and Europe's largest carmaker. The company—which markets its cars under the Volkswagen, Skoda, Bentley, Bugatti, Audi, Seat and Lamborghini brands—employs approximately 325,000 employees around the world. In 2007, the company reported sales revenue of nearly €109 billion (US\$170 billion) and pre-tax profit of €6.5 billion (US\$10.1 billion).

### Business challenge

To strengthen its market position, Volkswagen has made continuous improvement an integral part of its strategy and operations. To that end, the company focuses on achieving process excellence in all areas of the business, including administrative functions. Volkswagen's decision to optimize processes wherever possible is supported by Accenture's High Performance Business research, which confirms that highly efficient, end-to-end processes differentiate high-performance businesses in the automotive industry from their competitors.

Recently, Volkswagen set its sights on transforming the systems and time-consuming processes related to payroll and master data management. The company wanted to speed up the auditing, correcting and processing tasks needed to pro-

duce the monthly payroll for approximately 110,000 active employees and roughly 80,000 retirees. The company believed that doing so would substantially improve Volkswagen's payroll process efficiencies and reliability.

For help in transforming its payroll and master data management processes, Volkswagen turned to Accenture. In addition to a proven record of helping its clients achieve high performance through process efficiencies, Accenture had deep technical expertise and broad industry experience. Perhaps most importantly, Accenture had a specialized, modular tool that met all of Volkswagen's requirements. The Accenture Audit and Compliance Tool is highly flexible, offering more than 30 preconfigured standard checks for payroll and master data audits. It fully and easily integrates with existing SAP ERP System without needing special interfaces.

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The tool simplifies the configuration of complex exception rules within the SAP ERP Human Capital Management System and can be customized to individual auditing requirements with practically no programming needed.

## How Accenture helped

Accenture worked with Volkswagen resources to identify, capture and re-define the automaker's master data and its internal checking and auditing rules and routines. Through a series of workshops, Accenture helped Volkswagen gain complete insight into its existing practices, checking and auditing processes. Next, the team applied the Accenture Audit and Compliance Tool to configure all processes in Volkswagen's existing SAP system. By relying on this tool, the team was able to help ensure that internal and external requirements were met, time and costs reduced, and resources freed to focus on further process improvements.

"This was the area where we had the greatest needs—and the greatest potential for improvements," said Helmut Herrmann, Payroll Management Lead, Volkswagen. "The decision to work with the Accenture Audit and Compliance Tool required that we carefully and completely document existing rules and practices of all our outlets and integrated them in our check and audit rule catalogue. Integrating all users into this part of the project increased awareness and—together with a harmonized user interface and easy-to-use functionality—set the stage for high user acceptance. At first, we found it difficult to cope with the enormous complexity. Yet, the tool's well-structured design enabled us to put our company's complex requirements into practice reliably and at speed. The solution allowed us to replace more than 100 legacy checklists."

## High performance delivered

With Accenture's help, Volkswagen payroll management has substantially improved auditing, compliance and quality management for its personnel master and payroll data. With Accenture and its SAP add-on software, the team was able to automate and standardize processes, bolster process quality, and drive performance improvements in audit and compliance activities. The new tool enables Volkswagen to:

- Combine complex payroll audits with a large number of additional criteria and carry out a variety of valuable, independent calculations.
- Automatically route identified payroll errors to dedicated experts within the organization for resolution.
- Improve error corrections via a special tool bar on the Accenture system, experts automatically receive issue alerts with suggested course of action. This speeds up correction processes, improves results and help ensure high acceptance of the new tool.
- Harmonize and structure its payroll processes to deliver fast, reliable payroll services.

Within just a few months of using the Accenture Audit and Compliance Tool, the Volkswagen team was able to optimize checking and auditing of payroll processes and master data and raise the quality of these processes and data to new levels.

Today, the Volkswagen payroll department is able to carry out checks and audits more quickly, more reliably and more flexibly for its 150 or so HR experts than ever before. By optimizing its payroll and master data management processes, the company has taken one more step on its journey to becoming a high-performance business.

"A committed Accenture team with deep process competence, technology expertise and solution orientation supported us throughout the solution's planning and implementation."

Helmut Herrmann,  
Payroll Management Lead, Volkswagen

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 175,000 people in 49 countries, the company generated net revenues of US\$19.70 billion for the fiscal year ended Aug. 31, 2007. Its home page is [www.accenture.com](http://www.accenture.com).

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