

Newmont Mining Corporation

Founded in 1921 in New York City, Newmont Mining Corporation is the second largest gold mining company with operations on five continents. Employing approximately 34,000 employees worldwide, Newmont operates core assets in North America, South America, Australia, Indonesia, and Ghana. When Newmont decided to implement **Authoria Compensation**, they turned to Stratega Group to deliver the implementation on-time and under budget while achieving their global business goals.



Company

Newmont Mining Corporation is a leading gold producer with operations on five continents employing approximately 34,000 employees worldwide.

Challenges

- Work in a global environment across five continents.
- Ensure data consistency from multiple data sources.
- Streamline existing complex and inconsistent processes.
- Encourage rapid user adoption for Newmont's first global application.

Solutions

- Assigned representatives from each global site to establish ownership, capture all requirements and enhance user adoption.
- Conducted global train-the-trainer sessions to help representatives better support the application.
- Analyzed key data needed for the application, and created global data standards to validate data, guarantee accuracy and improve overall business processes.
- Conducted comprehensive stakeholder analysis to target communications.

Since Newmont's employees stretch across five different continents, a company-wide implementation faced issues of language barriers and global team dynamics. There were schedule conflicts due to time zones, timeline and budget constraints, and the difficulty of managing decisions, change requests, and risk assessment globally.

Newmont was also managing complex business and compensation processes across their various locations. They needed help reviewing existing systems and determining the correct process for their new application based on industry best practices.

In addition, since they needed to pull data from multiple sources, it was essential to develop a way to collect and review global data for accuracy and consistency.

Then, once the application and data were in place, there was the question of buy-in and user adoption for the first global application within Newmont. How to communicate the benefits, provide effective training, and encourage user adoption across the globe?

Effective Project Management

We initially engaged with Newmont during a week-long on-site planning summit to gain a clear understanding of the organization, define a global standard business process and determine a long-term road map to meet their goals.

We performed detailed planning of milestones and tasks and established a clear process to accomplish them. We implemented the SharePoint portal to capture decisions, issues, and risk management logs for the project. Finally, we assigned a representative for each global site to establish ownership and ensure all requirements were captured.

"Stratega Group was an invaluable partner in the global implementation of our compensation solution. With their in-depth understanding of Authoria Compensation and vast functional expertise in compensation, they enabled us to standardize our business processes."

— Mary Jane Meredith
Director of Global Business
Solutions – Information Technology

Data Management

Since the application was pulling data from multiple sources, we established global data standards to ensure consistency. We created a central repository where the data from each site was analyzed for accuracy using exception and scorecarding reports before being integrated into the new application.

Training & User Adoption

We conducted comprehensive stakeholder analysis to target communications on progress and build a sense of excitement about the new application. We helped Newmont define key messaging for their global audience to prevent cultural misunderstandings.

We conducted global train-the-trainer sessions to help representatives better support the application, modifying the training approach for different cultures and languages as needed. Each global representative was responsible for educating end users on the project plan and application, encouraging user adoption in all of Newmont's locations.

We also prepared Newmont for the organizational impact of go-live by providing an advance evaluation of the level of production support needed and an anticipation of call volume, 24/7 support needs, and Tier 1-3 support.

RESULTS

With Authoria Compensation in place, Newmont has an enterprise-wide compensation management software solution. This solution provides a single source of global compensation data, streamlining compensation planning cycles and increasing accuracy. It upgraded Newmont from costly manual compensation processes and gives them the ability to handle complex compensation plans using simple worksheets.

We helped Newmont deploy the application to global managers, giving them ready access to relevant employee information and helping them administer merit, bonus, stock, and promotion/equity awards. Authoria Compensation ensures that awards are calculated efficiently, accurately, and in compliance with policies and regulations, and establishes a secure process that protects confidential information.

This implementation has helped Newmont create operating and business efficiencies through a globalized, standardized system and process. Newmont is also empowered to retain a quality global workforce, enhance their bench strength by developing leaders, improve employee engagement levels, and re-align compensation and benefits to attract and retain talent with their Total Rewards Program.

This global deployment has helped Newmont achieve synergy across their organization and ensure alignment with their global strategy.

"Stratega Group's functional aptitude coupled with technical proficiency allowed them to effectively and efficiently assist us in implementation of the tool. As an end result, the application worked seamlessly across all our locations and was deemed a success by end users and executive management."

—Mary Jane Meredith

Director of Global Business
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