

Client Overview

Industry

Aerospace & Defense / Engineering Services

Employees

7,000 in North America; ~25,000 globally

Operations

Multiple business units across the U.S., integrated with headquarters in Singapore

SAP SuccessFactors® Footprint:

Multiple modules; Performance & Goals newly deployed to the U.S. workforce

The Challenge: A Mid-Project Curveball in a Global Rollout

When this leading Aerospace Company set out to implement SAP SuccessFactors® Performance & Goals, an unexpected directive from global headquarters changed the project's scope overnight. EIR's adaptability and deep technical expertise ensured the initiative stayed on track, delivering on time and under budget, despite shifting requirements.

The Business Context

Already a SuccessFactors customer, this company needed to bring the Performance & Goals module online to support 7,000 employees. At the direction of the CHRO, Todd Kauffman, the Project Director initiated an RFP process, initially targeting only well-known, large-scale consulting firms.

The search included top industry players and trusted partners with proven track records. EIR quickly rose to the top with a competitive proposal, extensive experience, and a founder whose credentials include helping build foundational SAP SuccessFactors functionality.

The Turning Point: Choosing EIR

EIR's offer stood out not just for its value, but for the credibility of its team and track record, and efficient delivery competency.

"I'd worked with them before," said Kauffman. "I knew they could implement this in their sleep if they had to. The challenge was convincing leadership that EIR was the best firm for the job."

Leadership learned about EIR's history of innovation and saw the depth of their consulting bench, and aligned on the selection of EIR for the project. Once selected, EIR assigned Mark Cagle to lead the project, known for his adaptability and ability to align technology with business needs.



Partnership in Practice

Following the success of the onboarding project, this company is now:

- Considering EIR for broader SuccessFactors support, including integrations and updates
- Exploring ongoing managed services to optimize further and future-proof their HR systems

“EIR delivered the right blend of expertise, flexibility, and personal touch that we weren’t getting before. We’re excited to explore future projects.”

Original Scope

- Full implementation of Performance & Goals for North America
- Standard EIR engagement model: detailed discovery, collaborative design, and efficient configuration

The Mid-Project Shift

After contracts were signed, the company announced a major shift in HR systems service delivery.

The change eliminated much of the planned analysis and design work, but deadlines and expectations remained unchanged.

EIR’s Response

EIR did an exemplary job, and they

- Pivoted immediately to support deployment within the global template while protecting regional needs
- Brought in an experienced third-party change management expert to guide adoption
- Navigated and bridged cultural, data, and operational differences between U.S. and Singapore teams without disrupting progress

“Mark adapted readily to every change without losing sight of the goal,” Kauffman said. “Not every consultant can do that.”

The EIR Difference

EIR has some core differentiators that helped support Kauffman’s business:

Deep Product Knowledge

“They could launch the space shuttle from SuccessFactors if they wanted,” Kauffman noted. “They’ll make the system do what you need, but they’ll also tell you the implications before you do it.”

Flexibility Under Pressure

Adjusted methodology, tools, and processes to meet shifting requirements without slowing momentum.

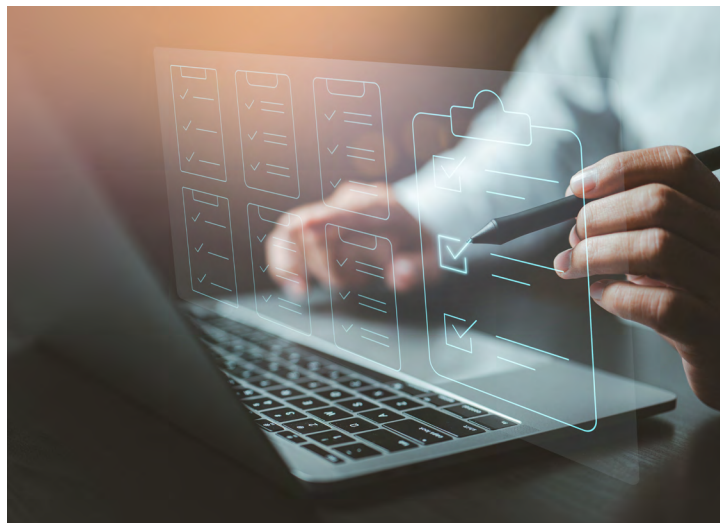
Consultative Partnership

Balanced technical capability with candid advice to ensure sustainable outcomes.

Results & Impact

EIR delivered strong results and impact to the business, including:

- Successful adoption of the global template for 7,000 North American employees
- Project delivered **on time and under budget** despite significant scope changes
- Smooth integration into the global HR ecosystem without operational disruption



Looking Ahead

The company's project leadership is considering EIR for future SuccessFactors projects across additional modules and recommends them without hesitation. The deciding factors: **unmatched technical expertise, responsiveness, and the ability to succeed in complex global governance environments.**

EIR has technical expertise, so they never shied away from a challenge during our project:

"The first thing I would tell someone is EIR is never going to tell you the system can't do that—because it will."

TODD KAUFFMAN

EIR was incredibly focused and service driven:

"Mark adapted to every change without losing sight of the goal. Not every consultant can do that."

TODD KAUFFMAN



**SuccessFactors® Expertise.
Delivering HCM Results.**



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