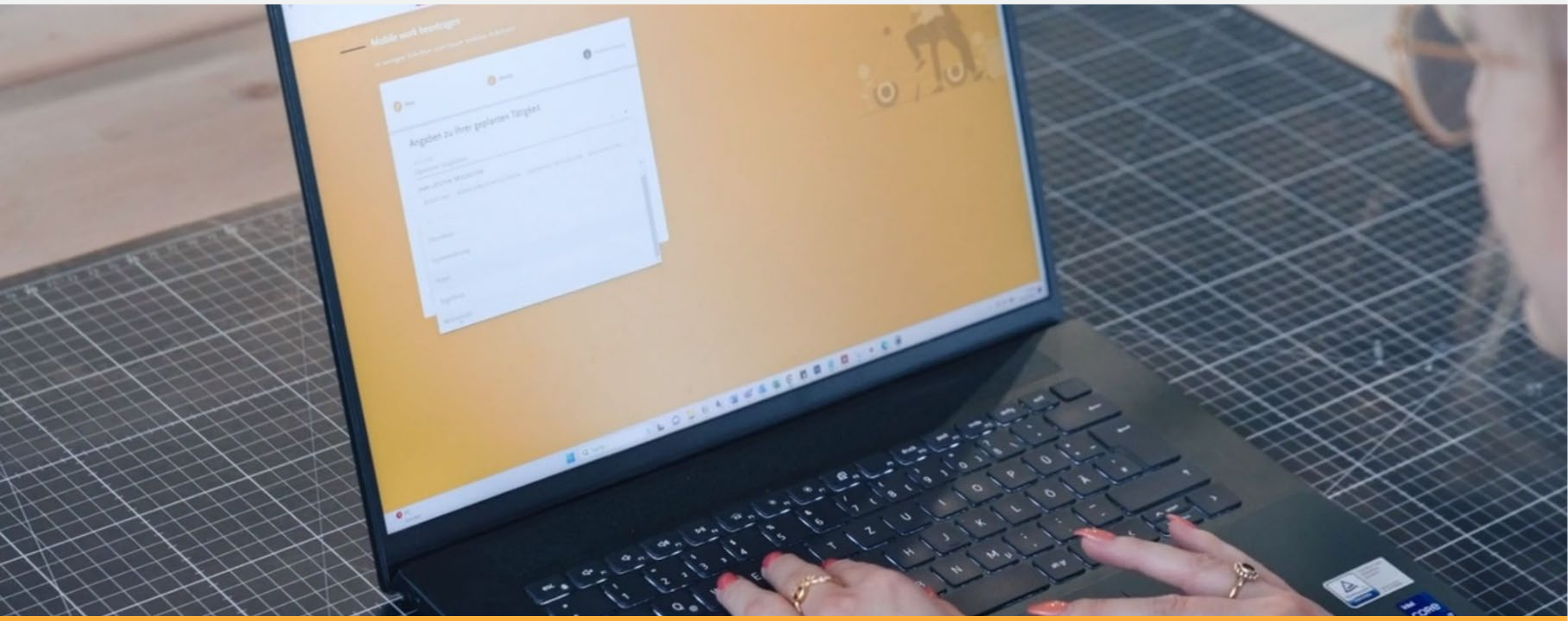
WHITEPAPER

Why and how global workforce management software is worth it

– Guidelines for implementation



CONTACT

Address

ICUnet.Group
Fritz-Schäffer-Promenade 1
94032 Passau
Germany

Phone & Fax

Phone: +49 851 988 666 - 0
Fax: +49 851 988 666 - 70

Online

E-Mail: info@icunet.group
Website: www.icunet.group

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Drive HR digitalization with global workforce management software

HR and global mobility experts are taking on increasingly strategic roles in their companies. To make time for these new tasks, **leaner processes**, **improved employee experience**, **more effective talent management**, and **cost efficiency** are necessary (Petry & Biemann, 2024, p. 2; Dahm et al., 2025, pp. 2–3; Bruederlin, 2020, p. 27; Anderson et al., 2016, p. 4).
Digital solutions help implement these changes by accelerating and automating operational tasks and repetitive administrative activities (Dahm et al, 2025, p. 7). Against this backdrop, investment in HR software is forecast to increase from US$2 billion in 2015 to US$38 billion by 2027 (Grand View Research, 2020). No wonder, then, that **57 percent** of the companies surveyed by KPMG in their "Benchmarking Studie" stated that they **planned to invest in technology for their global mobility departments by 2025** (KPMG, 2024, p. 22). This is also in line with the findings of Petry & Bielmann (2024, p. 7): Regardless of their position in the company, 86% of respondents considered the further digitalization of HR processes to be relevant or even very relevant – from the board of directors, management, and HR management to executives and operational employees. The surprising thing about this? In contrast to the preliminary study (Petry & Bielmann, 2022), this **relevance** was **now also evident among SMEs**! A full 90% now see high to very high potential for better achieving HR goals in the future through digitalize processes (Petry & Bielmann, 2024, pp. 7 & 33).
So how can the goals mentioned at the beginning be achieved? When it comes to digitalizing processes, this does not simply mean transferring the individual steps into an Excel spreadsheet – even if this approach is certainly preferable to processing on paper or by email (Dahm et al., 2025, p. 7). Specific software can achieve much better results.
Why? Let's look at a comparison:
Imagine you want to climb a mountain. You have the choice of doing so in a pair of sneakers or in a sturdy pair of hiking boots that have been designed and manufactured specifically for this purpose. You will probably reach your destination with the sneakers, but you will notice along the way that your feet are getting wet, you have poor traction, and you often slip on slippery surfaces, maybe even fall. With the hiking boots, you will reach your destination better, because they were designed specifically for this terrain and have a suitable function for every challenge

[1] Sustainability Directory (2025): “At its core, **Global Workforce Management (GWM)** can be simply understood as the strategic and operational processes an organization employs to effectively manage its employees across geographical boundaries. This Definition, while straightforward, underpins a complex web of activities that are vital for any company operating on an international scale. The Explanation of GWM starts with recognizing that it’s not merely about managing employees located in different countries; it’s about creating a cohesive and productive global team, despite the inherent challenges of distance, culture, and varying legal landscapes.”

[1] Sustainability Directory (2025): The straightforward Definition of **Global Mobility**, at its most fundamental level, is the organized and managed movement of an organization’s workforce across international borders. This Statement, however, only scratches the surface of its true Significance. In essence, Global Mobility is more than just relocating employees; it is a strategic function that enables businesses to operate and expand internationally, access diverse talent pools, and achieve organizational objectives in a globalized world. The initial Clarification should address the common misconception that it’s solely about logistics; instead, it’s deeply intertwined with TALENT MANAGEMENT, C

in rough terrain. The more difficult the terrain, the more you will wish you had a pair of hiking boots.

The same applies to global workforce management software and solutions such as Excel, a tool that was developed for spreadsheets. You can certainly achieve your goal with both solutions and build a more efficient global mobility department with well-managed processes. However, specialised global mobility software can provide you with much more targeted support – just like hiking boots on a mountain tour. The same applies here: **the more specific your use case, the more worthwhile it is to invest in your own global workforce management software.**

Best practices for successful software implementation

For a specialized solution to reach its full potential, **proper implementation** is essential. Introducing new software is not just a technical change, but also a strategic change in the way you work. Careful planning and structured implementation are therefore crucial to getting the most out of the digitalization of your processes and finding a solution that really suits you.

The term **software implementation** encompasses the introduction, adaptation, and integration of software into a company and, if necessary, its software landscape. This includes configuration, data migration, and user training to ensure smooth operation and efficient use.

Companies that have introduced ICUnet.Group's global workforce management software IND®, for example, have commented on the benefits of such software when it has been successfully implemented:

“The IND (Intelligent New Destination) and KPMG LINK ecosystem has revolutionized Allianz's global mobility approach by simplifying and accelerating our processes. The features fully contribute to our ”Simplicity Wins“ strategy. I would recommend it to any large global mobility department!”
– Stefan Weihnhofer, Head of Global Mobility, Allianz SE

"Allianz's decision to switch from the world's largest relocation provider to ICUnet.Group has more than paid off. The user experience has fundamentally improved from the perspective of the HR department and, above all, from the perspective of Allianz employees worldwide.

With ICUnet.Group, Allianz was able to reinvent its global mobility activities within a very short time. We were impressed by the personal touch of the ICUnet team, the fully customized processes, and the partnership-based experience in our daily collaboration. In collaboration with EY and KPMG, ICUnet.Group's Intelligent New Destination (IND) tool was adapted to the specific needs of Allianz. The jointly developed and multi-award-winning IND is now one of the most efficient global mobility tools with the best assignment experience worldwide."
– Jürgen Zwerger, Distribution Management, Allianz Global Investors

In our whitepaper, we would therefore like to share with you best practices that have proven to be groundbreaking and crucial to success in our many years of experience with software implementation projects – and **it all starts with good preparation**.

Well prepared, well implemented

As is so often the case in life, good preparation is key when it comes to software implementation projects. The clearer you are in advance about your starting point, your goal, and the associated requirements, the smoother the implementation will be (Petry & Biemann, 2024, p. 2). Even minor ambiguities can cost a lot of time later and delay implementation.

Why you should define the desired added value in advance

Before you start your implementation project, always ask yourself the question "Why?" (Dahm et al., 2025, p. 7). What **added value** does the planned project offer? Don't just consider your department but also take into account the interests of the company as a whole.
How can you contribute to the overall success of the company by using the new software, e.g., by increasing efficiency and saving costs in your department or by saving time for all employees who will use the software across the company (Dahm et al., 2025, pp. 2-3; Bruederlin, 2020, p. 27; Petry & Biemann, 2024, p. 2)? Petry & Biemann, 2024, p. 2). Successful projects arise when **thinking beyond the boundaries of one's own department**.
Answering the "**why**" question also ensures that the introduction is **strategically necessary** and not just technically reasonable (Bruederlin, 2020, p. 27). This is also essential for **stakeholder communication**. Acceptance by employees, managers, executives, and, finally, the works council increases when everyone understands why this change is necessary and what **benefits** it brings (Anderson et al., 2016, p. 32; Dahm et al., 2025, p. 3).

Once you are clear about the "why," you can move on to the next step: defining and optimizing processes.

Why processes should be defined and optimized in advance

Our experience has shown that many teams are not fully aware of their processes in advance. When introducing a software solution, this leads to many queries, discussions, and waiting times due to various coordination issues. This delays implementation, which can cause frustration among both the project team and the future users of the system. For a successful and, above all, straightforward implementation, we therefore recommend that **you take sufficient time in advance to analyze and document the processes to be mapped together as a team** (Dahm et al., 2025, p. 3). The hours invested here will pay off in the end through a more efficient implementation.
You should also take this opportunity to rethink existing processes. Poorly designed, unnecessarily complex processes will not become lean, agile, and clear overnight, even with an ingenious software solution. **So, take the time to review your processes before selecting a solution**.
Consider where in the process your employees spend most of their time. Where are there repetitive, simple administrative tasks that could possibly be automated?

Around 10 years ago, DAX companies identified particularly high potential for digitalization in administration-related activities, which could be exploited even better (Anderson et al., 2016, p. 4). This is still the case today, as there is still a gap between the perceived relevance of digitalization and its actual implementation (Petry & Biemann, 2024, p. 33). It is therefore not surprising that only 32% of the companies surveyed by Petry & Biemann (2024, p. 2) are (somewhat) satisfied with the status quo of their HR digitalization. There is still room for improvement!
However, it is important to remember that **not every activity is suitable for digitalization** or automation. Manual completion may well be justified, especially for tasks where the interpersonal component is paramount, such as consultations with employees.
A detailed process analysis will also help you identify where **digitalization potential** lies, making it easier to determine what the software should ultimately be capable of.

How to identify digitalization potential

Now you know your processes and have given some initial thought to potential areas for digitalization. First, **rate** (on a scale of 1-5) **how each process performs in the following categories**:

- Structured data (consistency, structure, digital readability)
- Process standardization (clear instructions, few if-then decisions)
- High volume (process is used frequently)
- Degree of demand fluctuation (process is used constantly)
- Error susceptibility in the process (many errors during manual execution)

You can then classify your processes into clusters:
A process that already has highly structured data, is well standardized, is used frequently, is not subject to high fluctuations in demand, and is prone to errors when executed manually ends up in the "**Favorite**" cluster. This process is particularly well suited for digitalization. A process that is used frequently but is not yet standardized or based on structured data is relevant for digitalization but must first be optimized before it can be digitally mapped. It goes into the "**Optimize**" cluster. A process that is based on structured data and is standardized but is rarely used and subject to high fluctuations in demand does not need to be digitalized immediately due to its infrequent use. Focus first on your favorites and optimization candidates. Processes

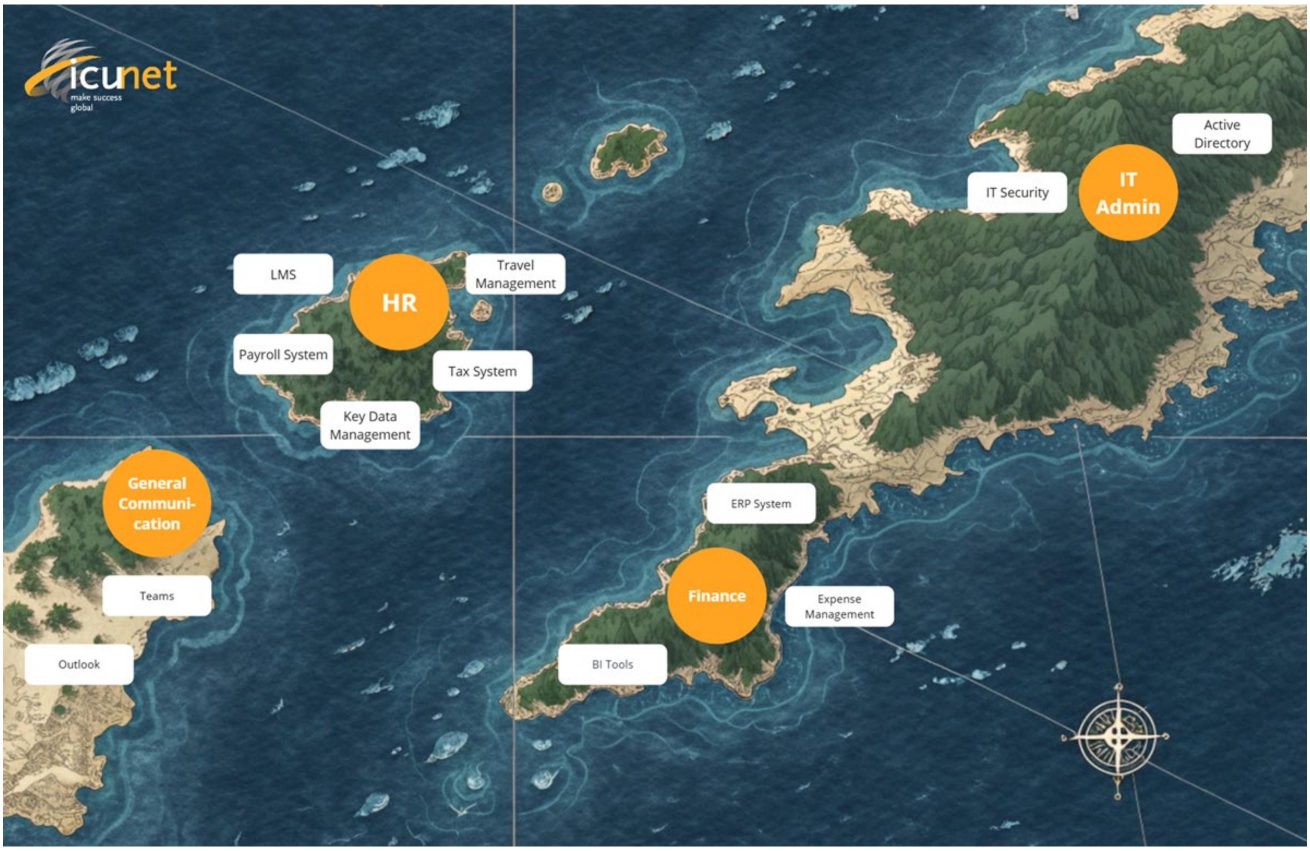
that score low in all categories are irrelevant for digitalization.

Also consider what could be digitalized at which points in a process:

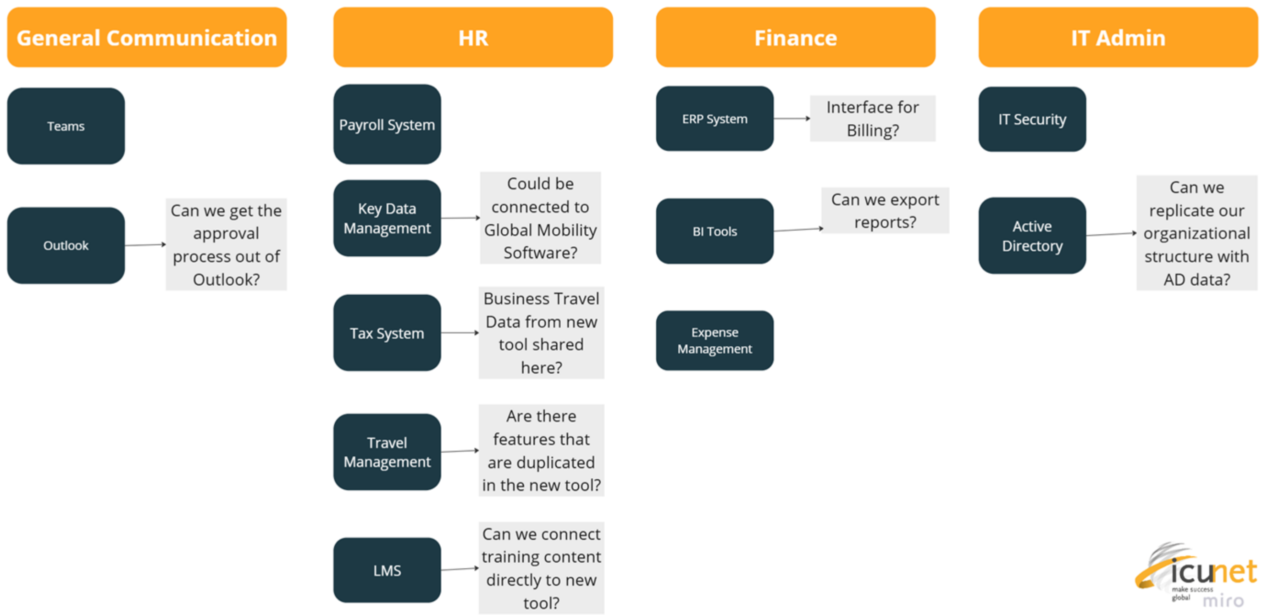
- Which stakeholders are involved in the process and need to be informed?
- Which approval loops does the system need to map?
- Which data and documents should be stored, and who should be allowed to view and use them?
- Who sends and receives documents?
- Which standard processes can be digitalized?
- Which existing tools should be integrated?

Where you are in your software landscape & where you want to go

Next, take a look at which software solutions are used in your department, the connected departments, or the entire company. In the HR area in particular, so-called island solutions, i.e., the use of single tools depending on the application, are typical (Stulle, 2024, p. 437).
Which systems do you already use and want to continue using? What are you still looking for a solution for? For better illustration, it is helpful to map out your software landscape (see example below) to show the relationships and proximity of the tools to each other. **Write down the features you use for each tool or the desired functionalities for each tool you would like to have.**



Or choose a more analytical approach and structure your map in table form:



Tip: In addition to physical whiteboards or flipcharts, digital whiteboard tools such as Miro or Mural are also ideal for this task. This makes cross-team collaboration a breeze!

What the software must be able to do

Based on your software landscape, you now know where a new tool for digitalizing your processes would fit in well.
Write down your requirements for the new system and **create a list of features that the new software should have**. It is best to divide your list into must-haves and nice-to-haves, i.e., features that the software absolutely **must have and those that add value beyond** the basic functionality.

Another tip: Find out **what type of software** you are looking for. The market now offers a suitable software solution for almost every area of application. Knowing which niche of this huge market you need to search in can save you a lot of time!

Example of a must-have and nice-to-have list:

	Requirement	Description
Must haves	**Global Mobility Management**	Classic Assignments / Foreign Local Hires / Domestic Relocations
	Move Management	Comparing, Initiating and Tracking of your Move
	Reporting	Export in Access, Excel, CSV or any other form
	Tax Management	Initiate and track all tax relevant services
	Vendor Management	End-2-End Process with different vendors
	Employee Portal	Offering a good employee experience
	Expense Management	Manage relocation related employee expenses
	Feedback	Track Feedback of your employees

	Requirement	Description
Nice to haves	**Workation**	Evaluate employee requests to work abroad
	Business Travel Management	Stay compliant during business travels within Europe
	Core-/Flex Options	Alter your policies and enable the employee to choose his own packages
	Virtual Home Search	Speed up and simplify the search for housing
	Cost Management	Cost Projection and Calculations
	eLearning: Intercultural Qualifications	Understand foreign culture
	Social Media	Relocated employees require alternative communities for support and social activities

miro

Find the right partner with the right product

The first option that a search engine spits out is not always automatically the right one for you and your company.

So, take the time to survey the market. Browse the internet and ask around. **Who has had what experiences with which software providers and products?** Here, too, it makes sense to think about what you are actually looking for in advance. You already know your processes, must-haves, and nice-to-haves — great! **What else do you want from your future software and its provider?** The following aspects may be relevant for you:

Product features

User-friendliness

The user-friendliness of software is crucial to its successful introduction in a company. How user-friendly a piece of software is can often only be determined once you have tried it out and **tested** it yourself (Dahm et al., 2025, pp. 3-6). However, an extensive **demo** of the software can also provide valuable insights.
Please also note that **different levels of experience** in using software can lead to different assessments of usability. General characteristics of user-friendly software include a **clearly structured interface** that is not overloaded with information. Users should be able to perform tasks **intuitively**. However, a certain amount of **familiarization time** is completely normal, especially if you have previously worked with a different system (possibly even with several tools) or without any digital solution at all.
Be aware that **the more complex the processes** the software is designed to perform, **the more complex the software** will be. The trick is to guide the user through the system as straightforwardly as possible. Find out what additional technologies the provider offers outside of the actual software to **simplify use**, such as single sign-on technology.
Single sign-on technology (SSO) allows your employees to log in to all programs with just **one set of login details**. Microsoft accounts are often used for this, with two-factor authentication also employed. This also ensures greater **security**, as the login is protected by a central technology.
Many employees find forgetting passwords and having to change them constantly annoying, which can reduce acceptance of another program in their everyday

work. With single sign-on, this is a thing of the past, making the tool not only more user-friendly, secure, and easier to use, but also significantly reducing the acceptance barrier.

Combinability

Do you use other software systems that need to work with the new software? For example, is there an **HR master database** that needs to be connected to the new software to make it easier to import user data? Does your finance department use an **ERP solution such as SAP** that needs to interact with the new software? Do the providers offer the necessary connectivity? However, don't rule out solutions right away if a required interface is not listed by the provider. Software providers are often flexible and can build interfaces for you at an additional cost if necessary. It's worth asking!

Flexibility

How flexible is the solution? Can your processes be represented in the software the way you need them to be? Many providers today have **standard processes** in their repertoire to which your processes must be adapted (Stulle, 2024, p. 437). However, to a certain extent, software should be able to **adapt to your processes**. Find out how flexible the software is if your processes deviate or change from time to time. Therefore, check: **How easy is it to adapt processes?** How detailed can user access rights be controlled?
To what extent and how easily can **customizations** be made? For example, if you always have to contact the provider's support team to create new employees or make changes to their profiles (e.g., name or address changes), or if you need IT experts on your team who can make such changes, this creates dependency and makes you less flexible. Ideally, the software should offer **simple user and rights management** that is so intuitive that the specialist department can use it without help from IT (Dahm et al., 2025, p. 7).

Provider Characteristics

Software providers as partners

During the implementation phase, you and the software provider's employees will spend a lot of time together, carrying out the individual steps of the implementation and communicating with each other on a regular basis. It helps if the **provider sees itself as a partner**, listens to you, recognizes your challenges, and works with you to develop the right solutions. **Perhaps you can even support further**

development of the system with your use cases?
The interpersonal component should not be underestimated here either: Can you communicate well with the contact persons on the provider side? Are they easily accessible and responsive to your needs? You can evaluate these points early on when contacting providers. An implementation project involves intensive phases in **which targeted communication,** and a **solution-oriented approach** are key to success. So, choose an implementation partner who is on the same wavelength as you, whose values you share, and with whom you can work well.

Support with implementation
Implementing software means a lot of work. Not only do you have a lot to do, but the provider also must prepare everything for you. In most cases, an entire team works on the implementation. For example, they take care of setting up **user accounts and single sign-on access, preparing content** that will later be available in the system, **migrating data from other systems**, **adapting user roles and rights**, and much more. To ensure that no intermediate goals are lost sight of, someone should be responsible for **coordinating all stakeholders and tasks**. Ideally, the software provider will provide an **implementation manager** who will guide you through the project and work with you to drive the implementation forward. If the provider proactively suggests using their own implementation manager for your project and this is included in the price, this shows that the provider is interested in a successful implementation and will not leave you in the dark with your questions.

"During the implementation phase, I guide our customers and ensure that they can get off to a successful start right after go-live. No questions should be left unanswered!"

– Daniela Josh, Implementation Manager, ICUnet.Group

Even if the implementation manager is responsible for project coordination, it is advisable to appoint **an internal main contact person** or project manager for the implementation (Dahm et al., 2025, p. 7). Ideally, this person **is familiar** with the company's structures and the **operational work in the specialist department** and is authorized to make **independent decisions** within a defined framework. This ensures that the project runs in a time-efficient and resource-saving manner.

The **Implementation Manager** will ensure that the implementation **timeline** is adhered to: starting with the kick-off date, process calls, clarification of technical and content-related components, through to regular jour fixes and updates.

Support and availability

Once implementation is complete, the system should be up and running. However, it is normal for support issues to arise. Need to assign a user right? Need to adjust a process? A user has locked themselves out? With an easily accessible, experienced, and fast support team, such issues can be resolved immediately. Find out in advance how a provider's support is structured and how you can contact them.

Data

The issue of data protection has been more common in recent years (Dahm et al., 2025, pp. 3-4). And rightly so: we all leave digital traces every day, from train tickets in apps and browser searches to food orders from delivery services. Software systems used in the workplace also collect data continuously; after all, they are replacing the large filing cabinets that used to be found in every office. Protecting this data is essential. Find out in advance how the software provider implements data protection and the deletion of old data.

Find out **where the servers are located** on which your employees' data is stored. If they are located in an EU country, they are subject to the strict EU General Data Protection Regulation (GDPR). In Germany, the Federal Data Protection Act (BDSG) also applies. Servers in the US are subject to local laws, which are usually less strict than those in the EU.

In addition, providers can often provide certifications that attest to the secure handling of data. These include **ISO certifications** and **TISAX certification**, which is particularly important in the automotive industry. However, regardless of the industry, TISAX certification is proof of **excellent process and data security**.

Checklist: Market research

Dimension	Description	Criteria
Product	How suitable is the product?	• Nice-to-haves and must-haves covered • User-friendliness • Combinability • Flexibility
Provider	How well does the provider suit us?	• Communication • Partnership-based relationship • Cultural fit • Support during implementation • Data protection
Implementation	How will the implementation be carried out?	• Own implementation manager • Clearly defined process • Individual process tailored to customer needs

From theory to practice: Create a shortlist for selecting providers

Your market research will result in a long list of providers and options. Going into the next round with all of these providers would take far too much time — especially since some of the solutions will probably not be suitable in the end. So, check all providers again against your criteria: Do the solutions offer the features on your must-have list? How does the provider position itself on the issue of data protection? Are there already interfaces to other systems that will be useful to you?
The goal is to narrow down a long list of perhaps 10-20 providers to a **shortlist of 3-5 providers**. You should now get in touch with these providers. Arrange **demo appointments** and ask for a demonstration of the software. Always keep in mind your must-haves, nice-to-haves, and other aspects that are important to you in your selection.

Get stakeholders on board early: how to make change communication a success

Introducing a new system requires careful support within the company. Our advice: be open and **communicate your plans early on**. If your company has a works council, we recommend involving it at an early stage. Anticipate questions and doubts by providing information about the software to be introduced. Explain the "what" and "why" and inform the members of the works council about the planned project schedule (Anderson et al., 2016, p. 32; Dahm et al., 2025, p. 7).
The topic of **data protection** will be on many people's minds. Therefore, address it proactively and provide an overview of the software provider's data protection measures. Find out in advance what security standards and certificates your company requires and clarify with the providers at an early stage whether these can be met.
Of course, the **employees** who will later be working with the program must also be informed of your plans. To ensure a high level of acceptance of the software among your employees, it is helpful not to present them with a fait accompli from one day to the next. Give your employees time to **prepare for the change** and convince them of the advantages of the new software (Dahm et al., 2025, p. 7; Anderson et al., 2016, p. 32). Ideally, you will be able to get your employees excited about the introduction of the software and the resulting reduction in their workload.
You may even be able to involve selected users as subject matter experts in the implementation process, who will then identify with the project and later act as "ambassadors" for the software.

When implementation can begin

Clarification of the technical configuration
Once you have decided on a provider and thus a project partner, it's time to get down to business. First, you will clarify the technical requirements and necessary customizations with the provider: What range of functions should the product have and how should it be set up? This involves clarifying all questions, from the desired login mechanism to deletion periods for old data – in other words, all the parameters in the process are considered and set from start to finish. To record your needs, the provider will ask you to fill out a **questionnaire to clarify the basic requirements and outline process flows**. The individual points are then specified in detail during a meeting.

By preparing well before selecting a provider, you will already have the answers to many questions and won't have to go through various internal loops first.
Once the necessary configurations have been clarified on the customer side, it is the **provider**'s turn. They create an overview of the requirements discussed and determine an **estimate of the effort** required. Once everyone agrees, both contracting parties sign the planned scope of services.
At this point, 80% of the total project time has usually passed! However, this is definitely an advantage, because good preparation is worth its weight in gold here too. Once all requirements are clearly defined, implementation will ultimately be much faster.

Timeline & adjustment phase

Once the requirements have been confirmed, you work with the implementation manager to **set a timeline for when which milestones** are to be achieved (see example below).
Then it is the provider's turn again. Their team adapts the platform based on the requirements discussed. During this time, there may be queries from both sides, which is why the implementation manager's schedule will also include regular meetings to discuss the various milestones.

July 1, 2024
Contract
Negotiations Complete

JUL 5, 2024

+2 DAYS

JUL 10
Kick-Off Workshop:
- Project Plan
- Overview
- Process run-through
- Responsibilities
- Deadlines, etc.

+1 WEEK

JUL 12
Follow-Up-Calls:
Final process definition
Clarification of IT topics
Vendor data exchange
Etc.

+1 WEEK

JUL 19
Delivery of relevant information
Packages, policies, users, previous vendor data etc.) by customer / former Vendor

+1 WEEK

JUL 26
Confirmation of Tech Specifications
ICUnet delivers finalized scope of specifications for IT & customization
client confirms in writing .

+3 WEEKS*

AUG 2
Customization
Implementation of agreed upon specifications.

* Duration depending on the scope of IT requirements.

+2 WEEKS

AUG 23
Training & Testing
- Training for users, digital manuals
- Testing period (if necessary)

+2 WEEKS

SEP 6
GO LIVE
System is ready for use;
Rollout for all users.

SEP 20
Sign Off
System Sign-Off by client

OCT+
Ongoing Support
Post Go-Live Support by account manager and ICUnet-IT

- Regular collection of feedback for continuous optimization.

Test phase

Ideally, you will also conduct a **test phase**. Especially if the platform has been heavily customized or if a new feature has been developed during implementation, it makes sense to start a test phase **with some of the future users** (Dahm et al., 2025, pp. 3-6). It is always helpful to involve users who were not involved in the implementation in the testing. They can evaluate the user-friendliness and consistency of the processes from a new perspective.
The aim of testing is to ensure that everything has been implemented as discussed and that you are satisfied with the desired adjustments. The provider can then make any necessary changes before the “go-live”.

Training & user manuals

Before users start working with the new software, there is usually a **training phase** during which the provider offers **training courses** for the various user groups (Dahm et al., 2025, pp. 5-6). There are **various approaches** to this – from live training with experts to video-based learning, interactive e-learning courses, or user manuals that can also be used as reference guides later. If you already have users, such as department representatives in the project team, who feel comfortable using the system, you can also organize training internally or in cooperation with the provider. Learning the new software from a trusted person who is familiar with the specific processes in the department can help increase acceptance of the system.

Internal communication before go-live

Now it's your turn again: Before you really get started, you should communicate internally once more. Ideally, future users and other stakeholders will already be in the loop. Now is the time to **get everyone on board and get them excited about the new solution**. Repeat **why the new system is being introduced**, explain the benefits, and give users an overview of when they will start working with the new system.
Once you and your employees are ready, you can give everyone the go-ahead!

The hypercare phase begins with the go-live

The big moment: On the day of the go-live, the system is activated for all users and, if necessary, the system access data is sent out – now you're ready to go! During this time, support from the provider remains important. During this so-called **hyper-care phase**, minor **adjustments** may be necessary, or it may become apparent that a **certain user group needs more intensive training**. Talk to your provider! These needs are not uncommon, and your provider will certainly be able to make you a suitable offer in a timely manner.
Most importantly, give everyone involved time to adapt to the new situation after go-live. Through good communication in advance and a well-supported **change process**, you can save time and quickly transition to a routine workflow with the new software after go-live.

This is what a sign-off might look like after successful implementation

Before implementation, you will agree with the provider on a **date on which the implementation is considered to be completed**. This so-called **sign-off date** usually takes place a few weeks after go-live. With your acceptance, you confirm the functionality of the platform customized for you and the implementation of the agreed requirements. This marks the end of the implementation. From this point on, the implementation manager will no longer be responsible for your support. Instead, you **will be assigned an account manager or customer success manager**, for example.

Less administration, more innovation – conclusion on successfully implemented HR software

So, what can we conclude? Process automation can increase efficiency and innovation in companies. When People & Culture departments use specific HR software, their tasks shift from often time-consuming administrative tasks to more strategic services with valuable outcomes (Anderson et al., 2016, p. 4; Dahm et al., 2025, pp. 2-3). Digitalized HR processes also provide a good basis for **data-driven decisions regarding assessments or international employee assignments** and have a positive impact on employer attractiveness (Dahm et al., 2025, p. 2-3).
In order to implement comprehensive **global workforce management software**

(see also the graphic below), it is first necessary to have clarity regarding internal workflows and processes, the needs of employees, and a clear vision of the goals, including communicated added value (Dahm et al., 2025, pp. 5-6; Anderson et al., 2016, p. 32). Once all stakeholders have been involved at an early stage, the right partner has been found, and the software has been tested with internal and external experts and finally implemented, training and continuous feedback and optimization loops are essential (Dahm et al., 2025, p. 7).

Motivated to go through the process yourself? Here you will find our **checklist** for preparing and implementing your HR software.

Good luck and success!

Publisher information

About ICUnet.Group

Founded in Passau in 2001 by Dr. Fritz Audebert and now represented at over 20 locations worldwide, ICUnet.Group is the European market leader for intercultural qualification and global mobility, operating in over 75 countries worldwide.

With more than 80 awards, ICUnet is the most highly decorated company in its industry, trusted by over 24 DAX-listed companies, 22 Euro Stoxx companies, and more than 450 medium-sized companies.

The interdisciplinary and intercultural team of experts, consisting of around 200 permanent and 350 freelance employees, has already supported more than 40,000 professionals worldwide in their professional missions abroad with its relocation and immigration services. In addition, companies and their talent are prepared for intercultural cooperation, new work, and future skills through training, coaching, consulting, and e-learning. ICUnet.Group is also a pioneer in the field of diversity, equity, and inclusion. Complementing this, ICUnet.Group supports companies in developing a comprehensive global talent strategy to find, attract, and retain the best talent, even in times of skill shortages.

The company is also developing a digital global workforce management system: Intelligent New Destination® (IND® for short). Today, this innovative solution is the leading software for global mobility services and the optimization of HR processes.

All HR digital solutions from ICUnet.Group:

- IND® Global Workforce Management System
- IND® Work From Anywhere Assistant for compliance-compliant mobile working
- IND® Business Travel Compliance Manager for compliance with business travel regulations
- IND® Intercultural Assessment Tools for competence assessment & potential analysis

Your contact person for this matter

Anna Schmitt, Head of Digitalization & Operations
anna.schmitt@icunet.group

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Appendix: Checklist for implementing HR software

The right preparation

1. Why?

☐ Clarify „why “: Clearly define the added value for the company and the department

☐ Strategic or technical motivation: Ideally, the project should also advance the company strategically

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2. Define and optimize processes

☐ Analyze and document existing processes

☐ Identify bottlenecks and potential for automation

☐ Optimize processes before selecting software

☐ Identify standard processes that can be digitized

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3. Identify potential for digitization

☐ Determine stakeholders: Who will use the software?

☐ Define approval processes: Which workflows need to be mapped?

☐ Define data management: Which data and documents need to be stored and accessible?

☐ Analyze interfaces: Which existing tools need to be integrated?

☐ Visualize the software landscape (e.g., with digital whiteboard software such as Miro or Mural)

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4. Define software requirements

☐ Define must-have and nice-to-have features

☐ What type of software is needed?

☐ Define criteria for usability, security, and scalability

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5. Market research & vendor selection

☐ Get an overview of the market: What solutions are available?

☐ Check experience reports & references

☐ Create a shortlist of 3-5 providers

☐ Request demos & test software

☐ Evaluate providers based on the following criteria:

- Product: user-friendliness, flexibility, integration capability
- Provider: support, implementation assistance, data protection standards

- Implementation: Clear processes, support from implementation managers

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6. Involve stakeholders at an early stage

☐ Inform the works council and data protection officers
☐ Check data protection requirements (GDPR, certifications, server location)
☐ Prepare employees for changes at an early stage
☐ Involve key users as “ambassadors” to increase acceptance

Implementation

7. Implementation phase

☐ Technical requirements are clarified
☐ Provider provides an overview of the agreed requirements and gives an estimate of the effort involved
☐ Both parties confirm the requirements as binding
☐ Customer and provider agree on a timeline
☐ Provider adapts the platform based on the requirements
☐ *If necessary: Test the new platform with selected users*
☐ Provider conducts user group-specific training
☐ Customer communicates changes internally

8. Go live

☐ Go live: Platform is activated and can be used
☐ Hypercare-phase: Final adjustments
☐ Acceptance/sign-off: Customer accepts the platform. Implementation is now officially completet

☐ Next steps: Support and assistance from the provider