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Turning People Data into Strategic Power:

How a Global Tech Leader Rebuilt Workforce Intelligence at Scale

Executive Summary

A global technology leader partnered with Definian to overhaul its people analytics capabilities across a workforce of more than 200,000 employees. The company faced three key challenges. They were migrating from an older HR system to Workday, meaning everything about the data coming into the analytics team was changing, including employee categories, location codes, and data structures. At the same time, the team was updating its data platform to Snowflake, which opened up significant new capabilities but also required a clean migration of historical data from the old HR system. Since change was already underway, the company decided to go big and refreshed all Tableau dashboards to improve usability, analytics, and visual design. Over 18 months, Definian, in partnership with the company's infrastructure teams, built a scalable, modern, fast, and accurate platform.

Migration of historical data to Snowflake	Stitching & transformation of old data to new workday paradigms	Analytic data quality assurance – identifying differences between the old hr data & the new system	Beautiful new visuals & dashboards built with feedback from business users
A smooth, on-time, and most of all, trusted series of analytics	30+ standardized dashboards tailored to workforce decision-making	A semantic data model spanning dozens of HR systems	

All built inside the client's existing Snowflake, dbt, and Tableau ecosystem with rigorous privacy controls from day one.

This was a high-risk initiative where any delay or inaccurate data presented to executive leadership could have undermined confidence in the HR analytics team. Definian worked closely with stakeholders to proactively identify and mitigate risks at every stage.

The Client

This global technology company is one of the world's most iconic brands, operating across six continents and employing hundreds of thousands of people. Its talent strategy is central to its competitive edge, but fragmented data, outdated warehouse systems, and a large-scale software migration were slowing decisions, eroding trust, and putting its high standards for employee experience at risk.

The Challenge

Despite having best-in-class infrastructure, the client's people data was scattered across incompatible systems, including HRIS, payroll, recruiting, and performance tools, each with its own logic. Dashboards were inconsistent, definitions varied, and fundamental questions such as "How many hires do we need next quarter?" took days to answer.

Key challenges included

Data fragmentation across dozens of platforms	Inconsistent metric definitions and broken trust in reports	Limited access to insights outside centralized analytics teams	High regulatory scrutiny across jurisdictions

What We Built

We adopted a product mindset: start with the decisions, then build the data to serve them all, while verifying our assumptions and ensuring that new systems were delivering accurate information.

Platform Features

Semantic Data Layer
Unified data models in dbt with transparent, version-controlled definitions for key metrics such as "time-to-fill" and "new hire."

Dashboard Layer
Dozens of Tableau dashboards embedded in daily workflows, from recruiter funnels to quarterly workforce planning.

Tech Stack

❄ snowflake	✖ dbt	🐍 python™	✚ +tableau
for warehousing	for modeling	for data migration	for dashboards

The Impact

Over 10,000 dashboard views per month across business units

A single source of truth for workforce metrics, auditable, documented, & trusted

Trust from executive leadership to make decisions based on data rather than vibes. Most importantly, the platform changed decision behavior

From "Can someone pull that report?" to "Let's check the dashboard."	From "Gut feel" to "Show me the trend."	Oh we don't have that data to "We do have that data"

Why IT Worked

Built for users: We focused on recruiter workflows and executive reporting needs.

Embedded with the client: Weekly feedback loops with end users and data stewards.

Privacy-first: Role-based permissions and aggregation built into every metric.

Incremental delivery: Teams got value from month one, not just after go-live. Each step of this project delivered value and insights.

Looking Ahead

The client now uses the platform as its primary system for workforce planning, supported by new dashboards and analytics. Data trust is no longer a challenge; it has become a competitive advantage. The time required to produce analytics has been significantly reduced.

Ready to turn your data into clarity and action?
Let's start the conversation. This project could easily have gone wrong. Historical data might have been lost or trapped in separate dashboards and data sources.

We could have started building products from scratch, which would have delayed rollouts and confused users. Instead, our visual refresh & product improvements focused on enhancing existing assets, preserving all historical data for long-term trend analysis, & launching on time. Faster insights led to quicker, more confident decisions, resulting in higher employee retention and stronger engagement.

For over 40 years, Definian (formerly Premier International) has helped leading enterprises solve complex data challenges.

As a full-spectrum data partner, we bring clarity, reduce risk, and unlock business value by turning data into a strategic engine for faster decisions and lasting impact.

From legacy modernization to AI readiness, we help organizations transform with confidence.

Unlock smarter decisions with enterprise-ready data solutions.

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