



# How Johnson Controls Enabled Cost Accountability for its Center of Excellence

## Intro

As a Fortune Global 500 company, Johnson Controls is a worldwide leader in providing building technology solutions. With over 105,000 employees across 2,000 locations, Johnson Controls equips buildings across the world with automation systems, HVAC equipment, security and more, to keep their occupants safe, healthy, and secure.

Behind the company's US\$31.4 billion worth of sales sits the company's Center of Excellence on Sales Operations - a network of engineers, contractors, and program managers which supports global sales teams with drafting project blueprints and designs.

## Challenges

While the Sales Operations Centre of Excellence (CoE) was previously embedded within separate business units, it was reformed into a separate business unit following a corporate reorganization in 2019. As an independent business unit servicing different regions and divisions across the company, the CoE was now an independent accounting entity. It maintains its own financial statements, accounting for (internal) revenue through billing other business units for services performed, and costs through careful tracking of employees' time. In order to accurately charge these costs back to separate business units, time tracking was now an integral part of this accountability.

Adding to this complexity was the fact that some sub-teams within the CoE already had established legacy solutions and practices for time tracking. While some employees were new to time tracking, others were using disparate time tracking systems. For instance, while one team in Costa Rica was already using a time tracking system, another in APAC was tracking their hours manually on spreadsheets.

In their search for a time tracking solution, the Sales Operations CoE team at Johnson Controls had two key requirements. Firstly, the solution had to provide a seamless user experience. Secondly, the time tracking system had to be integrated with Salesforce.

PK4 Tech's Time Tracker stood out as a strong contender as its deep integrations with Salesforce meant that time tracking data could easily be integrated with other sales and operations data already on the CRM platform. This helped to minimize the implementation complexity and efforts.

## Solution

With the goal of unifying all teams under a standardized time tracking solution, Johnson Controls first started with a phased introduction of PK4 Tech's Time Tracker. Within the first 2 years of implementation, 1,000 of over 4,000 employees in the global CoE organization were onboarded to the Time Tracker.

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## Results

**Improved Time Tracking And Cost Accountability:** With the Time Tracker, employees were now able to log their hours with a level of granularity that was not possible before. For instance, where previously, the CoE team only tracked hours on a general basis, they could now break these hours down into pre-sale vs post-sale support, coordination time, administrative time, etc.

This, in turn, has enabled the CoE to provide detailed statements of work and invoices when charging their services to other business units. The detailed breakdown of labor costs and services allows the CoE team to improve the accountability and accuracy of their cost chargeback.

**Deepened Business Insights:** With the custom Salesforce reports and dashboards, management could now get a comprehensive review of their business, and access granular data like labor and service cost breakdown by region, project type, or even task type. This provides Johnson Controls with more accurate data and information for resource planning and strategic decision-making.

**Reduced Overall Administrative Burden:** The integration with Salesforce also helped to reduce the administrative work required from both end-users, as well as the management and finance teams. Employees within the CoE team were already familiar with using Salesforce and introducing a time tracking system within the CRM platform greatly eased their transition towards this new time tracking process.

Furthermore, having the Time Tracker integrated into Salesforce also allowed for the synchronization of data on labor costs with established invoicing and finance processes, minimizing the administrative efforts for the finance teams.

## Tech Components

- Salesforce Sales Cloud
- PK4 TimeTracker in Salesforce
- PK4 TimeTracker Web
- PK4 TimeTracker Mobile
- PK4 TimeTracker Azure AD Integration

*“The PK4 Tech Team is very responsive – any time we have questions or requests, we get a straight answer from them.”*

*“We have a monthly meeting with the PK4 Tech team where they update us on their product road map, and we share feedback on functionalities we would like to see. They try to include us in testing the functionality of new features as well, which is very helpful for us.”*



**John Lund**

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