



# POWERING UP HUMAN RESOURCES

## Abstract

Lillian Hannen, HR Director at a global food distribution company, needed to address the organisation's manually intensive, fragmented HR workflow. With the lack of process efficiencies causing significant delays in query resolution for over 7000 employees, Lillian sought a suitable transformation partner – and found one in Infosys BPM. This case details how Infosys BPM's digital solutions helped Lillian realise a staggering 45% rise staff productivity and 40% improvement in turnaround times, while also delivering overall benefits worth ~£650k.



## When human resources lack resources

Lillian Hannen is an HR Director for the UK-headquartered subsidiary of a global food distribution company. Heading a team of ~70 HR personnel, she is responsible for ensuring seamless delivery of HR services. As the HR head, Lillian also holds significant decision authority in the organisation and plays a vital role in driving synergy across its leadership.

Lillian's team oversees the entire hire-to-retire HR lifecycle for 7,000 employees across 20 distribution centers in the UK. They use SAP HCM as their ERP system, but a lack of investment meant that the company's HR software was unstable and HR staff performed most tasks manually outside the system. For example, the entire onboarding process was managed manually due to limitations in the application tracking system. Similarly, all data for new joiners, attendance, and time

tracking was collated in spreadsheets and then manually uploaded to SAP. This manual effort often led to inconsistencies and errors in entry.

Lillian also had a dedicated team of HR personnel providing shared services, but they lacked workflow and case management tools. They had to manually track, monitor, and report on incoming requests from email and phone. Additionally, all HR-related information was stored in different knowledge repositories, making it time-consuming and difficult to resolve even simple queries. Lillian realised there were other problems with the company's HR processes. There were no self-service portals for employees or managers, which led to poor visibility and inadequate decision-making on policies and procedures. Additionally, she often struggled with decision-making and

succession planning due to the paper-based performance management system, which lacked transparency.

To reduce her team's manual efforts and facilitate more efficient operations, Lillian needed digitised operations, self-service portals, mobile applications for employees, real-time KPI visibility, best practices on process standardisation, and much more. She sought an integrated solution and quickly issued a global RFP detailing her multifaceted requirements. After carefully reviewing the responses, the company partnered with Infosys BPM to digitally transform the HR operations. Lillian soon set up a series of meetings with Sahil Sachdev, the Infosys BPM team lead, where she gave him an in-depth brief about the operations, pointed out the issues, and handed him her long list of requirements.

## Making things work smoother

After understanding Lillian's requirements, Sahil and team has analysed the task at

hand and drafted a strategic action plan. After much discussion, they identified the

broad operating challenges and decided to tackle them with three targeted solutions.

### Approach summary



First, Sahil introduced a SaaS platform, for managing unstructured workflows and standardising the knowledge management process. This established a singular channel to process all queries and map employee data into the SAP system daily. After storing relevant HR documents and policy information in the platform's built-in knowledge base, the team then built a self-service portal for the employees to access the knowledge base, raise requests, and utilise it for other HR-related activities. The team also automated certain activities like the routing of tickets to the respective HR sub-teams, and the generation of contracts and offer letters. After this, using the platform's capabilities, they developed a configurable reporting system for generating real-time KPI and SLA information.

Next, Sahil and the team integrated BluePrism, a leading RPA platform, for automating document uploads, listing error reports, creating new people files in the ERP system, and other rule-based tasks. Finally, they implemented a manager's portal as a custom web application. The portal had several web forms for managers to submit absence reports, view ad-hoc payments by their team members, generate reports on costs, team member details, and leave calendars, and also to delegate approval access to other managers. Through these three stages of implementation, Sahil and the team followed a structured five-phase approach – namely plan, design, develop, test, and roll-out.

During the implementation, Sahil ran into a challenge, when Lillian informed the team that the planned SaaS platform's rollout would coincide with the company's earlier scheduled ERP data-cleansing activities. However, the availability of clean and standard data was critical for the platform to show correct details to end users. So, Sahil rescheduled the deployment strategies for the project, working closely with the company's IT team to mitigate any issues surfacing with regard to process standardisation, ERP readiness, and workflow orchestration. After the successful rollout, Sahil also led multiple training rounds for Lillian's HR personnel, overcoming resistance to the change by getting them comfortable to work with the new solutions.





## Resources and results

Lillian and Sahil's efforts paid off handsomely, resulting in a 45% increase in HR operations productivity. Lillian experienced a 50% reduction in process lead times and a 40% improvement in request turnaround

times, thanks to strategic automation, workflow orchestration, and centralised communication and knowledge transfer channels. These further helped enhance the employee satisfaction. Manual contract

and offer letter generation processes were slashed by 80%, freeing up HR personnel to focus on more strategic tasks, while also saving ~£450k.

## Key benefits



In addition, the SaaS platform's reporting solutions helped offer three times more visibility into KPIs and other key operational performance reports, empowering Lillian to make better decisions and plans, and also gaining benefits to the tune of ~£200k. Also, the

newly launched self-service portal was very well received throughout the organisation, with 85% of the employees adopting it within 1.5 years.

Lillian's leadership was deeply impressed with the elevated user experience and efficiency across the organisation, and

expressed their gratitude for Lillian and Sahil's efforts. They complimented their professionalism throughout the project, and also discussed about ways to further extend the solution across the parent organisation's international HR operations.

*\*Names have been altered to preserve the identities of the people involved.*

For more information, contact [infosysbpm@infosys.com](mailto:infosysbpm@infosys.com)



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