



GAINING INSIGHTS INTO PEOPLE MATTERS

Abstract

As Employee Relations Director at a £25 Bn British food service company with over 500,000 employees, Julie Larsen was swamped in the analysis of multiple excel spreadsheets while seeking insights for the wider HR community. But with the spreadsheets being manually generated through the company's HR shared service center, they not only failed to offer adequate visibility into the ER teams' activities but also consumed much time. This case study details how Julie partnered with Infosys BPM to develop an ER-specific business intelligence dashboard for heightened operational efficiency, informative data visualization, valuable insights, and smarter decision-making.

Lost in spreadsheets

Julia Larsen is the Employee Relations (ER) Director at a £25 Bn British food service company. With over 500,000 employees, the company has a very large scale of operations, serving over 5.5 billion meals each year, across 55,000 locations in 40 countries. She looks over the company's People Shared Services Centre (SSC), with the objective of sharing actionable progress insights on ER activities with the company's various HR teams.

Julia spent much of her time analyzing multiple reports from the SSC, identifying trends, and taking consequent actions. Yet she found it difficult to offer the HR teams a detailed overview of all the ER activities

and their outcomes, which they needed for proactive decision making. The reasons were many. Every month, the SSC received several exhaustive Excel spreadsheets from multiple ER stakeholders to collate, interpret, form insightful reports, and distribute to all involved parties. The process was highly manual, time- and effort-intensive, and proved taxing for the SSC teams. Remedying this required extra visibility, which called for a data-driven overview of all the ER workflows in a centralized format.

But Julie soon realized that transforming the Shared Services Center's mode of operations needed expert external

support, with a partner who would be versatile at managing her multiple sectors requirement. So, in 2018, Julie brought in Infosys BPM as a partner and briefed Aditi Chugh, Infosys BPM's transformation lead, about the business situation and her need for a working dashboard to summarize key ER trends and insights. Assessing the scenario, Aditi offered a comprehensive employee relations service that included extensive support throughout the employee life cycle. The plan entailed Infosys BPM acquiring the SSC and handling its operations for finance and accounting, human resources, and payroll as managed services.



Delving into the data

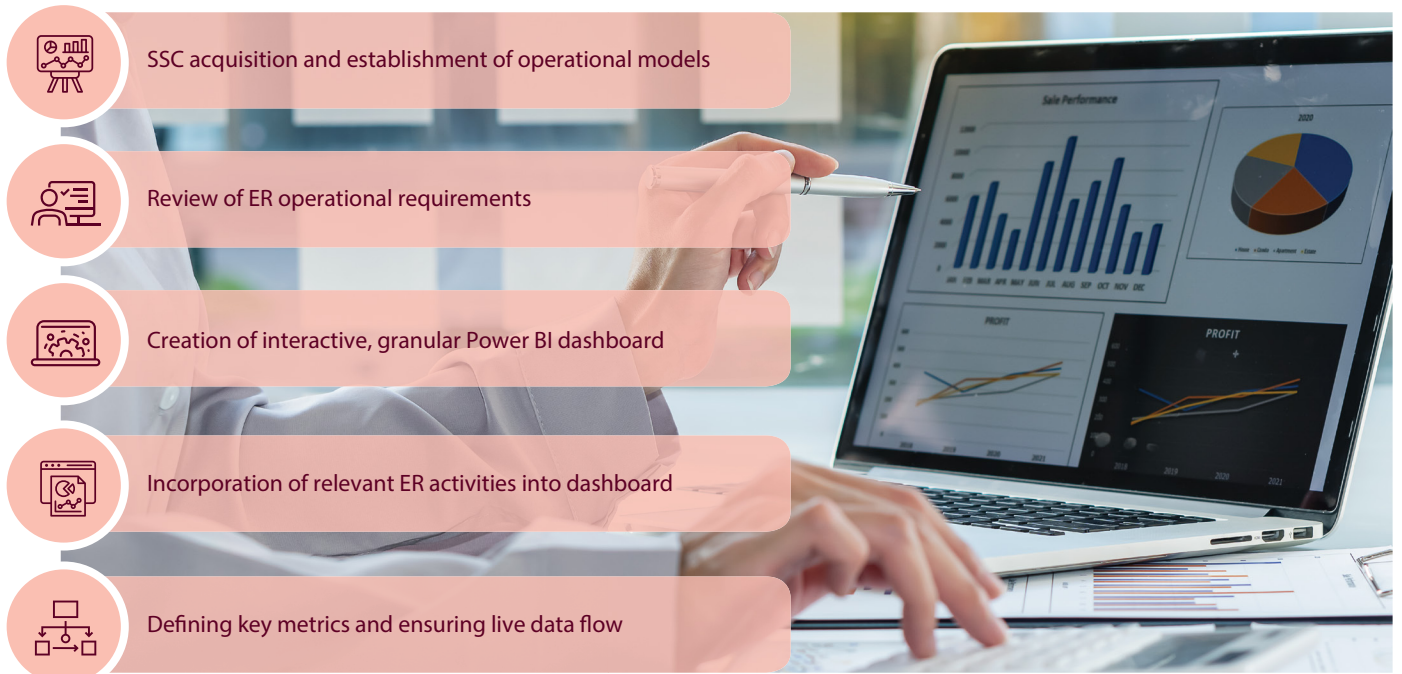
Kicking off in 2018, Aditi and the team identified options for technology deployment to meet Julia's core requirements. They ultimately landed on utilizing Power BI as the primary reporting platform to create interactive dashboards. The platform was propositioned for its drill-down ability to unearth area-specific details about all data sets displayed.

Building on this, the team began the production of a holistic Power BI report, incorporating all ER activities. The end-to-end dashboard included data on long-term sickness trends, open ER and whistleblowing cases, and even details on calls to the SSC's telephony team.

Leveraging Power BI's data exploration functionality, Aditi ensured that Julia could

run queries on granular data and gain deeper insights into all ER activities. For instance, while the 'long-term sickness' report highlighted the number of sick cases by length, reason, and sector; the drill-down option also allowed the analysis of 'raw data' at the sub-sector and unit levels.

Approach summary



To create key metrics within the dashboard, the transformation team worked in an integrated manner with all internal teams, constructing a working data set. This involved detailed reviews at each key stage and implementing further requirements whenever necessary. They

also engaged with the broader IT teams with the objective to ensure a live data flow that provided up-to-date insights into all activities.

Typically, ensuring the workability of such complex data sets is a difficult task. While the team initially faced some issues in

tailoring and feeding accurate data into the system, they were quick to resolve the challenges and ensure that the data was appropriately structured despite it coming in through multiple service lines and stakeholders.



Insights that matter

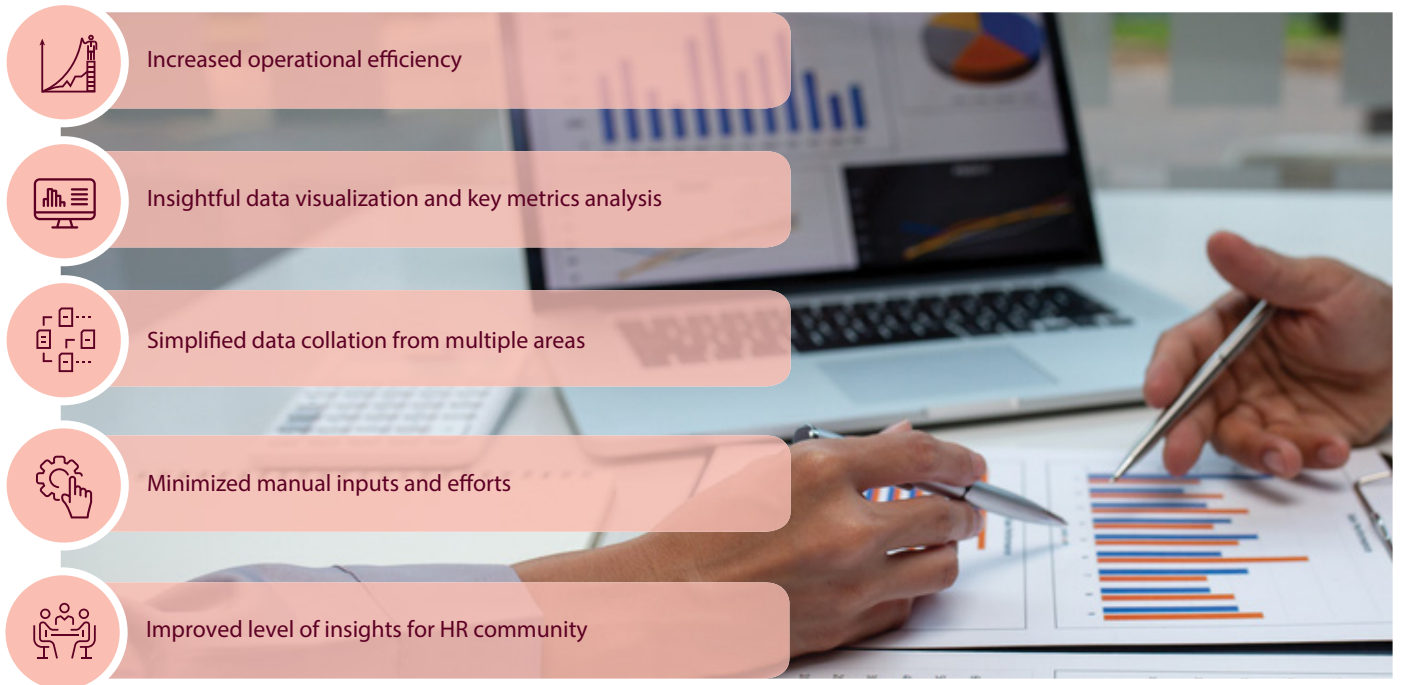
The new Power BI-backed ER platform automated most of the data analysis after the initial report was designed and fit into the system. Besides some monthly raw data files from the team's ticketing system and Julia's direct reports, it succeeded in

minimizing all other manual data inputs that were required earlier.

With the comprehensiveness of the dashboard, Julia gained valuable sector-wise insight into the company's ER

activities. Its augmented data visualization ability simplified the identification of gaps and trends, allowing Julia to share relevant information with the wider HR community for optimized business decisions.

Key benefits



Apart from this, Julia herself witnessed a drastic upgrade in her productivity ever since the inception of the centralized ER dashboard. It minimized her earlier tiresome and manual research and reporting time, freeing her from her

endless excel spreadsheets to attend to other priority projects. Also, the levels of insights the HR community gained through the solution added considerable value to the business, heightening its operational efficiency.

No wonder with the solution attracting immense appreciation from the HR community, talks are ongoing with Aditi and the Infosys BPM team to develop such elaborate reporting schemes for more aspects of the business.

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

For more information, contact infosysbpm@infosys.com

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