



# WHEN DIGITALIZATION PAYS OFF

## Abstract

Arthur Evans, the Financial Controller at a FTSE250 listed company urgently needed a new, efficient system to distribute payslips to the firm's 550,000+ employees, due to having recently ended a contract with an external provider with unsatisfactory processes. This success story details how Infosys BPM helped him with a digitalized, adaptive payslip system that was not only more environment-friendly but also offered high security, 24\*7 accessibility, and enhanced efficiency.



## Payments in disarray

Arthur Evans, Financial Controller at a FTSE250 listed, £25 Bn British food service company with over 5,50,000 employees, is responsible for managing millions of pounds worth of monthly cash collection and distribution. His role was significantly complex given that the company was involved across multiple sectors, service lines, and thousands of vendors.

Owing to its vast employee network, and looking to have a greener footprint, the company was looking for a streamlined method to process payslips in a digitalized format and thus avoid paper payslips.

Arthur had onboarded an external provider for this, but their procedures did not help to improve the speed of processing. With business efficiency continuing to suffer, he ended up terminating the contract without much notice. This turn of events introduced an urgent requirement to establish a new payroll system, the urgency exacerbated by the strictness of payroll deadlines and the limited timeframe for payslip distributions.

Arthur not only had to ensure that the employees received their payslips on time, in line with legislation, he also needed to comply by the General Data Protection

Regulations (GDPR), with all payslips secured for viewing only by the respective employees. In 2018, the food services giant had begun a relationship with Infosys BPM, with Infosys BPM acquiring the company's shared service center within the UK, and managing the delivery of its finance and accounting, human resources and payroll managed services. So, looking for an immediate solution, Arthur turned to Bhoomika Rao, the Infosys BPM team lead for assistance and tasked her with instituting both short and long-term solutions for the situation.

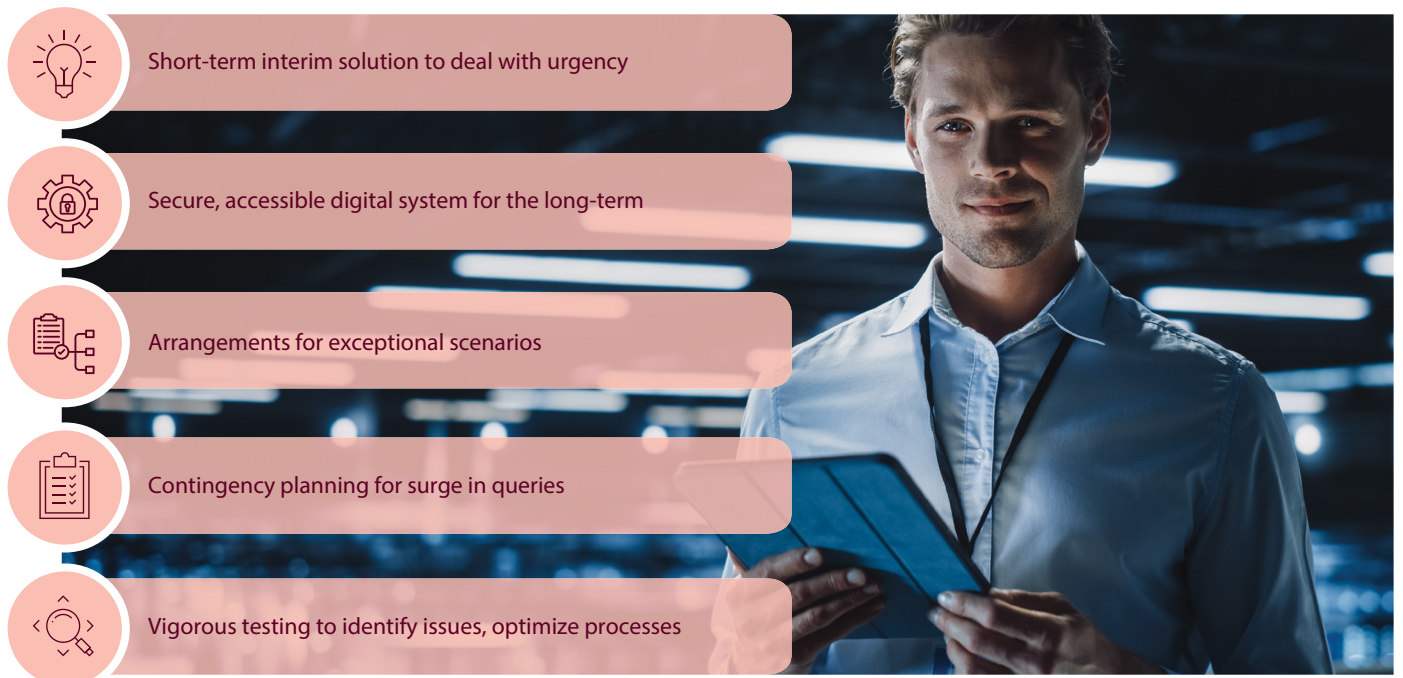
## Going short, going long

Getting to work right after the situation brief, Bhoomika and her team began immediate work to improvise the company's operational model for issuing payroll slips and heighten its productivity. Initially, the team decided upon issuing all payslips via email, utilizing National Identification (NI) numbers for password protection. However, due to the high volume and many different payslip formats, this interim solution was not entirely effective.

The emails were time-consuming, lined with system constraints, and could not meet the need for concurrent document generation. In addition, using the NI system for passwords failed to generate payslips for employees who had not recorded their NI number, thus increasing the need for manual intervention. The system also suffered from high volumes of bounced emails, from employees who had provided their email addresses incorrectly, all of which then had to be investigated

individually. Further, if the emailed payslips landed up in employees' Junk or Spam folders they would reach out to the team and their payslips had to be reissued individually. Other employees' requests for historic payslips also could not be serviced since the previous payslip platform was inaccessible.

## Approach summary



Then, armed with these learnings, Bhoomika shifted gears to help Arthur find and implement a strong long-term solution for efficient payslip delivery. After attending demonstrations by several software providers, and acting upon Bhoomika's valuable feedback, Arthur selected Infosys's new epay solution. With the green light given, Bhoomika commenced vigorous testing of the new system for Arthur's business context. However, this was interrupted twice, due to the pandemic raising concerns about the secure logon of employees working from home networks.

When the project restarted, Bhoomika and team prioritized security and efficient accessibility for the employees to avail their payslips. Their implementation ensured independent and nonconcurrent

distribution of electronic payslips (ePayslips). Improving on the previous NI system for local data privacy compliance, the team made arrangements to deliver physical payslips to the home addresses of those employees without an NI number.

Bhoomika paid extra attention to the accessibility of the new system. To manage an expected surge in employee queries and email traffic, Bhoomika's teams utilized temporary resources and built significant contingency plans to offer on-the-spot training for employees needing help with accessing the new system. Also, in an effort to support the launch, the operations team created standard procedures and templates that could help actively resolve queries. Eventually, they extended this initial short-term process, incorporating learnings from the launch into a long-term

support solution to futureproof the entire system.

The project was not without its fair share of challenges. For example, the user acceptance testing phase highlighted a technical issue where the system was wrongly identifying active, newly returned employees as leavers, based on past records of them leaving the company. Such problems identified through testing, helped the team quickly make the necessary amendments to ensure that the system was fit for release. Further testing and feedback also revealed that the employees were struggling with the initial setup that included 3 security questions. The team quickly reduced the system's demand to 1 question, thereby improving the user experience and minimizing support calls to the team.

## The payoffs of innovation

Bhoomika's new and amended system eliminated the earlier great difficulties that employees had with accessing their payslips, allowing 73.6% of employees to

successfully avail the system at launch. The digitalized solution also gave Arthur the desired greener footprint for generating the payslips, while also improving the

employee experience with its centralized database and high navigability.



## Key benefits



Successful platform access for 73.6% of employees at launch



Faster, greener, and more efficient payslip generation



Reduced requests for duplicate documents



Streamlined employee experience



24 by 7 accessibility

The intelligent system was also capable of issuing other documents needed by employees such as P60's to continuers and P45's to the leavers. Moreover, employees received complete control over their key information, with a 24 by 7 access to their payslips.

Arthur was more than happy with the outcomes. Enhancing operational efficiency, it had established a faster process to generate payslips, while also reducing the quantum of requests for duplicates or copy documents. With the

overall efficiency, scalability, and boosted overall productivity, Arthur could well say that the new system had truly 'paid off'!

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

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