



# ALL THE TIME, FOR PEOPLE MATTERS

## Abstract

Stewart Robson, Director of Human Resources at a £25 Bn British food services company and responsible for its HR shared services unit, was faced with a challenge. The firm's top management wanted the unit available to address queries on a 24X7 basis, but its staff was only available during specific office hours. This case study details how Infosys BPM helped deliver a seemingly impossible ask by developing a self-service portal that was available round-the-clock, with the added benefits of operating efficiencies and multiple automation opportunities.



## When time is of the essence

Stewart Robson is the Director of Human Resources for a £25 Bn British food service company, and responsible for managing its HR shared service solutions. 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. Back in 2018, Infosys BPM had acquired the firm's shared service center within the UK as part of an operational partnership with the firm for the delivery of managed services for finance and accounting, human resources, and payroll.

However, all was not well with the acquired shared services unit for human resources.

With the firm's top management having identified several problems needing to be addressed on an urgent basis, Stewart tasked Aman Singh, who headed Infosys BPM's offshore team with undertaking a unit-wide transformation. Primarily, the issues related to how queries to the unit could be handled more efficiently, round the clock.

Though the company operated on a 24/7 basis, HR queries raised by the line managers could only be attended to by the shared services staff during specific office hours, which unnecessarily delayed downstream processes. Further, during peak hours, the managers had to wait in

a queue for their calls to be answered by the shared services staff. In addition to this, managers had to remember multiple email addresses of teams and sub-teams within the center's HR and payroll teams, to obtain answers for their queries. And to add, because of not knowing what specific details they needed to provide for their people- and payment-related processes, issues, or concerns, their search for information would more often than not lead to lengthy email chains.

## Self-help, the best help

As a first step, the Aman's team gathered extensive feedback from all levels of the client's business. The results of this exercise revealed that there was a lack of clarity among the line managers across the organization in terms of direct routes to contact the center's HR and payroll teams. Further, the existing intranet site did not have up-to-date information for managers on the routes and channels available to them.

Based on this detailed understanding of the company's challenges, Aman began work on establishing a 24/7 working model of support. He first built a working project team, which worked intensely over a three-month period to build and create a central working repository of frequently asked questions. This new repository encompassed answers to more than 1700 FAQs across different service

lines. Thereafter, the team designed and built a new self-service platform for the client, enabling all the managers to access the FAQs and obtain answers to their queries by themselves on a 24/7 basis. The system was designed in such a way that it would be live, constantly changing and developing to suit the client's needs.

## Approach summary



The project team also designed and built bespoke forms that enabled managers to request services or ask questions. These forms were designed in such a way that the teams could gather the information needed to process the request the first time around itself. The team then piloted the forms with multiple managers across the entire client business before roll-out to ensure they would support the business effectively.

At launch, the Infosys BPM team worked with the client's HR and communications teams to ensure there was good awareness across multiple channels. Take-up was encouraged through direct mail shots, internal updates, and working groups to establish best practices with managers using the system. This helped what was perhaps the biggest hurdle faced by Aman's team – the resistance to change.

The internal and client business had operated in a specific way for a number of years. Despite this, the team managed to deliver a revolutionary product that represented a major change for the business, managers, and internal teams, by closely collaborating with Stewart and putting the needs of the managers ahead of everything else.



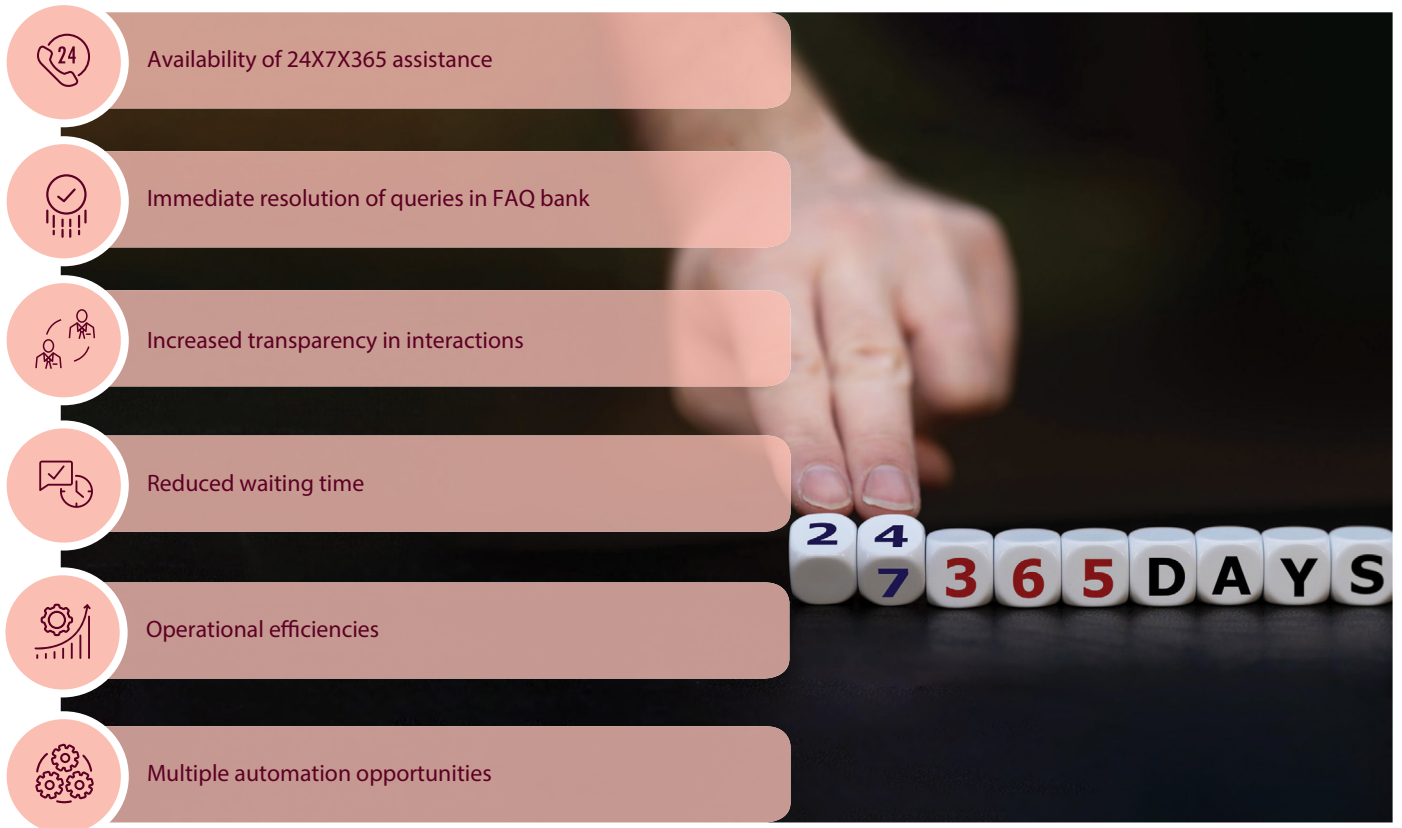
## Going, round the clock

Stewart realized major benefits through the shared services transformation achieved by Aman and his team. Within just the first six weeks after launch, there

were over 3,700 successful logins to the new self-service portal, with over 1000 queries raised. Further, throughout the launch weeks, managers were successfully

able to resolve their queries through the availability of over 1700 answered FAQs, which made Stewart's vision of 24/7 365 support a tangible reality.

## Key benefits



Availability of 24X7X365 assistance



Immediate resolution of queries in FAQ bank



Increased transparency in interactions



Reduced waiting time



Operational efficiencies



Multiple automation opportunities

Further, there was an additional value-added benefit in the form of transparency in the line managers' interactions with the self-service portal. They could create tickets directly from the portal and interact with staff based on those tickets, all while being provided with constant visibility of the status, expected closure time, and direct

contact with the operator supporting the ticket.

Stewart was more than pleased as he shared his feedback with Aman on how the delivery of the self-service portal had revolutionized how the shared service center operated and supported the

business. It had not only created multiple operating efficiencies and automation opportunities, but also ensured that excellent customer service could be provided.

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

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