Biopharmaceutical leader brings consistency to global HR processes with ServiceNow and saves $11 million annually

The linchpin for HR transformation

One of the world’s oldest and most successful biopharmaceutical companies has a clear, unifying mission: to discover, develop, and deliver innovative medicines that help patients prevail over serious diseases. Today, the company’s products enable people to fight cancer, AIDS, cardiovascular disease, hepatitis, arthritis, and psychiatric disorders.

This intense dedication to helping people has led to a talent-driven culture led by human resources. This department holds a firm commitment to finding, recruiting, hiring, and retaining the best people to carry out the company’s mission. However, the company’s own success was starting to get in the way of this objective. Constant growth, mergers and acquisitions, and global expansion were creating complexity in HR systems and processes, and a transformation in HR was a strategic priority.

The road to global visibility and fluid service delivery

The company had a shared services organization, but it only covered a few of its core countries. Locations that weren’t included in the core structure implemented their own HR systems and processes locally. There was no way to look at HR globally, and that was making it more difficult to provide the people data and insights to help drive the business. “Our HR technology was inadequate and service delivery was inconsistent and not the experience we wanted to provide to our employees,” said one executive.

The company was determined to simplify its HR processes and bring consistency to global HR operations. “HR needed to standardize its policies and have a place to store and leverage these policies in order to provide a consistently good employee experience and fast, easy access to HR information anywhere in the world,” said an executive.

“We knew ServiceNow was a great solution for IT and had heard from other large global organizations that they were successfully using ServiceNow for HR as well,” she continued.

Highlights

ServiceNow helps transform piecemeal HR operations into unified, globally consistent, efficient processes with fast, easy access to up-to-date HR information, saving $11 million annually.

Challenges

• Rapid growth added complexity to HR processes and underlying infrastructure couldn’t keep pace
• Lack of standards in information or processes led to lower productivity and higher costs for global HR
• No visibility into global HR performance metrics

Solution

• The Now Platform®

Results

• Common foundation for transforming HR processes
• Able to cut costs, increase visibility and reporting, expand and scale locally and globally
• Saves $11 million per year
After a thorough evaluation of various alternatives, the company selected ServiceNow as its strategic partner for the HR transformation.

With guidance from ServiceNow, the company began the process of redefining how it would provide global HR service delivery. Step one: defining a future-state delivery model that aligned customer needs with efficient processes.

HR began grouping the hodge-podge of processes and capabilities into clear roles and common processes, all enabled by integrated technology. Ultimately, the goal was fluid service delivery on a global scale. The company was able to more quickly and efficiently address common HR needs and enable its HR business partners to become more strategic partners with the business.

**A roadmap aligned with reality**

Specifically, the company worked with ServiceNow to achieve three key areas of transformation based on what the HR organization could realistically accomplish in a one- to two-year timeframe:

- **A people strategy that aligns with business strategy**
  To become a strategic partner to the business, HR business partners needed to be removed from high-frequency, repeatable HR-related questions or activities. In addition, they needed to understand the type and volume of work coming into the HR function and have the analytics to apply best action to that work. A key foundation to these needs was better integration of multiple functions, such as workforce planning, talent management, change management, organization design, and so on.

- **Global centers of expertise to design and roll out programs**
  The company aspired to implement a unified global center of expertise that centralized the company’s programs and knowledge for everything from talent acquisition and management to organizational design to benefits and rewards packages.

- **Global HR service centers and employee direct access**
  The company planned to implement a small number of regional service centers to provide HR support across the globe. To do this, they needed a common, easy-to-use solution that would provide access to HR information and facilitate good service delivery. In addition, the company wanted to offer employees fast, direct access to routine questions and transactions involving HR, such as vacation policies, payroll issues, name and address changes, onboarding procedures, and so on.

  From a technical perspective, the company’s goal was to deliver a contemporary user experience and support global and local processes and analytics using a single, core HR management system (HRMS) integrated with other global supporting systems that provide a consistent, high-quality technology foundation.

  The Now Platform was uniquely capable of delivering these capabilities at an affordable cost in the specified timeframe.

**The Now Platform is built for integration on a massive scale.**

**One platform, global visibility**

How can a single service management platform serve as the foundation for unifying HR processes around the world? The Now Platform is built for integration on a massive scale. It provides a single system of engagement and a single system of record so companies can integrate and automate complex business processes, and the platform is built on industry standards using ITIL (Information Technology Infrastructure Library) best practices.
What that means is ServiceNow solutions can provide global, end-to-end visibility into all ITIL-conformant processes and infrastructures. This makes it possible to consolidate fragmented tools and legacy systems, integrate data from multiple sources, and create a unified knowledge base.

Moreover, the Now Platform is cloud-based and easy to configure, which in turn allows the biopharmaceutical leader to go live with new functionality quickly and scale on demand. This simple, consistent model helps accelerate and bring consistency to virtually any HR process.

“ServiceNow has enabled our company to put common policies and procedures in place,” said an executive at the company. “Now, everyone in HR knows where to go to access and update any relevant information about HR processes anywhere in the world. And putting it all in ServiceNow means much of the burden of case management is taken off the shoulders of HR staff—so they can become more strategic business partners.”

The net results
The ServiceNow Platform is delivering higher quality and higher consistency in HR processes around the world while also saving the company $111 million per year through increased staff productivity and reduced spending on IT piecemeal infrastructure.

A starting point for future HR innovation
The benefits Now has delivered in HR can also be applied to many other business processes—both within and outside of HR—and that has made ServiceNow a key strategic partner for the company.

“What we have already done with ServiceNow in HR is just the tip of the iceberg,” said an executive. “There are so many more opportunities to use the platform to simplify key people processes.”

One opportunity is an easy-to-use, self-service portal that employees can access to get the latest information about their benefits or post their expense reports or get updates about medical leave, etc. Another opportunity is a mobile app that makes the onboarding process easy for new hires, so they’re ready to roll and be productive in their jobs on day one.

Still another is making more use of analytics to improve management-level reporting and drive continuous improvements in HR processes. “What’s exciting about the Now Platform is that it opens up all kinds of opportunities for innovation—it’s not limited to one process or one department or one geography,” said an executive. “We are only beginning to leverage the power of this platform.”