




## A unified package:

A consumer packaged goods organization implements holistic HR platform



As the tumultuous, pandemic-disrupted 2020 ended, many companies producing consumer packaged goods (CPG) were likely breathing a sigh of relief that they'd been able to sustain themselves during a lengthy period of adversity.

Yet businesses in this critical industry segment cannot be complacent. The disruptions have caused some levels of worker anxiety in ways that could further escalate the battle to hire and retain talented individuals. For CPG organizations to thrive, they must transform their human capital management (HCM) system to better meet the needs and goals of employees as well as HR professionals.

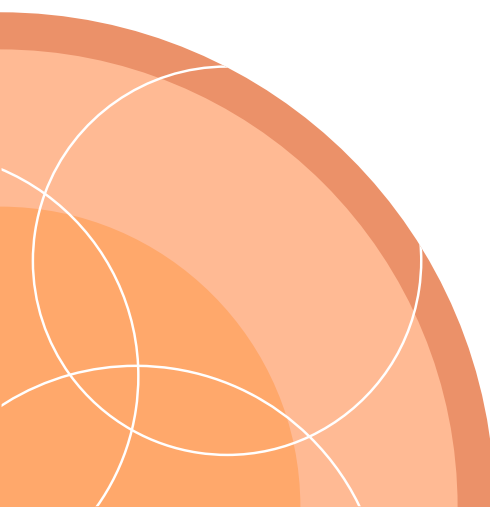
When government-mandated shutdowns started in March 2020, economists and business planners feared the worst. During the second quarter, the economy shrank at an annual rate of almost 32 percent and 22 million people lost their jobs, according to U.S. Commerce Department data.



That said, key sections of the economy, including CPG, rebounded quickly. ***“The panic of spring 2020 sent CPG sales soaring 21% year-over-year,”*** wrote the Consumer Brands Association. ***“As the pandemic wore on, demand settled some, but annual growth still hovered around 10% each month.”***

That growth demonstrated the value of brand loyalty and the level of engagement between consumers and CPG suppliers. Furthermore, according to a December 2020 report in The Wall Street Journal, CPG companies “are expanding factories and revamping production lines, wagering that work-from-home habits like growing beards and fixing quick lunches will outlast the coronavirus pandemic.”

Now, as organizations plan or implement back-to-work and hybrid workplace strategies, they must consider ways to attract and retain key talent while also easing processes for HR. Those CPG companies that are ahead of the game are focusing on improving the employee experience.



## Ahead of the pack

Many larger companies are dealing with HR systems headaches. Some have fragmented solutions or processes, often inherited through acquisitions across multiple business units. Others have modernized in recent years but found themselves, and their workers, struggling with different technology solutions that separately provide different functions that lack integration.

That was the situation facing one large-scale CPG supplier. It had selected a cloud-based HCM solution and had previously adopted a software-as-a-service application that provided a self-service and case management portal. However, stakeholders realized that this dual solution did not fulfill their HR transformation goals and required too much customization. In short, the company was adding to its technical debt while the overall objective for all departments was to reduce it.

Ultimately, the company decided to leverage the strengths of the cloud-based HCM solution by aligning it with ServiceNow, which provides workflow and knowledge-based case management capabilities. The expected result was for a more integrated solution that would provide employees with greater self-service and the business with enterprise-wide standardization that could be implemented across diverse business units.

Cloud HCM systems in general do not provide robust end-to-end employee-focused digital workflows that extend into other departments, such as IT. ServiceNow not only orchestrates workflows that can take place in other technologies but can also do so for legacy technologies and interactions with external vendors that may be utilized in providing services to employees.

By aligning the HCM solution with the ServiceNow platform, the CPG company was better positioned to provide workers with end-to-end holistic processes to enhance their experiences—starting with onboarding and continuing throughout their career.

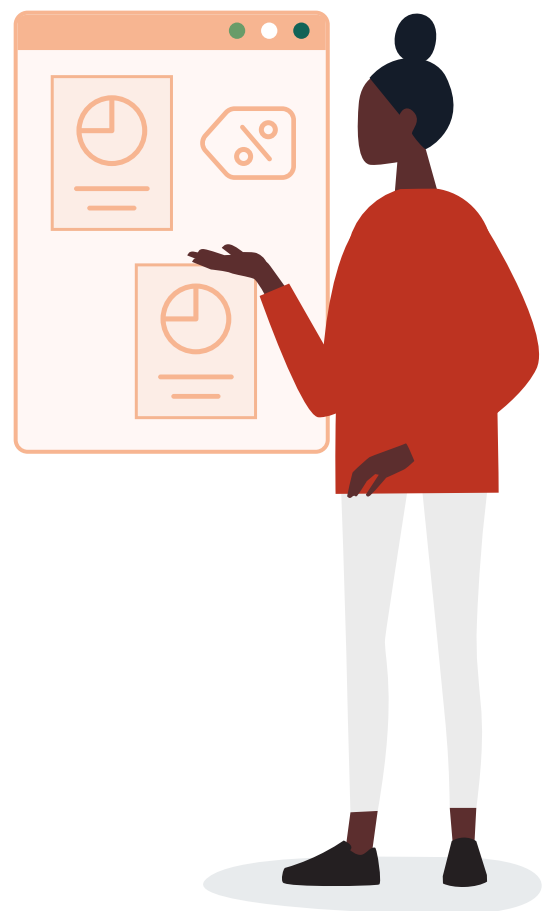
Foremost, the company wanted to provide employees with a consumer-grade experience that was curated across different populations of the organization, with seamless integration between HR platforms. The leadership team decided to work with Deloitte's Human Capital and HR Transformation consultancy to bring the project to fruition.

## Streamlining technical debt

A key factor in the decision to integrate with ServiceNow was the opportunity to leverage fewer activity sets for greater parts of the population and reduce requirements for customizing their systems. The older self-service and case management portal required too much customization effort, whereas the company wanted to streamline technical footprints and increase efficiency.

Other parts of the organization were already utilizing the self-service and workflow management capabilities of ServiceNow, so the decision would make it easier to manage future enhancements and reduce the overall technical debt while achieving the objective of improving the worker experience. The new approach focused on leveraging out-of-the-box standard functionalities from SaaS-based platforms, with an emphasis on managing the systems through configuration rather than customization.

The company views the ServiceNow platform as more user-friendly, particularly over the long term. The platform provides HR with the ability to designate workflows and is dynamic in terms of routing and forms that can be utilized to streamline HR service delivery.





## Driving transformation initiatives

Deloitte's Human Capital and HR Transformation consultancy focuses on unlocking enterprise productivity and delivering a unified omnichannel employee experience to enable employees to manage their work needs, access important resources, and raise inquiries.

Deloitte was already engaged with the company on the HRM implementation. ServiceNow and Deloitte have a strategic alliance to help customers accelerate their HR service delivery efforts and provide employees with exceptional digital experiences anywhere. With the CPG company focusing on concentrating its technology debt on platforms to enable ongoing transformational efforts, adopting ServiceNow's platform was seen as an opportunity to leverage greater levels of standard functionality to be able to transform quickly.

Deloitte's HR transformation services aim to empower HR through end-to-end solutions encompassing strategy, design, implementation, and operations. By eliminating silos across the workplace and enabling engagement with HR and other worker-related services, ServiceNow reduces friction for a truly unified, consumer-friendly employee service experience, so workers can focus on the meaningful tasks they were hired to perform.

Deloitte helped the CPG provider leverage ServiceNow to:

- **Achieve a new level of HR services that will help the company drive transformation.**
- **Elevate the workforce experience.**
- **Enhance the capabilities of the company's HR professionals. With the ability to manage services centrally across the organization, they are transforming HR service into a true enterprise function.**



## Executing the plan

By applying ServiceNow's "platform of platforms" to effectively manage workflows, organizations can replace fragmented systems with a unified digital workplace that streamlines interactions and gives employees the seamless experiences they desire.

Employees and managers can engage and interact with HR via communication, content, and specific HR-provided services. These omnichannel "interactions" can encompass searching to find an answer to an inquiry, opening a case to address a more complex question, going to a third-party site to update a beneficiary, and communicating directly with HR via chat.

With its expertise in leading cloud-based HCM solutions and ServiceNow, Deloitte's team was able to bring its next-generation processes and HCM-to-ServiceNow connectors to help the CPG project move quickly. After the client had made the vendor selection decision, Deloitte's team scoped out the transformation project over a two-month period, followed by two to three months of discovery and design. The build, implementation, and testing phases were completed eight months later.

# Questions?

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## Leveraging employee engagement

By making the HR service delivery self-directed and user-friendly, the company can reduce the effort needed by its HR personnel to support transactions, so HR, in turn, can focus on higher-value activities. Meanwhile, employees are able to access HR services 24 x 7—through mobile, chat, or web channels.

Simplifying technical debt and reducing customization are key goals in successful transformation initiatives. The CPG company is better prepared to deal with HCM across a diverse group of business units and can move with greater agility than its competitors.

It has been able to increase employee satisfaction and has gained the ability to track and measure that satisfaction. In addition, the company has been able to integrate enterprise tools for increased speed and provide digitally enabled onboarding and other HR services.

Many organizations are seeing lackluster employee engagement due to disconnected systems and hard-to-navigate processes. Companies that do not adapt to the future of work may find it harder to attract the best people and remain competitive. Deloitte has been rapidly innovating with ServiceNow to help change all of this.

By applying ServiceNow's first-of-its-kind "platform of platforms" to effectively manage the flow of work, organizations can replace fragmented systems with a unified digital workplace that streamlines interactions and gives employees the seamless experiences they desire.

