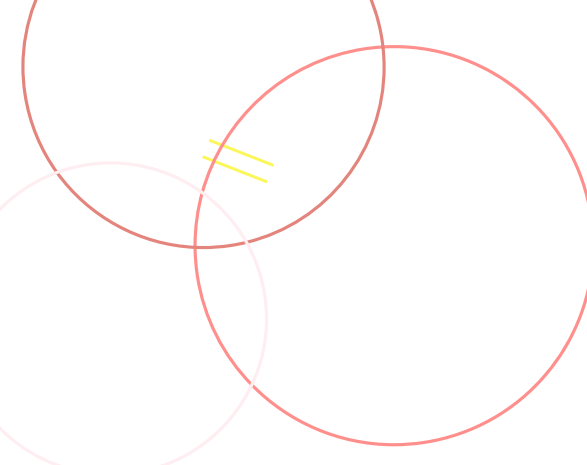




Transformed HR
experience provides
multiple benefits for
healthcare products
organization



The health care products industry is in the midst of a profound transformation, according to an August 2020 [report from Deloitte](#). Customized treatments, nonpharmacological intervention, as well as prevention and early detection are trends that will transform the life sciences industry in the next 10 years.

HR will play a key role in meeting the challenges of this new era. Authors of the Deloitte report state: “Conquering the next frontier will likely require new talent and organizational structures to effectively play in the world of today and tomorrow simultaneously.”

However, the industry faces significant challenges to attracting and retaining highly skilled and effective people. For example, when asked to grade themselves on whether they use digital technologies and capabilities to “improve processes, engage talent across the organization, and drive new value-generating business models,” only eight percent of surveyed executives said they fit this description.

Global organizations need unified, holistic HR systems that provide a consistent, high-quality employee experience. Legacy HR systems and fragmented processes are simply not up to this task and will not enable health care products companies to meet the talent challenges they face. To thrive in the coming years, these organizations must undergo an HR digital transformation.





Health care company encounters inefficiencies, poor employee experience

A multinational organization that operates in the integrated health care services, pharmaceutical, and medical products industry found itself with a legacy system unable to keep pace with demands.

This organization's HR personnel were overwhelmed and unable to deliver high-quality experiences for its 57,000 employees. The company was using a legacy IT ticketing system that had not been built for HR functionality and lacked the capabilities to handle sensitive legal issues. Plus, the volume of requests was growing so rapidly that the organization had to hire additional HR personnel to keep up with employee demand.

One reason for the volume of direct requests was the lack of an employee HR portal and easy access to policy information. Instead, the company used an intranet where employees could find HR policies that were neither personalized or customized. For example, a US employee would have to scan dozens of policy paragraphs pertaining to other countries and regions before arriving at relevant local information. It simply became easier to contact HR directly — and then wait in queues to speak with a live person.

Although the organization had been using Workday and was happy with its transactional capabilities, its front-line functionality content management wasn't user friendly. Employees interacted directly with the Workday system, without a bridge or knowledge base to help them understand the choices around their questions or requests. The system lacked HR terminology, and thus became difficult to navigate.

In addition, when employees made a request, there was no way to track its progress. Employees simply had to wait until their case was resolved or they were contacted for further information. The situation was equally difficult for HR personnel because they lacked a single source of information for case management.

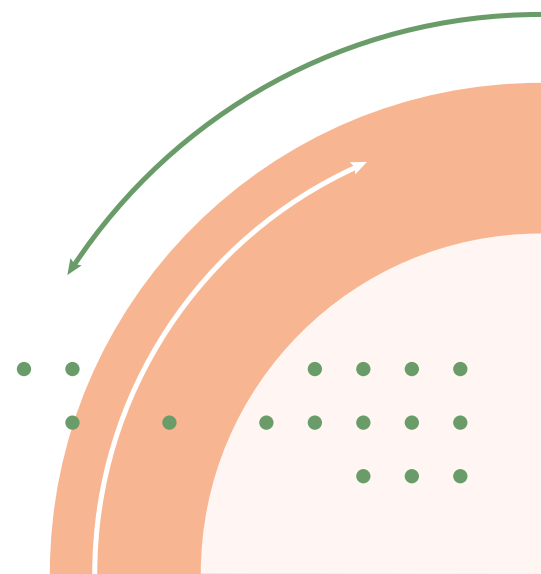
The organization knew it had to change. In their business of manufacturing and distributing healthcare goods, margins are thin, so productivity and efficiency are critical. It became imperative to the company's success and financial health that employees received the HR data and policy information they needed, and that new hires could get up to speed quickly.

Searching for a solution: requirements for success

The organization understood the need to modernize its HR technology platform to gain efficiencies and provide a superior, unified user experience. Specifically, leadership's vision was to improve both efficiency and visibility across multichannel support operations that spanned an online portal, as well as phone, chat and mobile channels. They wanted a global system for transparent case management, and an HR knowledge portal that would provide employees with personalized information so they didn't have to parse through screens of irrelevant policies.

Whatever platform they chose, it needed to fully integrate with Workday, which was working well to manage back-end HR and financial information. The company also preferred a cloud-based solution to gain cost efficiencies, as well as greater agility and scalability.

The health care products company also recognized their need for outside support and expertise. They wanted to work with a trusted advisor that could help them not only select and deploy a platform, but also assist in the design of the new global HR infrastructure that the technology would support.



The solution: A persona-based design

The company chose to work with Deloitte due to its deep HR process and service delivery experience, as well as its specific technical expertise. In addition, Deloitte possessed the resources to innovate at the size and scale required to be successful.

The health care company was already using ServiceNow in its IT department, and had been pleased with its effectiveness, efficiency, and user experience. Together with Deloitte, it chose to implement the ServiceNow HR Service Delivery (HRSD) platform to create standardized and optimized HR processes. The solution provided case management, knowledge management and an employee service center portal.

Deloitte incorporated a persona-based design as it built out the systems the platform would support. Using this approach, the HR technology systems accommodate different personas within the company to meet specific needs across the enterprise. For example, people who work in an office have ready access to mobile phones and laptops, while warehouse workers may not be allowed to have phones at their sides and may only have access to a shared kiosk. So, not only does each role have different HR needs and associated policies, but they also may need different means to access HR information. Persona-based design takes these distinctions into account to provide a personalized HR experience tailored to each individual's position or job function.

The approach also accounted for employee requirements and interests, as well as age. For example, a 21-year-old recent college graduate who enjoys business travel has different HR needs than a 47-year-old parent who covets family time. Persona-based design takes all of these factors into account to provide only information that is relevant to the user.





Questions?

Please email servicenowglobal@deloitte.com

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The HR results:

A successful HR foundation

Deloitte helped implement a new HRSD application for 57,000 users across five countries and created an API-based employee data integration between Workday and ServiceNow. Now employees have an intuitive, easy-to-navigate front-end portal to find information, resolve routine HR matters through self-service functionality, and initiate and track cases with HR.

The global scale of the effort is impressive, and the efficiency results match it. The health care products company went from a catalog of more than 250 different HR services to a streamlined 32 in ServiceNow.

Also, the persona-based design provided personalized services within the portal, down to employees' specific roles and locations.

As a result, the number of calls coming into HR fell by more than 50 percent. Subsequently, HR leadership was able to redeploy personnel away from fielding routine inquiries and casework toward strategic, value-added tasks.

The success of the design and usability was such that the company chose to redesign other areas and systems, such as IT service management along similar persona-based lines.

With a new, digital HR and employee experience foundation, the organization now has an efficient, nimble system to meet the coming talent challenges and to build on its success to further improve the employee experience.

