



Simplified and streamlined:

Pharma organization transforms HR and the employee experience



Biopharma is in the midst of significant change.

“Conquering the next frontier will likely require new talent and organizational structures to effectively play in the world of today and tomorrow simultaneously,” according to an August 2020 [report from Deloitte](#) on biopharma leaders’ expectations for the near-term future of the industry.

Acquiring and retaining the skills required to succeed in the years ahead, however, is a difficult task. When Deloitte asked these decision-makers 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 said they fit this description. Nearly one-third (35 percent) said that demand and competition for talent is a top concern.



Also, mergers and acquisitions (M&A) will be a top strategic consideration in pharma over the next five years. These events carry significant risks with the potential for negative outcomes, according to a [February 2020 Deloitte study on human resources \(HR\) in M&A](#):

- **60% fail due to failures in the approach and execution of the merger**
- **Cost reduction targets are not achieved in 70% of cases**
- **Only 25% of M&As earn a return on investment**
- **Productivity drops by 50% in the first four to eight months following a M&A transaction**

To thrive in the coming years, pharmaceutical companies must not only have an HR operation that’s nimble and strategic, but they must also provide employees with an excellent experience, especially whenever they interact with HR. After all, it’s far easier, less expensive, and less disruptive to retain a highly skilled employee than it is to recruit, hire, and onboard a new one.

Yet, meeting both the HR operational and employee experience challenges requires more capabilities than legacy systems can provide. The future requires an HR digital transformation.



A closer look: A pharmaceutical company faces employee and HR challenges

A Fortune 500 multinational pharmaceutical company had acquired a similarly sized organization with a different geographic footprint. The combined company did not have a global HR organization. Instead, it relied on shared services at a regional or local level to provide employees with the assistance they needed. This fractured HR structure caused numerous headaches and inefficiencies for both the organization as a whole and for individual employees.

For example, they lacked a central hub or a single source of information for new hires during the onboarding process. They could go to HR for basic information, but if their laptop didn't arrive, they'd have to contact IT directly. If their direct deposit didn't show up, HR would have to refer them to finance. The situation left new hires with multiple routes to navigate, and if they got lost during the onboarding process, there was no system to let HR know unless the employees contacted them.

Also, the company didn't have a global, employee-facing HR portal where existing employees could get to information quickly. Instead, the organization relied on a legacy intranet, with a different site for each geography. The quality of support varied across the intranet sites, and often employees struggled to search for and find information.

In addition, there were only two methods for employee HR help requests: Employees either sent an email to HR and waited for a response; or they called a phone number and waited on hold for an agent to respond. Once a request was made, there was no way for the employee to track its status. The process became known as a black hole.

HR leadership teams also experienced inefficiencies. Globally, different people were doing the same job using different tools rather than streamlining the consistent use of software suites. Also, because each geo-region essentially operated on their own

and used their own tools, executives couldn't get visibility into macro trends, such as the top reasons employees were contacting HR. They were unable to apply analytics to forecast or understand HR trends because the relevant data—if it was even gathered—was trapped in incompatible silos.

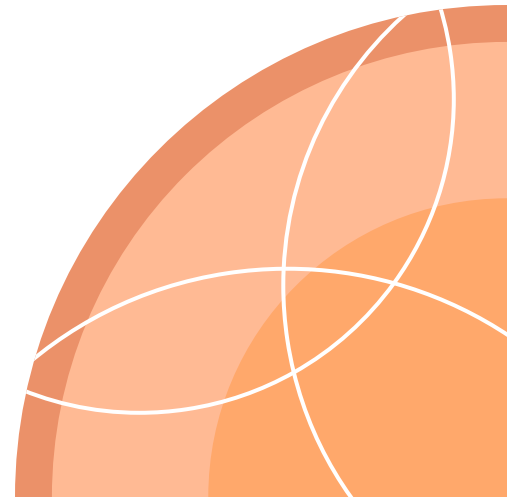
The company's leadership knew this situation was untenable and began searching for a solution.

A closer look: Requirements for success

The company began its search for an HR solution that would provide a modern, digital foundation for an excellent employee experience, as well as a nimble, efficient HR operation. Leaders started with several fundamental requirements.

First, the new portal and case management system had to integrate with Workday, which served as the core HR and compensation system and repository for all core HR data. This was a key requirement because prior to the merger, both companies had deployed Workday separately. After spending a year and a half consolidating the two, the combined organization needed to leverage that substantial investment.

The company also sought to improve efficiency and visibility across its multichannel support operations. Leadership wanted employees to be able to access HR support via a portal, phone, chat, and a mobile app. Case management needed to be global and transparent for both employees and HR personnel such that when an employee opened a case, its progress would be transparent and easy to access—not trapped in a black hole. Just as important, any HR representative who needed to work on the case needed to be able to instantly access all the relevant information from a single console.



The priority given to a unified employee experience guided the desire for a new HR knowledge portal. The pharma company's HR leaders believed that no one should have to scan through multiple screens of information irrelevant to their position, geography, or situation to find the information they needed. Instead, the knowledge portal should be personalized and easily navigable, so that resolving straightforward HR queries could be done in a self-service fashion.

Finally, both companies involved in the merger were already using ServiceNow in their IT organizations. Each were pleased with the platform's power and efficiency, while providing employees an excellent user experience. They wanted to replicate this experience within HR and use the ServiceNow HR Service Delivery (HRSD) platform to create standardized and optimized processes. They also liked the fact that ServiceNow was a cloud-based service, which made it simpler, less expensive, and faster to deploy than an on-premises solution.

A closer look: Requirements for success

The organization knew it needed a trusted partner to guide its HR transformation journey. Having previously partnered with Deloitte to design and implement procurement and finance systems, the merged company had a strong, existing relationship with them. Deloitte is also one of six global elite, top-tier ServiceNow partners and has extensive technology experience with Workday. In addition, the pharma company knew that Deloitte possessed deep HR process and service delivery domain expertise.

Ultimately, the organization wanted a partner that could do more than just deploy the technology; they needed a firm that could help them redesign the processes and HR organization that the technology would support.

Deloitte helped the organization globally deploy ServiceNow HRSD to power the digital employee experience. The platform meets all the fundamental requirements, providing HR personnel and company employees with the ability to track the status of their cases at any time. The platform also offers knowledge management and an employee service center—essentially an HR portal—that makes it simple for employees to find personalized information. It enables self-service for routine tasks, such as a change of address. Finally, the new platform provides multiple ways for employees to request help, whether through phone, chat, virtual agent or email.





Questions?

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A closer look: A superior employee experience

With the new employee experience platform, and the policies and procedures developed with Deloitte, the pharmaceutical company can now manage HR service delivery and employee-facing HR work with a smaller team. HR is fielding fewer cases and calls now that information is easy to find on the portal.

Also, because the unified portal is the fastest way to get information and resolve routine issues—employees can even gain access via their mobile devices—employees typically go there first rather than making direct requests to HR.

HR agents are now better equipped to provide high-quality service to employees. Whenever they take a phone call, the employee's information and case history automatically pops up. They rarely need to switch screens to search for information, enabling them to resolve cases more quickly.

Ultimately, the pharma company achieved its goals: a more efficient and nimble HR operation that is able to provide a higher standard of service to employees. With the new ServiceNow HRSD platform and a redesigned HR operation, the organization is on a firm foundation to meet future workforce challenges.

