



Max Bupa's HR Digitalization Journey to Becoming a Great Place to Work

Transforming to engage employees
across 170+ locations with Darwinbox



 Headquarters
New Delhi

 Employees
2500+

 Customers
3 Million+

 Location
Spread Across 170+

+



IMPACT SEEN

 **100%**
Employee Adoption

 Becomes A Certified
Great Place To Work

THE BIG PICTURE - MAX BUPA'S VISION

Max Bupa's overall vision for the company is to reach 4X profitable growth from where they currently are, by 2025 and it was clear to the leadership team at Max Bupa that HR is key to driving this business vision.



It was prudent that we accelerated our organization's HR capabilities to keep pace with the growing business needs. To make this happen, we at Max Bupa identified key HR levers, also called the five C's – Cost, Capability, Culture, Career, and Connect. These HR levers would help us initiate activities and programs that would ultimately result in improved employee experiences, creation of internal growth and development opportunities for employees, and the enhancement of HR capabilities in terms of being agile and handling higher levels of complexity.

- Tarun Katyal, CHRO, Max Bupa

Another key milestone for HR at Max Bupa was to become a certified Great Place to Work and feature amongst the top employers in the country. Tarun and his team realized that this could only be achieved by creating best-in-class employee experiences, not only from an HR policies and processes point-of-view but throughout the entire employee lifecycle.



NEED FOR AN HR DIGITAL TRANSFORMATION

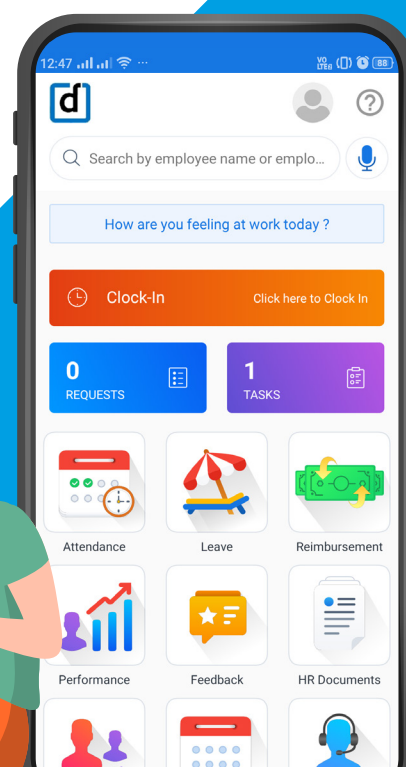


We have a presence across 170 cities in India and have people bringing business from not just the Metros and Non-metros, but Tier Two, and Tier Three cities as well. This diverse and distributed workforce could only be engaged with the help of new-age HR technology that was capable of managing their work, daily activities, and service experiences.

- Tarun Katyal, CHRO, Max Bupa

The right HR technology and tools would help build the capability, ease of accessibility, and overall experience that would deliver the high-impact results Max Bupa was so focused on achieving.

Enabling world-class experiences for employees with the help of mobile-first HR Technology meant empowering them to create a world-class experience for our customers.





HOW DARWINBOX BECAME THE PARTNER OF CHOICE

The refocusing and acceleration of digital HR investments in response to the evolving business needs at Max Bupa, also meant finding a platform that leverages new data and AI to improve HR operations, provides mobile-first capabilities to boost employee experience and delivers consumer-class user experiences that enhance overall talent agility.

They were looking for a platform that catered to a set of fixed parameters including:

- ✓ Mobile-First Technology
- ✓ Ease of User Adoption
- ✓ Real-time Data and Analytics
- ✓ Seamless Integration with Existing IP System
- ✓ Best in Class Data & Information Security

Darwinbox's ability to solve for these specific needs, the expertise and approachability of the team, and proven in-house implementation methodology made them the partner of choice for Max Bupa.



Darwinbox is a very forward-looking company with a focus on growth and creating value for the clients. They listen to you, even if they don't have a ready solution, empathize with the current needs and challenges, and get back to you with product innovations that solve.

- Tarun Katyal, CHRO, Max Bupa



THE IMPLEMENTATION JOURNEY

For a pan-organisation transformation of this scale, and one that impacted the entire employee lifecycle, the transformation team needed to design, create, and execute changes to not just the technology infrastructure, but the processes and policies as well.

While the biggest challenge was the National Lockdown and the team was under tremendous pressure to deliver on these timelines, having the right team in place helped synchronize the execution and ensured everything moved according to plan. Here are some of the best practices that were followed:

Identifying Gaps

The team started with a thorough review of all their existing HR processes and employee data to identify any redundancies or gaps.

Mapping the To-Be State

This was followed by a process mapping exercise that mapped their current processes to the to-be state of the processes post the transformation.

Eliminating Redundancies

At this critical stage, the team performed a zero-waste exercise to eliminate redundant processes and keep only what was absolutely necessary. They also added new processes to meet their changing needs and fully leverage the newly enhanced technology capabilities.

Establishing Clear SLAs

A project plan with clearly demarcated stages and SLAs was the guiding star through the transformation process.

Building A Transformation team

A cross-functional transformation team was created, constituting an apex team including the functional leaders, the technology head, the CFO, and CHRO. And a larger team that included representatives from HR, legal, technology, and customer service, etc. were involved in the direct execution.

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DRIVING 100% EMPLOYEE ADOPTION



As part of our communication series, we rolled out several videos about the system that demonstrated how it worked for the employees and how it could bring the highest level of convenience at their fingertips.

- Tarun Katyal, CHRO, Max Bupa

Some of the best practices identified for driving adoption were:



Raise Awareness

Key communications that not only promoted the new HR platform but also drove adoption by raising awareness of the technology's offerings.

Get Employee Pulse

Employee surveys and track the employee voice on the system. For example, the company recently did a COVID vaccination voluntary response survey which pushed people to log into the system and participate.



Drive Adoption From The Get-Go

Ensure new hires interacted with the platform right from the hiring stage, where all verifications and other background checks were done on the platform.



IMPACT SEEN - BECOMING A GREAT PLACE TO WORK

The biggest impact seen post the transformation was that everything had become easier, convenient, and experiential. Further, the transformation helped significantly enhance the HR team's capabilities by freeing up valuable bandwidth, that the HR team can now focus on more strategic tasks.

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While this is just the initial impact seen from the transformation, I am certain we will continue to see a significant amount of positive changes that will keep us on the path to achieving our HR vision of not just being a Great Place to Work, but also supporting business in achieving growth and success moving forward.

- **Tarun Katyal**, CHRO, Max Bupa

