

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

Three Systems, Fourteen Entities, One Way of Working

Bounteous

Infini-T Awards Category: Global Multi-Entity Unification Excellence • Talent-Tech, AI & Data Leadership



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Executive Summary

5,287 Employees across 14 legal entities in 6 countries	3 → 1 Regional HR systems consolidated onto one platform	100% Harmonization of core HR processes, and employee data accuracy	798 hrs Saved a year across three measured processes, ~100 man-days
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Bounteous is a global technology and AI services firm. Our growth, organic and acquired, had outrun our HR estate. One workforce spanning 14+ legal entities ran on three regional HRMS platforms (Namely, a local HRMS and a regional Darwinbox instance), five-plus standalone tools, Microsoft Forms for surveys, spreadsheets, and entity-specific processes that had evolved independently. Every entity worked differently, and HR spent more time coordinating processes and reconciling data than enabling the business.

The turning point was to treat this as an operating model problem rather than a systems one. We established global design principles, standardized data structures, and common workflows **first**, introducing localized configurations only where regulation or business needs required them. Darwinbox went from one regional system among three to **the single global platform: the system of record, the workflow engine and the experience layer**, integrated with another system for US payroll, Microsoft Teams, Talent Titan for learning and OpenAir for timesheets.

The consolidation is complete and measured:

- 14+ entities across 6 geographies (UK, Singapore, India, Canada, Mexico, US) on one platform
- 100% harmonization of core HR processes
- 100% employee data accuracy
- Policies under the global standard nearly doubled from 54 to 120

Our internal shorthand says the rest: “If it isn’t in Darwinbox, it isn’t an HR process.”

54 → 120 HR policies brought under one global standard	99.5% Performance review completion, up from 97%	2 → 1 days Onboarding turnaround, 50% faster, at ~220 candidates a month
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One Workforce, 14 Ways of Working

The challenge we faced	The consequence it caused
Three HRMS platforms plus five-plus standalone tools across countries and entities	Inconsistent employee experience, duplicate data, and the overhead of maintaining multiple vendors and applications in parallel
Different HR processes, policies and approval workflows in every region, compounded by M&A	Hard to scale, hard to govern, and hard to operate as one global organization when each acquisition brought its own systems and habits
Employee information spread across systems and spreadsheets	No single source of truth: poor data accuracy, reporting delays and compliance risk across country-specific labour and privacy regimes
No consolidated view of global headcount or costs	Leadership decisions ran on manually consolidated, often outdated information; three HR staff spent hours every month rebuilding Excel reports
Employees followed different HR journeys by geography	Lower engagement and adoption, with managers leaning on HR for routine actions and HR overloaded with the operational instead of the strategic

Standardize the Operating Model, Then the System

Our differentiation thesis: the biggest transformation was not replacing multiple HR systems, it was **replacing multiple ways of working with one scalable operating model**. We redesigned processes to originate and conclude inside Darwinbox, making the platform the default destination rather than an additional system, and eliminating the parallel email and spreadsheet tracks that quietly defeat most consolidations.

Live: **Core HR, Onboarding, Performance, Time & Attendance, Mobile, Helpdesk, Surveys & Engagement, Studio workflows and digital document management**, carrying every global policy from onboarding, PMS and R&R through separation, confirmation, leave, vendor management, C&B, India payroll, PIP and IDP.

We ran adoption as a structured change programme: executive sponsorship framing it as business transformation, HR leaders as regional change champions, role-based and country-specific enablement, guided onboarding journeys, communication campaigns and hypercare per deployment wave, with leadership actively reviewing adoption metrics and hypercare feedback loops refining workflows.

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THE IMPACT

Counted Conservatively, Reconciled Exactly

The effort figures below cover only three measured processes, from our own verified workings in which every derivation reconciles: component savings of 216 + 192 + 390 hours equal the 798-hour total.

Measure	Before	After
HR systems	3 regional HRMS platforms plus 5+ standalone tools	1 global platform; 5+ vendors consolidated
Coverage	Fragmented by entity and geography	14+ legal entities across 6 countries; growth absorbed mid-programme (10 to 14 entities, 4 to 6 countries)
Process and data standard	Multiple variations of core processes; no global model	100% harmonization of core HR processes; 100% employee data accuracy; policies under global standard up from 54 to 120
Global reporting	3 HR staff spending ~6 hours each a month consolidating Excel	Real-time reports; 216 hours (27 man-days) a year returned
Onboarding initiation effort	60 hours a month at ~220 candidates a month	44 hours: 192 hours (24 man-days) a year returned

THE IMPACT

Measure	Before	After
Onboarding turnaround	2 days	1 day, 50% faster
Exit processing	20 minutes per exit, ~43 hours a month	5 minutes per exit: 390 hours (~49 man-days) a year returned
Total measured effort	1,456 hours a year across the three processes	658 hours: 798 hours (~100 man-days, 0.38 FTE) returned annually
Review completion	97%	99.5%
Engagement	Surveys on Microsoft Forms	70% global survey participation on platform

Why We Believe This Stands Apart



An operating model, with a platform underneath

One platform, one operating model, one employee experience, globally. We designed the standard first and added localizations only where regulation demanded, which is why 100% process harmonization coexists with country-specific compliance across six geographies.



Growth absorbed without a systems project

Our entities grew from 10 to 14 and countries from 4 to 6 during the programme itself. New businesses joined an existing standard rather than triggering a rebuild, which is the operational proof that the model, not just the migration, is what scaled.



Numbers that survive an audit

Every effort figure reconciles exactly: 216 + 192 + 390 hours equal the 798-hour annual total, 0.38 FTE. Deliberately scoped to three measured processes rather than inflated across everything, it is the kind of conservatism anyone can check.



The platform as the definition of process

“If it isn’t in Darwinbox, it isn’t an HR process.” Workflows originate and conclude on-platform, parallel email and spreadsheet tracks were eliminated rather than tolerated, and Great Place to Work certification (Feb 2026-27) arrived with the transformation in place.

From Our Leadership

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Our goal was never just to replace systems: it was to create one global way of working. Darwinbox gave us the flexibility to standardize HR across 14+ legal entities while respecting the unique statutory and business needs of every geography. Today, we operate with one source of truth, one employee experience, and one scalable HR operating model.

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Bounteous HR leadership

CONCLUSION

When Unification Becomes The Way of Working

Consolidation stories usually end at the migration: systems retired, data moved, project closed. Ours is different because our beginning was different. The problem was never really that three HRMS platforms existed. It was that **fourteen entities had fourteen ways of working**, and every acquisition added another, until HR's job had quietly become reconciliation.

So our redesign started with the operating model. One data standard, one set of global workflows, localization only where law or business genuinely required it, and every process rebuilt to start and finish on one platform. The migration followed the model, not the other way round. And when we kept growing mid-programme, from 10 entities to 14 and four countries to six, **the new businesses joined the standard instead of breaking it**.

The measured result is deliberately modest and completely solid: **798 hours a year returned across just three processes, about 100 man-days, every component reconciling exactly**, alongside 100% process harmonization, 100% data accuracy, policies under global standard doubled, and reviews completing at 99.5%. The unmeasured result is the one our own shorthand captures: **"If it isn't in Darwinbox, it isn't an HR process."** When a sentence like that becomes ordinary inside a company, the unification has stopped being a project and become the way things are.

This is the standard we set: fourteen entities in six countries operating one way, on one source of truth, with growth joining the standard rather than multiplying the systems, and every claimed number able to survive the arithmetic.