

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

One Emcure, One Schema: Unification Without Flattening Across 24 Countries

Emcure

Infini-T Awards Category: Global Multi-Entity Unification Excellence • Systems Unification



Executive Summary

24 Countries on one employee data schema, not 24 stitched instances	33 × 15 Business units across divisions, unified without exceptions	81% Of workflow transactions complete with zero manual intervention	~2.5× More employees activated in one 2026 month than in all of 2023
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Emcure is a pharma major whose products reach markets across the globe. Our workforce of over 16,000 spans 33 business units across 15 divisions in 24 countries: from a 15,900-strong India core to single-employee outposts. The mix is the hard part: roughly 27% field sales, 25% corporate functions and 21% manufacturing and plant operations, three genuinely different working lives, not one employee type replicated across borders.

Our HR backbone had not kept pace: fragmented regional tools, spreadsheets, manual transactions with no system record, and a legacy HCM built to serve HR’s paperwork rather than the people. Our leadership could not see its own workforce as one workforce.

The turning point was philosophical before it was technical. We stopped asking which tool fits each country and asked instead: **what does one global employee experience look like, with room for local truth?** The answer was a core-and-flex architecture on Darwinbox: one unified backbone, one 27-field employee taxonomy, one onboarding process definition, with configurable layers for statutory and cultural variation, down to an entire sub-entity, Mantrapharma in Canada, running in Canadian French under Quebec compliance, and GDPR embedded in the platform.

Our own summary of the return: digitalization of business-critical processes has driven ROI significantly, with an internal estimate of **15× ROI** once platform, resource and legacy-tool costs are counted, **60%+ of manual recruiter and HR admin effort saved, 81% of workflow transactions completing without manual intervention, and 48% of all transactions triggering automatically.** Our HR team’s time moved from processing paperwork to owning the trend line.

 48% Of all transactions trigger automatically, no human initiation	 60%+ Of manual recruiter and HR admin effort saved	 75% Of all recognition points already redeemed by employees
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One Global Business, Fragmented Local Systems

The challenge we faced	The consequence it caused
A patchwork HR backbone: one tool per entity, per acquisition, per market, plus spreadsheets and manual transactions with no system record	Our leadership could not see one workforce; data sat static, fragmented and unusable for anything strategic, in an industry where compliance and speed are competitive weapons
A legacy HCM designed around HR's paperwork rather than employees or the business	Half-hearted usage, an interface that fought the user, and an HR function trapped in transaction processing
Every region and entity ran its own processes, with entities such as Mantrapharma and Marcan requiring transactions entirely in French	Processes had to be customized to local statutory and cultural reality without breaking the global standard, the exact tension unification programmes usually fail on
A workforce split almost evenly across field sales, plant operations and corporate staff	T hree different working realities, desk, field and factory floor, that most rollouts segment into separate systems rather than hold on one schema
Headcounts ranging from a 15,900-strong India core to single-employee country outposts	One process standard had to hold at both extremes without carving out exceptions that quietly break it

Core and Flex, Decided Up Front

The evidence that our design was deliberate rather than retrofitted sits in the data model itself: **Base Country, Current Country and Office Country exist as three separate fields**, not one collapsed location. That kind of structure cannot be bolted on after a compliance gap surfaces. It is a modelling decision made on day one, anticipating that a global workforce needs those three concepts kept distinct. The same discipline runs through the **27-field employee taxonomy and the single onboarding process definition, applied without exceptions for country, function or entity**.

Live on the platform: **Core, Absence, Time Tracking, Recruitment, Onboarding, Vibe, Recognition, HR Docs and PMS**. Around them, the digitalization we have driven ourselves: gate passes for our Indian entities, professional development claims across geographies, R&R programmes, Helpdesk FAQs, iPad policy distribution and return, and a compliance-team stage built into the separation workflow. Mobile-first design was a deciding factor for a workforce spread across plants, field roles and offices.

Why we chose Darwinbox:



Strategic fit

strategic fit with our own HR technology roadmap



Ground-up rethink

letting our talent processes be rethought from the ground up rather than digitized as-is



Practical fit

practical fit for a mixed workforce that needed to manage its own time without friction.

Business Impact, Measured

Measure	Result
Zero-touch transactions	81% of custom-workflow transactions complete without manual intervention (Aug 2025 to Jul 2026)
Automation depth	48% of all transactions trigger automatically, with no human initiation
Manual effort	60%+ of recruiter and HR admin effort saved
Return on investment	15x ROI, per our internal estimate counting platform, resource and legacy-tool costs
Unification pace	Entities now fold into the single model ~2.5x faster: one month in early 2026 activated more employees than the whole of 2023
Platform reach	53% of active headcount logged in over the last year, with strong frontline-sales adoption
Recognition economy	75% of all recognition points awarded have already been redeemed
Audit readiness	100% of onboarding and workflow actions timestamped and centrally logged, with Quebec-law compliance and GDPR embedded

Two Entities, Six Months, One Standard

Adoption ran on our own SPOCs delivering weekly training sessions and handholding workshops across three months, with module-owner workshops, employee walkthroughs and end-user sessions, then pre-go-live, go-live and hypercare workshops for each new entity. The proof is the most recent wave: two entities unified in the last six months.



Zuventus Healthcare

a 3,500+ workforce based in Pune, went live with Core, Time Management, Recruitment and Onboarding, PMS and R&R **in a span of 2.5 months**, spearheaded at a pace we frame as strategic rather than transactional: the OneEmcure vision made real.



Mantrapharma

a Canadian entity of 100+ whose workforce speaks Canadian French, was implemented and delivered **entirely in French**, with our other Canadian entities live under Quebec-law compliance. Local languages and brand identities are retained inside the unified platform UI, which is what harmonization with the right balance of localization looks like.

The proof is the most recent wave: two entities unified in the last six months.

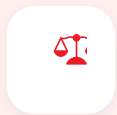
One Standard, From Pune to Quebec

When Mantrapharma joined the platform, we faced a familiar challenge: should the global standard adapt to local needs, or should the local workforce adapt to it? Our answer was neither. The implementation was delivered entirely in Canadian French, on the same global schema as every other entity, while incorporating Quebec's legal requirements, for a workforce of just over 100 employees.

That is precisely the point. A global standard should work as effectively for a 100-person French-speaking Canadian entity as it does for a 3,500-employee Pune operation, which we implemented in just 2.5 months with a robust change management approach.

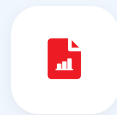
Using the same architecture for both, without creating exceptions, is what demonstrates the strength of our global template. Since 2018, every new country has joined the existing standard rather than requiring a new one.

Why We Believe This Stands Apart



Hardest, not biggest, and honest about it

A near-even split across field sales, plant operations and corporate staff, spread across 24 countries with entity headcounts from 15,900 to one, is a structurally harder unification problem than a large single-function workforce across the same map. Scale alone does not make this hard. The variance does.



One schema, unbroken, edge to edge

The discipline that is genuinely hard to copy is not the software: it is applying one 27-field employee taxonomy and one onboarding definition without exceptions for country, function or entity. Organisations under this pressure commonly accumulate local workarounds that quietly break the standard. Our data shows a single schema holding from the India core to single-employee outposts.



Designed for globality before it was needed

Base Country, Current Country and Office Country modelled as three distinct fields from day one is the signature of an architecture built for a global workforce, not patched into one. The proof of the design is that every country we added since 2018 joined the existing standard instead of triggering a new build.



Infrastructure for the next market entry

Unification pace accelerated ~2.5-fold, a French-language entity and a 3,500-person entity were absorbed within six months of each other, and the platform now functions as our entry ramp for whatever geography comes next. This is an HR programme priced like software and behaving like infrastructure: our internal estimate puts the return at 15x.

From Our Leadership

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Unifying Emcure globally never meant flattening our differences. It meant building a single standard flexible enough to support a factory floor, a field force, and corporate teams across geographies. That foundation has enabled HR to move beyond transactions and focus on what truly matters, driving strategy, enhancing employee experience, and creating business value.

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Amit Patil, Head - HR Tech and Shared Services

CONCLUSION

The Benchmark We Set

Every global HR programme faces the same fork. Standardize hard, and the edges break: the French-speaking entity, the single-employee outpost, the factory shift pattern that corporate templates never met. Localize freely, and the centre dissolves into the patchwork we started with: one tool per entity, per acquisition, per market, and no way to see the workforce as one workforce.

Our answer was to treat the fork itself as a false choice. One schema, 27 fields, one onboarding definition, applied without exceptions across **33 business units, 15 divisions and 24 countries**, with the flex designed in from day one rather than negotiated entity by entity. The result is a platform where **81% of transactions finish without a human touching them, 48% start without one**, HR effort has fallen by more than half, and a new entity, whether 3,500 people in Pune or a hundred Francophones in Canada, joins the standard in months, in its own language, under its own laws.

Global consistency and local compliance are not opposing goals. They are design choices that can coexist: not rigid control from the centre, not chaos at the edges, but both, by design. **That is the benchmark, and it is our own sentence.**

This is the standard we set: one architecture flexible enough to be compliant everywhere and consistent anywhere, holding a factory floor, a field force and a front office on a single source of truth, and ready for whatever market comes next.