

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

One Workforce, Forty Countries: The Backbone That Gave Back 85,011 Hours

Glenmark Pharmaceuticals

Infini-T Awards Category: The One Workforce Award • Culture & Connection



Executive Summary

~16,000 Employees on one platform across 40+ countries	85,011 Hours returned a year	2.8× Return on net savings modelled over seven years	42 → 61 Workflows, as manual processes became automated ones
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Glenmark Pharmaceuticals is a research-led global pharmaceutical company founded in 1977 and headquartered in Mumbai, with 14 manufacturing facilities, four R&D centres, therapy leadership in dermatology, respiratory medicine and oncology, and commercial operations in more than 80 countries. We rank among the world’s top 100 biopharmaceuticals companies.

Our HR ran on a local system and a patchwork of manual processes. There was **no single source of truth**, every routine change bottlenecked through IT, and the employee experience varied wildly by geography. A new hire, a transfer, an exit: each meant hours of manual work, multiplied across a workforce spanning continents. Terminating someone in HR left them active in CRM. HR and payroll records had to be reconciled by hand.

The turning point was when we stopped treating the platform as a transactional tool and started building on it as **strategic infrastructure**: integrating CRM and Active Directory so that **one action rippled correctly across every connected system automatically**, instead of being re-keyed by hand. And we did it slowly, phased across four years rather than forced *live* in one go, with each phase built on ground the last one had made stable. That is where Darwinbox came in.

Today roughly 16,000 employees across 40+ countries run their full working lives on one platform, from recruitment through separation, reachable from a phone in a low-network area. The measured return: **85,011 hours a year, and net savings across a seven-year model, without adding headcount.**

 45% Of employees now reach HR from their phone, from zero	 ~6,431 Hours a year automated by system integrations alone	 ~63% Referral conversion rate, untracked before Darwinbox
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CONTEXT

One Hire, Re-Keyed Everywhere

Before Darwinbox, we ran on a local system plus largely manual and paper-based processes across recruitment, onboarding, background verification, confirmation, movement, separation and attendance. The documented pain was not a missing feature. It was structural: fragmented systems with no single source of truth, higher total cost of ownership and financial leakage from running several systems at once, heavy IT dependency slowing execution, inconsistent data across stakeholders, and a disconnected employee experience.

The clearest symptom is the one that shows why integration mattered more than any module: **employees terminated in HR remained active in CRM**, and HR and payroll records had to be reconciled by hand. One event, several systems, none of them talking.

Where fragmentation was costing our business

The challenge we faced	The consequence it caused
Fragmented systems with no single source of truth	Inconsistent and duplicate data across stakeholders, and slower, less reliable reporting
Multiple disconnected systems to maintain, including manual trackers	Higher total cost of ownership and financial leakage from running and reconciling separate systems
Heavy dependency on IT for routine HR changes and execution	Slower speed to execution on HR requests and process changes, with HR unable to move without a queue
No integration between HR and business systems such as CRM and ERP	Manual, duplicated data entry: employees terminated in HR stayed active in CRM, and HR and payroll records were reconciled by hand
A disconnected employee experience across touchpoints	Low self-service adoption, with more HR and manager time spent on routine queries and transactions

Four Years, On Purpose

The decision that defines this programme is one many enterprises get wrong under pressure: we refused the single-shot go-live. We **explicitly phased the rollout from 2022 to 2025**, with modules sequenced so that each phase built on ground the previous one had already made stable.

Phase	What went live
Phase 1	Core HR, Leave and Attendance, Workflows, Recruitment and Onboarding, Reimbursement, Payroll Lite, Reports: the foundation everything else would sit on
Phase 2	Performance Management, and the first CRM integration
Phase 3	Deeper CRM integration, ERP integration, Active Directory for single sign-on and access provisioning, and BGV vendor integration. Live across the US, Canada, UK, Germany, South Africa, Malaysia, Philippines and Kenya
Phase 4 (2025)	Talent Management and talent review, with coverage extended to the remaining 35 countries

Core HR and workflows first. Then performance. Then the integrations that carry data outward. Then talent. **Workflows before analytics, foundations before intelligence.** That sequencing, rather than any single feature, is why 61 workflows now run automated where 42 processes were previously manual.

The Systems That Make One Action Ripple

Around the platform sit the systems that make one action ripple: **ERP** for payroll and back-office, **CRM** for candidate and employee data sync, **Active Directory** for single sign-on and access provisioning, a **BGV vendor** for background verification including Aadhaar, PAN and UAN checks, and **GForce** for sales data feeding workflow-linked reporting. Also live: D.I.Y. API configuration, AI-powered stack ranking in recruitment, and a Report Builder with auto-scheduled reports.

And we designed the platform **mobile-first for anytime, anywhere access including low-network areas**, which for a pharmaceutical company with field-based populations across 40-plus countries is the difference between a system that reaches everyone and one that reaches head office.

One action rippled correctly across every connected system automatically.

THE IMPACT

Measured, Not Asserted

Every figure below comes from our Value Realization Study, which measured average time per transaction before and after, process by process.

Process	Manual or Local System	On Darwinbox
Background verification	~18.5 hrs per transaction	~6.17 hrs, a 67% reduction: ~32,375 hours saved a year
Recruitment	~11 hrs per transaction	~5 hrs, a 55% reduction; task automation reached 10 of 11 steps
Onboarding	~5.17 hrs per transaction	~1.75 hrs, a 66% reduction; task automation reached 14 of 14 steps
Confirmation	~2 hrs per transaction	Task automation reached 11 of 11 steps
Movement	~3 hrs per transaction	Task automation reached 3 of 3 steps
Separation	~6 hrs per transaction	Automated, from only 3 of 13 tasks automated in the local system
Attendance	~23 hrs per transaction	Task automation reached 10 of 10 steps
Mobile access	No mobile self-service existed	45% of employees now log in via mobile
Referral conversion	Not tracked	~63%

What It Adds Up To

What the integrations alone removed

Roughly **6,431 hours a year** of manual and duplicate data entry disappeared into the connections: CRM ~680 hours, ERP ~576 hours, BGV ~3,575 hours, and Active Directory ~1,600-plus. Separately, **around 200,000 documents were uploaded through D.I.Y. API configuration in two months**, work that previously had nowhere to go but a person.

What it adds up to

85,011 hours returned annually. Across the seven-year model, the gains more than cover the outflow, leaving **net savings at a return of about 2.8 times.**

**85,011 hours a year. Net savings over seven years,
without adding a single person.**

Why We Believe This Stands Apart



The full lifecycle, everywhere, on one platform

Recruitment through separation, running on one system across 40+ countries for roughly 16,000 employees. Not a module or a region, but every stage of a working life, in every place we employ people. We believe this is among the largest and most operationally complex deployments of its kind.



Four years, phased on purpose

ERP and CRM before Active Directory and BGV. Workflows before analytics. Core before talent. Each phase built on stable ground rather than a rushed single-shot go-live. That discipline, not any single feature, is why 61 workflows now run automated where 42 processes were manual.



One action, every system, automatically

The shift was from transactional tool to strategic infrastructure: ERP, CRM and Active Directory integrated so a hire, a transfer or an exit ripples correctly across every connected system instead of being re-keyed by hand. Employees no longer stay active in CRM after they leave. That is what a single source of truth actually means in practice.



Reach without trading away personalization

Mobile-first design for anytime, anywhere access including low-network areas, with 45% of employees now logging in by phone where no mobile self-service existed at all. A global platform that only works from a desk is not a global platform.

The International Proof Point

The Spring international implementation offers a clear view of how moving away from fragmented, manual ways of working can reshape operations at scale. Across multiple markets, similar transactions were being handled through entirely different processes, emails, spreadsheets, localized trackers, each introducing delays, inconsistencies, and limited visibility. What should have been routine often became opaque, with little traceability and heavy reliance on follow-ups.

With Spring, these disparate workflows were brought onto a unified platform, standardizing how transactions were initiated, processed, and approved. What once required coordination across time zones and systems now moved through a single, harmonized flow, where every step, document, and decision point was captured in real time. Teams no longer had to reconcile versions or chase updates; the system created a shared source of truth that traveled with the transaction itself.

The real impact, however, was not just operational efficiency but confidence. Transactions became seamless and fully traceable, enabling both local teams and global leadership to engage with clarity and speed. Spring wasn't built merely to replace manual effort, it established a consistent backbone across international setups, ensuring that scale did not come at the cost of control, and that visibility was embedded into every transaction by design.

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CONCLUSION

The Benchmark We Set

Consider what one resignation used to cost us. Someone leaves. HR updates the local system. Someone else remembers to tell payroll, and the Legacy system is reconciled by hand. Someone should deactivate their CRM access, and often nobody does, so a departed employee stays active in a customer system indefinitely. Multiply that by every hire, every transfer and every exit, across **roughly 16,000 people in more than 40 countries**, each geography doing it slightly differently, every routine change queued behind IT. Nothing was broken. Everything was manual.

Our answer took four years on purpose. Core HR and workflows first, then performance, then the integrations that carry data outward to ERP, CRM and Active Directory, then talent. **Foundations before intelligence, each phase on ground the last one had made stable.** Most enterprises would have compressed that into one go-live and spent the next four years repairing it.

What it bought is the thing the fragmentation had made impossible: **one action, rippling correctly, everywhere, automatically.** A hire lands in every system that needs it. A transfer updates access. An exit actually ends. BGV fell from 18.5 hours a transaction to 6.17. Onboarding from 5.17 to 1.75. Recruitment from 11 to 5. Forty-two manual processes became sixty-one automated workflows, and 45% of a workforce that had never had mobile self-service now carries HR in a pocket, in low-network areas included.

The total is **85,011 hours a year.** Over seven years, net savings against the cost of the platform. **None of it required a single additional person.**

This is the standard we set: one platform carrying every stage of a working life, in every country we employ people, where a single action ripples correctly across every connected system and reach never had to be traded against experience.