

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

One Exit Confirmed, Seven Functions Moving: Bulk Full & Final, Orchestrated End to End

IIFL Finance

Infini-T Awards Category: HR Workflow Orchestration Excellence



Executive Summary

30 → 2 days Full & Final settlement turnaround, after workflow orchestration	7 functions Orchestrated automatically from a single confirmed exit	90% SLA adherence, through automated routing and escalations	~90% Reduction in manual coordination effort
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IIFL Finance is one of India’s leading non-banking financial services companies, with a geographically distributed workforce. Employee exits at scale are not a back-office chore for us: offboarding directly affects employee experience, compliance, operational efficiency and business continuity, and it runs across **seven different functions at once**: HR, Payroll, Finance, IT, Administration, reporting managers and Business HR. When those functions coordinate by email, the exit is only ever as fast as the slowest inbox.

Our traditional Full & Final settlement process worked that way. Multiple stakeholders, manual coordination and fragmented workflows produced delays, administrative load and an inconsistent experience for people on their way out, precisely when a clean, timely settlement matters most. During periodic **bulk separation events**, where many employees exit in a single cycle, that manual model came under the most strain and had the least room to absorb it.

Rather than automate isolated tasks, we redesigned the entire Bulk F&F process as a single orchestrated workflow on Darwinbox. One confirmed exit now triggers every downstream activity automatically, assigns each stakeholder their task by predefined business rule, routes approvals through the org hierarchy with escalations and reminders, and surfaces the whole thing on a real-time dashboard. The result is measured on our latest exit cycle: **Full & Final turnaround fell from 30 days to 2, SLA adherence reached 90%, and manual coordination effort dropped by roughly 90%**, across 100 employee exits processed through the automated workflow in the last three months.

The distinction that matters for this category is in the verb. We did not digitize the exit process. We **orchestrated** it, turned a manually coordinated sequence across seven functions into one workflow-driven operation where the process itself carries the dependencies, the approvals and the compliance checkpoints that people used to chase by hand.

100 exits Processed through the automated Bulk F&F workflow in three months	93% faster Settlement turnaround: 30 days to 2 is a 93% reduction	1 trigger A confirmed exit initiates all downstream activity automatically
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Seven Inboxes, One Exit

A Full & Final settlement is not one task. It is dozens of them, spread across seven functions that each hold a piece of the answer and none of which can see the whole. When that coordination runs on email and spreadsheets, every exit becomes a chase, and a bulk exit becomes several chases at once.

The challenge we faced	The consequence it caused
Employee exit activities tracked manually across HR, Payroll, Finance, IT, Admin, reporting managers and Business HR	No single owner of the end-to-end process, and a settlement that moved only as fast as the slowest manual handoff between teams
Approvals and departmental clearances routed and chased by hand	Delays at every clearance step, with requests sitting in inboxes and no mechanism to escalate what had stalled
No standardized workflow, with heavy dependency on emails, spreadsheets and manual follow-ups	Inconsistent processing from one exit to the next, and significant HR bandwidth spent on administrative coordination rather than strategic work
Limited visibility into the real-time status of any given exit	No way to see where a settlement was stuck, which bottleneck was holding it, or whether an SLA had been breached until it already had
Periodic bulk separation events processed through the same manual model as individual exits	The highest-volume, highest-risk moments carried the greatest compliance exposure and the longest delays, exactly when accuracy mattered most

Orchestrate the Process, Not the Task

The decision that defines this initiative is the one in its name. We did not set out to automate the individual steps of an exit. We set out to **orchestrate the entire process**, to build one workflow ecosystem in which every stakeholder operates inside a single digital process rather than in their own disconnected system. We used Darwinbox's Workflow Orchestration capability to build a comprehensive Bulk F&F framework covering every stage of the exit journey.

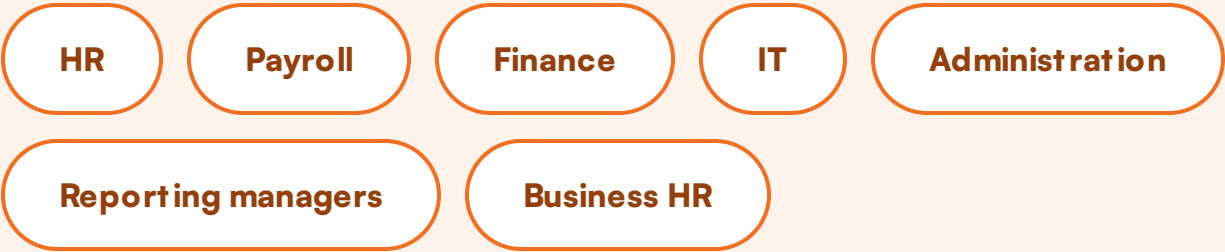
Five capabilities carry it:

- 1. Intelligent workflow orchestration:** a single workflow automatically initiates all downstream activities the moment an exit is confirmed, across HR, Payroll, Finance, IT, Admin, reporting managers and Business HR, with each stakeholder receiving tasks automatically on predefined business rules.
- 2. Bulk F&F processing:** instead of processing exits one at a time, HR can initiate and manage many simultaneously, which is what makes high-volume separation events standardized and scalable rather than overwhelming.
- 3. Automated approval routing:** approvals route by organizational hierarchy and business rule, with escalations and reminders ensuring nothing sits pending beyond its service level.
- 4. Centralized visibility:** real-time dashboards show pending actions, approval bottlenecks, clearance status, settlement progress and SLA adherence, turning an invisible process into a governed one.
- 5. Standardized compliance:** mandatory checkpoints must be completed before settlement processing, so compliance is enforced by the workflow rather than remembered by a person.

Dependencies, Built Into the Workflow

The design principle underneath all five is dependency management. In a manual model, the fact that Finance cannot act until IT has cleared, or that Payroll cannot settle until clearances are complete, lives in someone’s head and is enforced by follow-up. Here those dependencies are **built into the workflow itself**, so the process advances in the right order automatically and exceptions are surfaced rather than missed.

ONE CONFIRMED EXIT → SEVEN FUNCTIONS, ONE WORKFLOW



The process advances in the right order automatically, and exceptions are surfaced rather than missed.

Measured on the Latest Exit Cycle

Measure	Before	After
Full & Final settlement turnaround	30 days	2 days: a 93% reduction through orchestration, automated approvals and real-time tracking
Exits processed through the workflow	Handled individually, manually coordinated	100 employee exits through the automated Bulk F&F workflow in the last three months
SLA adherence	No SLA visibility or enforcement	90% SLA adherence, through automated routing, reminders and escalations
Manual coordination effort	Heavy manual effort across seven functions	~90% reduction in manual coordination across HR, Payroll, Finance, IT, Admin and Business
Process visibility	Limited visibility into exit status	Real-time dashboards on pending actions, bottlenecks, clearances, settlement progress and SLA
Governance	Risk of compliance gaps and process deviation	Complete workflow traceability, standardized checkpoints, and clear ownership of every activity

A Positive Final Impression

The most meaningful validation of this transformation came directly from employees who experienced the new exit journey. After the implementation of the Bulk Full & Final Settlement workflow, employees shared heartfelt appreciation with the HR team for making the process faster, smoother, and more transparent. Many employees highlighted how the settlement process, which earlier required multiple follow-ups and extended waiting periods, was completed within just two days. They appreciated the timely updates, seamless coordination, and hassle-free experience during their transition.

The positive feedback reinforced the impact of intelligent workflow orchestration beyond operational efficiency. For HR, these appreciation messages represented a powerful moment of success, showing that technology had helped create a more empathetic and employee-friendly exit experience. The transformation ensured employees left the organisation with confidence, trust, and a positive final impression.

These moments demonstrated that automation was not just about reducing effort; it was about improving human experiences. The appreciation received from employees became a testament to IIFL Finance's commitment to employee-centric HR practices and operational excellence.

Why We Believe This Stands Apart

A process orchestrated, not tasks automated

The uniqueness is orchestrating an entire cross-functional business process rather than automating isolated transactions. One confirmed exit sets seven functions in motion inside a single workflow, which is a categorically different thing from digitizing each step and still coordinating them by hand.

Dependencies managed by the workflow

Automated dependency management means the process advances in the right order on its own: the clearance that must precede settlement, the IT action that must precede Finance. What used to live in someone's memory and get enforced by follow-up is now enforced by the design.

Built for the bulk event, not just the single exit

Bulk processing capability lets many exits run simultaneously with standardized execution, so the highest-volume separation periods, historically the slowest and riskiest, become the ones the model handles best. Scalability is a property of the architecture, not an aspiration.

Compliance and visibility as defaults

Mandatory checkpoints before settlement, complete workflow traceability, and real-time SLA monitoring mean governance and transparency are built into the process rather than reconstructed for an audit. Every activity has a clear owner, and every exception surfaces rather than hides.

A Foundation, Not a Fix

The workflow was built to support growth without adding operational complexity. Its configurable architecture lets us scale the model across business units, absorb seasonal or bulk separation events, adapt as business policies evolve, and extend the same orchestration approach to other HR processes beyond offboarding. Bulk F&F is the first process we have orchestrated this way; the framework behind it is designed to carry the next.

Across business units

Scale the same orchestration model to every part of the organization

Through bulk events

Absorb seasonal or bulk separation events without added complexity

As policies evolve

Configurable architecture adapts as business policies change

Beyond offboarding

Extend the orchestration approach to other HR processes

Bulk F&F is the first process we have orchestrated this way; the framework behind it is designed to carry the next.

From Our Leadership

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With Darwinbox, we've streamlined and unified our people processes on a single platform. From hire to retire, our HR teams and employees benefit from a seamless, digital-first experience that improves efficiency, transparency, and decision making across the organization.

Preeti Kannan

CHRO, IIFL Finance

CONCLUSION

The Benchmark We Set

A Full & Final settlement is where an employment relationship is supposed to end cleanly, and it is also where a manual HR process is most likely to fail the person quietly. Seven functions each hold a piece of it, none of them owns the whole, and for years the only thing connecting them was email and follow-up. An individual exit could take thirty days. A bulk exit, several at once, took the same thirty days multiplied by the volume and the goodwill it burned.

We rebuilt it as one orchestrated workflow. A single confirmed exit now sets all seven functions moving, each task assigned by rule, each approval routed and escalated automatically, each dependency enforced by the process rather than by a person, and every step visible on one dashboard. Turnaround fell from **30 days to 2**, SLA adherence reached **90%**, manual coordination dropped by roughly **90%**, and **100 people exited through the automated workflow in a single quarter** with a clean, timely, transparent settlement.

The difference that defines this is orchestration over automation. Automating tasks makes each step faster; orchestrating a process makes the **whole thing coherent**, connecting people, systems, approvals and compliance into one experience where the workflow, not the workforce, carries the coordination. That is also what makes it a foundation: the same approach now extends to the next HR process, and the one after that.

This is the standard we set: an employee exit that closes in two days instead of thirty because a single confirmed departure orchestrates seven functions automatically, offboarding turned from a manually coordinated scramble into an intelligent, workflow-driven operation that scales with the business and stays clean under the load of a bulk event.