

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

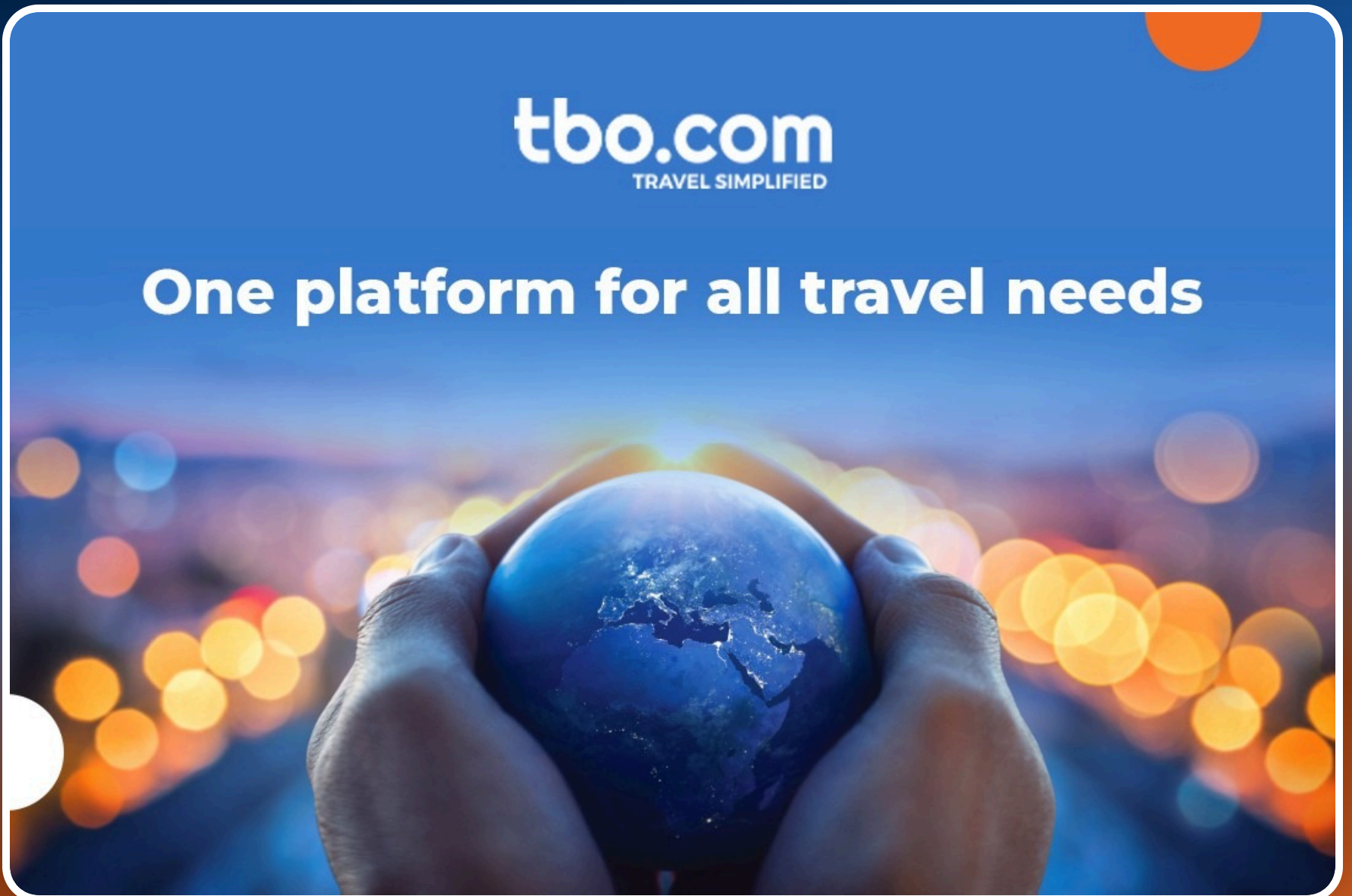
Fifteen Entities, One Employee Lifecycle: Rebuilding HR Architecture for a Global Travel Platform

TBO.COM

Infini-T Awards Category: Global HR Systems Architecture

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Executive Summary

2600+ Employees across a globally distributed workforce	15 Legal entities running on one Darwinbox core	17 Modules and integrations live, end to end	100% Digital employee master, across all employees
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TBO.com is one of the world’s leading B2B travel distribution platforms, connecting over **159,000 travel advisors** with more than **1 million suppliers** across **100+ countries**.

A publicly listed company on both the National Stock Exchange (NSE) and the Bombay Stock Exchange (BSE), we offer a diversified, multi-product travel portfolio. Through strategic acquisitions of leading travel platforms such as Classic Vacations (USA), Jumbonline (Spain), and Bookabed (Ireland), coupled with the latest technology and AI-driven solutions, we continue to empower our global partners, drive innovation, and accelerate sustainable growth.

As that footprint expanded, fragmented HR systems stopped being an inconvenience and became a **strategic risk**. HR ran on a legacy HRIS with limited reporting for employee master data, with recruitment, reimbursements, reporting and performance tracked through Excel spreadsheets and email threads. Every entity added meant more tools, more repositories, and less visibility. The decision that defines this submission is what we refused to do next: add more point solutions. Instead, we **reimagined the entire HR technology architecture**, standardizing our whole HR operating model on one configurable platform, **Darwinbox**, to create a scalable global HR operating model capable of supporting future business growth.

Today, **17 modules and integrations** run the complete employee lifecycle (from recruitment and onboarding through attendance, leave, expenses, performance and OKRs to separation) across **all 15 entities, with no paper or manual process left in any region**. The employee master is 100% digital. Review cycles that once took 60 days of Excel and follow-ups close in **20 days**. Onboarding that took 2 to 3 manual days completes digitally in **1 day; statutory signoffs included**. Leave approvals have become faster through automated workflows, and workflow-driven separation management has improved governance, process visibility, and operational consistency across the organisation. Separation clearances that completed **in a day** 70-80% of the time now complete at **95 to 96%**, on workflow rails.

|| 60 —> 20 days

Performance review cycle completion, 2025-26 cycle

|| 0% —> 100%

Digital onboarding completion across regions

|| 95-96%

Separation clearance completion, from 70-80%

A Global Business on a Fragmented Back Office

Our business is built on connecting a fragmented industry through one platform. Our HR estate, for a long time, was the opposite of that idea. As our global operations expanded, HR processes were spread across multiple tools, emails and spreadsheets: a legacy HRIS held the employee master with limited reporting, while recruitment ran **100% manually** through email and Excel, expense reimbursements moved through inboxes, business reporting was created by hand on request, and performance and OKRs lived in spreadsheets maintained by HR business partners.

What we wanted was simple to say and hard to build: a unified platform that could simplify operations, improve visibility, automate workflows and give employees and HR teams a **consistent experience across every entity**. The obstacles in the way were concrete.

The challenge we faced	The consequence it caused
Supporting a rapidly expanding global workforce across multiple entities while ensuring a consistent employee experience.	Variations in processes across entities impacted consistency and standardisation
Standardising HR processes and governance across countries with varying local requirements.	Manual interventions increased administrative effort and slowed operational efficiency
Consolidating HR data to enable better visibility, analytics, and informed decision-making.	Distributed data limited enterprise-wide reporting and workforce insights.
Streamlining approvals and reducing manual effort to improve operational efficiency.	Maintaining compliance and governance became increasingly complex as the organisation expanded.
Building a scalable HR operating model that could support continued global growth.	Existing processes required optimisation to support long-term scalability and business agility.

An Architecture, Not Another App

The turning point was not selecting a new HR system, it was redefining how HR would operate globally. Rather than digitising individual processes through multiple point solutions, we adopted a **unified HR operating model built on a single configurable platform** that could support every stage of the employee lifecycle while accommodating region-specific business and statutory requirements. This architectural approach established a scalable digital foundation capable of supporting our continued global growth.

Following a detailed evaluation of our transformation objectives, we selected **Darwinbox** as the technology platform to execute this vision. Its end-to-end HR capabilities, workflow-driven automation, reporting, document generation, integrations, and configurable policies enabled us to standardise HR operations across all our global entities while maintaining local statutory and business requirements. From the outset, we positioned the platform as our **enterprise HR system and single source of truth** for employee lifecycle management, supporting operational excellence, automation, and data-driven decision-making across the organisation.

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Seventeen Modules, One Core

The layer	What runs on it
Talent acquisition	Recruitment end to end, with offer and appointment letter generation fully automated through offer management and custom flows, and Background Verification integrated into the journey
Core and lifecycle	Core HR as the single employee master, digital Onboarding, workflow-based Separation, and a Document Repository for the records in between
Time and money	Attendance and Time Management with Biometric integration, region-wise configurable Leave policies, and Reimbursements handling multi-region, multi-currency claims
Performance	Performance Management with OKRs, check-ins, feedback and multi-stakeholder (MSF) reviews, run as digital cycles
Intelligence and communication	Report Builder for self-serve reporting, Darwin AI, and automated Notifications across the lifecycle

The architecture carries our legal reality, not a simplified version of it. Leave policies are configured region by region. Onboarding carries statutory signoffs per geography. Expense workflows absorb claims across regions and currencies. Fifteen entities keep their local rules, on one core, under one governance model, feeding one record.

Adoption by Design, Proven by Absence

We drove adoption the deliberate way: extensive HR trainings, module demonstrations, user guides, configuration workshops, continuous hypercare support and regular communication with business stakeholders, entity by entity.

The evidence it worked is an absence. **There is no paper or manual process left in the employee lifecycle in any region.** Our employees run their working lives on the platform (recruitment, onboarding, attendance, leave, expenses, performance, document access and separation) and automated notifications with intuitive workflows have significantly reduced day-to-day dependence on HR teams. For a workforce distributed across 15 entities, that is what stuck looks like.

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Onboarding an Acquisition in Under a Day

One of the defining moments in our transformation has been our ability to seamlessly onboard newly acquired legal entities. As a rapidly growing global business, we frequently expand through acquisitions across different countries and regions. In the past, every acquisition meant weeks of manual effort, collecting employee data, uploading documents, configuring policies, and setting up HR processes across multiple systems and spreadsheets before the new workforce could become operational.

Through our standardised global HR architecture, newly acquired entities can now be **configured, onboarded and operationalised in less than a day** using Darwinbox as the underlying platform.

Our HR team can now configure a new legal entity, set up entity-specific policies, and onboard employees onto the platform in less than a day. What was once a complex, resource-intensive exercise is now a standardized, repeatable process powered by a scalable global HR architecture.

This capability has become a strategic advantage for us. Instead of HR becoming a bottleneck during business expansion, Darwinbox enables us to integrate newly acquired workforces quickly and consistently, ensuring employees have immediate access to a unified HR experience while maintaining governance, compliance, and operational continuity across all entities.

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What the Architecture Changed

Every figure below is measured against our own prior baseline, with the measurement window and owning team noted overleaf.

Measure	Before Darwinbox	After Darwinbox
Recruitment process	100% manual, on email and Excel	End-to-end recruitment on the platform, offer and appointment generation fully automated
Employee master	Legacy HRIS with limited reporting	100% digital employee master across all employees
Expense processing	Email and Excel; multi-region, multi-currency claims consumed 3-4 days of Finance team effort	Fully automated workflow; Finance's only touchpoint is approving the claim
Review cycle completion	Entirely Excel-based with manual follow-ups, spanning 60 days	Digital OKRs, check-ins, feedback and reviews completing in 20 days
Leave approval turnaround	1-2 days	Under 1 day, on region-wise configurable policies
Onboarding	0% digital; 2 to 3 manual days	In a day, statutory sign-offs included; 100% digital with BGV integration
Separation clearance completion	70-80%	95-96%, on automated workflow-based separation

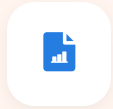
Measurement Windows and Sources

- onboarding 2024-25 (HR Operations)
- expense processing 2025-26 (Finance team)
- review cycle, the 2025-26 cycle (HRBP team)
- separation clearance FY25-26 (HR Operations)
- recruitment and offer automation post-implementation (Talent Acquisition and Recruitment teams)
- time management and leave post-implementation (HR Operations)

Two of these numbers carry the architecture argument on their own. A performance cycle is the single most cross-cutting process an HR system runs, every employee, every manager, every entity at once, and ours moved from **60 days of spreadsheet follow-ups to a 20-day digital cycle**. And separation, the process where fragmented systems fail most quietly, moved from clearances completing 70-80% of the time to **95 to 96% on workflow rails**. When the first and last miles of the lifecycle both hold, the middle is holding too.

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Why We Believe This Stands Apart



We redesigned the operating model, not the tools

This initiative required redesigning HR processes rather than merely digitising existing workflows. It meant aligning multiple entities, harmonising policies, integrating disparate systems and driving enterprise-wide adoption, simultaneously. That combination is what makes the result genuinely hard to replicate.



One core, fifteen legal realities

Region-wise configurable leave policies, statutory onboarding signoffs per geography, and multi-currency expense workflows: the architecture absorbs local complexity instead of flattening it, so every entity is compliant and every employee record still resolves to one core.



A single source of truth for a listed company

As an NSE and BSE listed business with a distributed global workforce, we run on one 100% digital employee master, with Report Builder for self-serve reporting and Darwin AI on top, the foundation for data-driven decisions rather than manually assembled ones.



Adoption proven by absence

No paper or manual employee lifecycle process remains in any region. The measure of an architecture is not what it added but what it made unnecessary, and automated notifications and intuitive workflows have significantly reduced dependence on HR teams.

From Our Leadership

The View from HR Leadership

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Our vision was never to replace one HR system with another. We wanted to build a unified global HR operating model that could support every employee, every entity and every stage of the employee lifecycle. By standardising our processes and leveraging the right technology platform, we established a scalable digital foundation that will continue supporting TBO's global growth.

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HR Leadership • TBO.COM

Built to Keep Scaling

The architecture was designed for what comes next, not just what came before. Our roadmap is to expand AI-enabled HR experiences, strengthen workforce analytics, deepen integrations with enterprise systems, and continue supporting business growth through a scalable digital HR architecture, extending the same foundation rather than re-opening it.

Extending the same foundation rather than re-opening it.

CONCLUSION

The Benchmark We Set

A company that connects 159,000+ travel buyers to over a million suppliers across 100+ countries understands what a platform is for: it makes a fragmented landscape behave like one system. We applied the same conviction to our own workforce. Fifteen legal entities, a distributed global team of 2600+, and every stage of the employee lifecycle now run on **one configurable core**, locally compliant, centrally governed, fully digital.

This is the benchmark we set: build the architecture once, and let every entity, every geography and every employee run on it, with no paper left anywhere, and every decision standing on a single source of truth.