

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

One HR System For Twenty-Five Countries

TVS Supply Chain Solutions

Infini-T Awards Category: Global HR Systems Architecture



Executive Summary

TVS Supply Chain Solutions (TVS SCS) is part of the TVS Mobility Group, a Chennai-headquartered Indian multinational in logistics and supply chain serving the automotive, consumer, and utilities sectors. We operate through roughly 50 legal entities across 25 countries, with a workforce of **16,000+ employees**, including more than 8,500 blue-collar workers in India alone, distributed across 400+ project sites.

16,000+ Employees on one global instance	25 Countries in active operation	~50 Legal Entities operating in parallel	7 Platform languages live
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Every month, that workforce generates **132,000+ attendance punches, roughly 28,000 attendance approvals, 17,000+ leave applications, and around 1,000 hiring requisitions**, and all of it runs through a single live Darwinbox instance. Not a federation of regional systems stitched together for reporting; one unified workforce database from which our ERP, payroll, operations, and learning systems sync in real time.

The architecture set out to answer a question every scaling multinational works toward: how does a distributed, frontline-heavy business gain confidence, real-time visibility of headcount, cost, and hiring? Partnering with Darwinbox, we set a clear ambition, to standardize a diverse HR landscape onto one modern platform and lift the whole organization to a higher level of digital maturity. The answer we built runs **100+ concurrent country policies, 800+ shifts, and 7 platform languages on one instance**, and our automation throughput doubled in six months on the same architecture, with no re-platforming.

132,000+ Attendance punch API calls a month, synced in real time	~1,50,000 Manual month-end transactions eliminated	2.1x Automation throughput growth in six months, same instance
800+ Appointment letters auto-generated monthly, zero manual effort	100+ Concurrent country policies live on one instance	

A Distributed, Frontline-Heavy Workforce

Logistics is an on-the-ground business. Our operating footprint is 25 countries, about 50 legal entities, and 400+ project sites in India. Much of our frontline workforce works without corporate email or access to a computer. Managing them well called for an HR platform built around their reality rather than around desk-bound assumptions, precisely the challenge the Darwinbox architecture was designed to meet.

As the group scaled, the case for standardization became compelling. Reliable headcount, cost, and hiring visibility across a fast-growing footprint called for one governed HR foundation rather than many. The machinery underneath could not yet provide it: every geography ran its own systems, policies, and spreadsheets; a legacy HRMS held core records; UK employee data lived payroll-system-first and was manually duplicated into HR; and our leadership sought a single real-time view of its workforce.

Where our old architecture was costing the business

The challenge we faced	What it cost us
Attendance at 200+ small project sites captured in physical entry notebooks	~1,50,000 manual transactions piling up at every month-end payroll cycle
800+ appointment letters hand-generated by recruiters every month	~200 recruiter hours a month; manual compensation entry with limited system validation
No centralized workforce database; multiple legacy HRMS in various countries plus spreadsheets	Duplicated data and 24 hours a month spent on manual reconciliation
UK employee data maintained in the payroll system, manually copied into HR	100% dual data entry for ~1,400 UK employees, 8 hours a month
Leadership reporting assembled manually in Excel	Decisions made on lag, 8 hours a month of manual effort

The Bar We Set Before Choosing an HRMS

When our Global CHRO, Balaji Ethirajan, framed this transformation and reduced the platform decision to three demands our HR foundation had to meet:

1.

Complexity at scale

The footprint we govern is substantial: 16,000+ employees, a 10,000+ distributed frontline globally, and 132,000+ attendance punches a month on one platform.

2.

A unified global data foundation

One workforce database across geographies, entities, and businesses, so that people changes flow to ERP, finance, and operations in seconds, not days. When the repository is unified, every system built on top stays in sync.

3.

Truly digital self-service

HR services in users' hands, not in the queue, designed for our frontline workforce on the devices they use.

The defining idea was sequencing: **architecture before modules**. Build the unified global workforce database first and make every downstream system sync from it in real time. Everything else in this story is that decision playing out.

Architecture before modules. Build the unified global workforce database first.

What Runs on Our Unified HR System

Our rollout was CHRO-sponsored and geography-led: India first with the full suite, including attendance across 500+ project sites, then Southeast Asia, the UK, Europe core, and the US core module by module, each geography configured to its statutory reality rather than forced onto a single global template.

Capability	The scale it carries
Core HR, all 25 countries	One workforce database for ~50 legal entities; Location Master and Dynamic Forms render each employee’s country-specific statutory fields on the same instance
Recruitment and onboarding (excl. North America)	~1,000 hiring requisitions a month; ~870 onboardings completed a month, peaking at 1,372 in June 2026; 800+ appointment letters auto-generated on activation
Time management (India and SEA)	800+ shifts and 200+ attendance and leave policies; ~28,000 attendance approvals and ~17,400 leave applications a month
Travel and expense (India and SEA)	2,000+ expense requests a month across multi-currency reimbursement policies, peaking at 2,659 in March 2026

Capability	The scale it carries
Performance and recognition, global	Our BOLD performance philosophy configured natively; ~4,000 employees under PMS
Payroll (India) and analytics	26 dashboards across 12 modules for 171 users, 3 storyboards, 2,000+ reports generated a month, replacing manual Excel reporting
Darwinbox Studio: our integration and automation backbone	Throughput grew from 143,758 to 306,785 credits a month between January and June 2026, 2.1x in six months on the same architecture

One unified workforce database from which our ERP, payroll, operations, and learning systems sync in real time.

A First-Class Workforce, Not an Afterthought

Two-thirds of our workforce needed more than an HRMS designed around inboxes, and the platform was purpose-built to serve them. Two deliberate design choices brought the architecture to life for the frontline.

1.

Hiring that starts where the candidate is

A standard resume-first recruitment flow did not fit our workforce: candidates without resumes, corporate email, or smartphones could not easily enter the funnel. We re-architected the process to begin at the offer-letter stage, with our recruiters completing workflows on candidates' behalf, and platform-level controls making salary structure and CTC mandatory, standardising compensation data capture at source. More than 8,500 blue-collar employees, 66% of our total headcount, now flow through that single governed process, at roughly 1,000 hires a month, saving us around 500 recruiter hours monthly.

2.

Attendance without the hardware

Conventional biometric-device assumptions did not fit 200+ small sites with no device infrastructure. The course change, designed jointly with Darwinbox: managers regularize punches directly in employee profiles, a One-View dashboard consolidates 30+ direct reports, and daily bulk sync replaces the month-end batch. The ~1,50,000-transaction payroll pile-up is gone; attendance now flows daily, 132,000+ punches a month, through real-time API sync.

Self-service is enabled for 100% of our eligible employees, with roughly 4,700 unique web and 3,500 unique mobile logins a month and 9,600+ employees chatbot-enabled as of June 2026. For a workforce this distributed, the platform is the HR department most of our employees will ever meet.

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Governance Built Into the System

Every India role is now position-based: no hire can be activated without an approved position flowing through differentiated approval processes for billable and non-billable roles, and cost centers configured at position level feed our ERP directly for P&L reporting. Compliance moved from human follow-through to system default in the same way.



Germany

The statutory Final Work Duration report, once manually prepared for every factory inspection at 16 hours a month, is now auto-calculated by a Studio script, applying the configured break logic, and delivered as a scheduled daily report.



United Kingdom

Darwinbox became our primary HR system of record for ~1,400 UK employees, with data pushed downstream to our country payroll provider via Studio integration, ending 100% dual data entry. One source of truth feeding downstream payroll.



Everywhere

25 countries' statutory fields, identity documents, and address formats render per employee through Location Master and Dynamic Forms, without fragmenting the instance into 25 configurations, the pattern we now reuse for every geography we add.

Turnaround, Transformed by Darwinbox

Process	Before Darwinbox	After Darwinbox
Month-end attendance	~1,50,000 manual transactions per payroll cycle	Daily sync; ~28,000 approvals a month, peak 29,780 (Jun 2026)
Appointment letters	800+ a month hand-generated, ~200 recruiter hrs	800+ a month auto-generated on activation, zero manual effort
Frontline recruitment	Manual offer and CTC entry	Governed workflow, ~500 recruiter hrs a month saved
Onboarding	Manual, dispersed coordination, ~200 hrs a month	~870 completions a month, peak 1,372 (Jun 2026)
Germany statutory OT report	Manual per inspection, 16 hrs a month	Auto-calculated, scheduled daily, zero preparation
UK workforce data	100% dual entry, 8 hrs a month	Single record pushed downstream via Studio
Leadership reporting	Manual Excel, 8 hrs a month	26 dashboards, 12 modules, 2,000+ reports a month

Our Architecture Ledger

Transaction-level platform figures, January to June 2026 unless noted, drawn from adoption exports rather than estimates:

132,461

Attendance punch API calls in a month (Apr 2026)

306,785

Studio credits in June 2026, up from 143,758 in January

~6,000

Business flows triggered a month, peak 7,153 (Jun 2026)

17,371

LMS webhook triggers a month via Studio

~1,000

Hiring requisitions created a month

150

Requisition approval flows configured

100+

Concurrent country policies on one instance

9,600+

Employees chatbot-enabled (Jun 2026)

~430

Recognition nominations a month, all regions

Our CHRO's Four Learnings

Our Global CHRO, Balaji Ethirajan, set down in writing what the build taught us, worth quoting, because most transformations never distill it.

1.

Centralized data enables better decisions

A unified workforce database with real-time analytics gives leadership accurate, timely insights.

2.

Automation reduces manual effort

Integrating systems and automating workflows minimizes duplication, accelerates processes, and improves data accuracy.

3.

Enhanced employee experience matters

Self-service portals and mobile access increase engagement, accessibility, and satisfaction.

4.

A scalable, structured rollout is critical

A consistent, phased implementation approach is what makes deployment succeed across multiple geographies and large workforces.

The most valuable of those lessons were earned in practice.

Why We Believe This Stands Apart



One instance, not a federation

25 countries, ~50 legal entities, 7 platform languages, and 100+ concurrent country policies run on one live instance. Most global deployments of this breadth are regional systems consolidated for reporting; this is a single architecture carrying production volume.



Global architecture with frontline density

Two-thirds of our workforce is frontline, most without corporate email, smartphones, or resumes. No comparable single-instance deployment in Indian logistics combines this geographic spread with this workforce profile.



Governance by design, not retrofit

Every India hire flows through an approved position with billable and non-billable approval paths and ERP-tied cost centers. Governance reporting is a live query on the system rather than a manual exercise assembled after the fact.



An architecture that compounds

Our automation throughput grew 2.1x in six months, from 143,758 to 306,785 Studio credits a month, on the same instance, with no re-platforming. The foundation absorbs growth instead of requiring rebuilds.

From Our Leadership

“When we designed the HR foundation, the platform had to meet three non-negotiable demands: complexity at scale, a unified global data foundation, and truly digital self-service. The HR foundation had to serve them as a first-class workforce, not an afterthought.”

Balaji Ethirajan • Global CHRO, TVS Supply Chain Solutions • Unboxed Singapore 2026 keynote

Our Global CHRO presented this transformation as a featured speaker at Unboxed Singapore 2026 (Capella, May 14, 2026) before an audience of 250+ CHROs, CEOs, and enterprise leaders, and has recorded an on-camera testimonial on the partnership.

The Foundation's Next Layer

We are building our Enterprise Gen AI capability and are actively exploring MCP-based integration with Darwinbox Super Agent, making Darwinbox the connected HR node within our Enterprise AI: the data source our agents query when they need a workforce answer or an HR action. That is exploration, not production, and we want to be precise about the distinction. But it is the logical next chapter for an architecture already handling 132,000+ monthly API calls: the integration backbone exists, and we are designing the agentic layer on top of it rather than beside it.

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CONCLUSION

The Benchmark We Set

16,000+ employees, 25 countries, and roughly 50 legal entities run on a single live instance carrying **100+ concurrent country policies, 800+ shifts, and 7 languages**, with **132,000+ attendance punches a month** syncing in real time into ERP, payroll, and operations. The dual entry is gone.

The scale is the headline. What we chose to make the architecture carry is the achievement. Two-thirds of our workforce is frontline: more than 8,500 people with no corporate email and no access to a computer, working in teams of five and ten across 500+ project sites. The design deliberately set aside the assumptions a conventional HRMS makes about its users and started from how this workforce actually works: hiring was designed to begin at the offer letter, and attendance was designed for sites without devices. We did not route those people around the system. We built the system around them, starting hiring at the offer letter and putting attendance capture in managers' hands. The frontline was designed as a first-class workforce, not accommodated as an exception.

And because we put the foundation in before the modules, it now absorbs whatever comes next. Automation throughput doubled in six months, from **143,758 to 306,785 Studio credits a month**, on the same instance, with nothing re-platformed. The Enterprise AI layer we are designing sits on top of that backbone rather than beside it, for the same reason everything else does: we laid the data foundation first, and every system since has been built to stay in sync with it.

In a category defined by global HR systems architecture, this is the standard we set with Darwinbox: one instance holding twenty-five operating realities, a frontline treated as the main event rather than the edge case, and a foundation already answering questions the business has not asked yet.