



Human Resources Application Implementation

[case study]

Project Mission and Background

Margin erosion in the travel industry drove a U.S. travel management company (5,000 employees) to eliminate excess administrative costs. Executive management identified an opportunity in the manual, time-consuming processes associated with the employee benefits enrollment process. The cost of notifications, evaluations, questions into Human Resources, and the actual enrollment process itself, was viewed as significantly higher than industry averages. These labor-intensive processes were cumbersome for employees and for the Human Resources staff. HR could agree that a web-based application made sense, but how should they proceed with the design and implementation, considering internal challenges?

Challenges

Human Resources recognized the need for a highly automated solution and created the high-level business case supporting a system design and implementation; however, the organization did not have the expertise to define detailed requirements, nor did the IT group have resources available to drive out these requirements or manage the project through rollout. For the business case to make sense, the solution needed to be available for employee use, in time for the company's annual Open Enrollment period.

A previous attempt to deliver a new benefits enrollment system had failed; additionally, HR management was stretched thin and concerned that they might not have enough bandwidth to support this large project.

Approach

Lewis & Fowler led a blended team of internal personnel and external software development consultants to deliver an efficient web-based (.net) application. Through extensive interviews with the Human Resources group and employees, past experiences and external research, we designed and developed the detailed software requirements and complex business rules supporting the client's vision. Lewis & Fowler then planned and scheduled the project and provided project management expertise to oversee all aspects of the system development life cycle: IT development and testing, user acceptance, training and rollout, and communications with project leads and executive sponsors.

Benefits

The new online application replaced the manual, labor-intensive processes while increasing quality and speed of enrollment. Employees in the 1,000+ company locations received centralized, consistent support from the application itself, while allowing the Human Resources group and the IT group to support the few special cases and questions. The project met the critical timeline for the Open Enrollment period and was delivered on-budget. Bottom line benefits from the new solution reduced administrative costs of enrollment by 75%, on an ongoing, annual basis. This is a real savings for our client.

About Us

Lewis & Fowler is a professional consulting firm focused on delivering business impacting results to corporations throughout the United States.

- + U. S. travel management company (5,000 employees).
- + Needed to eliminate excess administrative costs.
- + Efficient web-based application reduced administrative costs of enrollment by 75%, on an ongoing, annual basis.

