



Launching global benefits technology in APAC

In conversation with
Tatiana Beidar, formerly
Compensation and Benefits
Manager – Salesforce

Launching an employee benefits platform in multiple territories can be daunting, but it can also pay off, big time! We spoke to **Tatiana Beidar** about her time at **Salesforce**, and the key themes and lessons learned from launching benefits across APAC.

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Tatiana Beidar, Head of
Compensation and Benefits
for the APJ region – Qualtrics

What were your priorities when launching benefits to new countries?

Kickstarting your global implementation phase means a new set of localised goals, which in turn feed into your overarching global objectives. What were these for Salesforce?



Start with employee experience

"When looking at any new technology or initiative or process, the key thing I always consider is our employees' experience. We saw that mobility around the APAC region was common, but the experience of these employees differed from country to country. Our people had sometimes found it difficult to learn about their benefits or even access vendors when moving to another territory, so we wanted – as far as possible – to standardise our benefits solution across the APAC region. Accessibility is key here; when looking at our technology, we made sure SSO was in place, and that all benefits content was well-signposted so employees could find all the relevant information quickly and easily."



Aligning benefits tech with employee expectation

"In the years that I've been working in total reward, I've definitely seen a transformation in what employees expect from their tech. It used to be that benefits could be surfaced on a simple intranet site; now it needs to be mobile, and the look and feel is essential. The more people have become used to seamless tech, the more important it's been to make sure we reduce the barriers or number of clicks it takes to access information. We needed a solution that was polished and focused on user experience."



Tackle admin challenges

"Developing the benefits offering itself is essential in maintaining engagement, but as the scheme grows, the number of vendors and amount of reporting always increases. It would be ideal if one report satisfied all vendors, but in reality, each provider uses their own preferred frequency, formatting, file type etc. We knew this was creating heavy burden on our HR support team. So, we needed a solution that would still improve the front-end employee experience, but would simplify the back-end for admins as well."



Building a global employee experience

"When we partnered with Benefex, we had a rollout plan in place which meant we would kick off with Australia before launching in Singapore and Thailand."

In Australia, benefits technology is still quite new for the market, but is emerging at pace. Here, we already had streamlined processes in place (although they were time-consuming), we knew the vendors, the frequency of reporting etc., which meant we had a good understanding of what worked and where the greatest opportunities might exist within OneHub. Plus, the benefits themselves were mature; we already had the information we needed, and working with Benefex we could quickly begin to imagine how we wanted to build the experience for employees. Benefex were able to work with the benefit vendors to understand their needs and ensure that we eliminated manual processes and maximised the opportunities from automation.



What country-specific challenges did you face?

Australia and superannuation

“Our biggest pain point in Australia (with or without a platform) is superannuation. There are two parts to this; the comprehensive and legislature-driven reporting guidelines, and the employee input side. The employee needs to perform certain actions like selecting their level of salary sacrifice and picking which fund they want to participate in. This is often still paper-driven, as it’s incredibly difficult to set up that reporting digitally – even in cases where that’s working, there are always exceptions and complications.

“There are over 100 funds that an employee can select, as well as the employer fund and a private fund. Quite often there are codes to input, various fund names and different details required depending on your level of contribution and fund choice. These can be hard to understand, especially for people who don’t come across it often, which can obviously cause employees to have a negative experience. So, we thought about how we could improve the employee journey from the start. After analysing the retirement fund of 1,500 employees, we found that the majority fell into the ‘top 10’ superannuation funds.

We simplified the selection process with simple dropdown options when selecting the fund type. It’s helped avoid common errors like typos and misunderstandings, and has reduced the number of queries coming through to the HR support team.”

Getting employees on board with the change

“Looking back, the employees wanted a technological solution. Getting them used to it does require a change of behaviour; historically, our intranet site and our internal knowledge base had been the two key areas for finding benefits information.

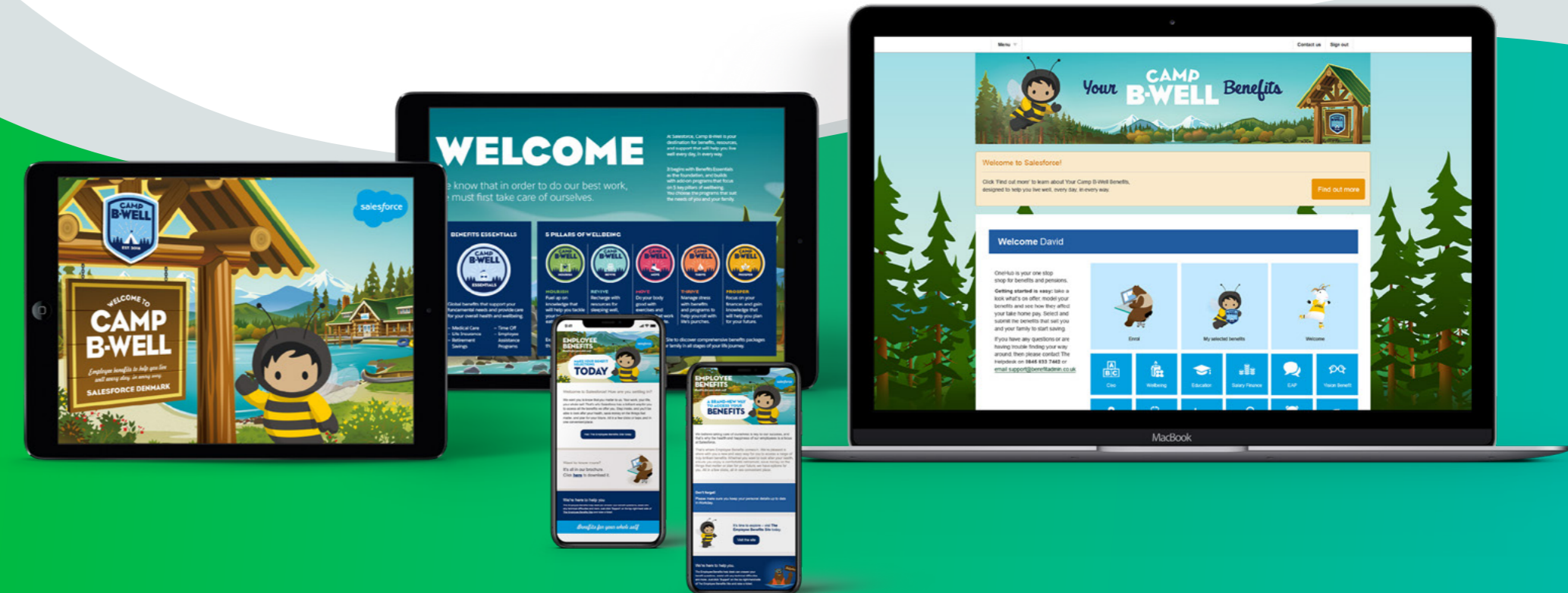
“We created a lot of buzz around our new platform launch, which naturally led our employees to search the new site, but to help affirm this, we simultaneously retired the intranet site; it became a single page that pointed people to the platform. Then, we streamlined the internal knowledge database. It still had the high-level overview of superannuation, but it directed employees to the new platform. We just took every opportunity to nudge employees towards the new platform and gradually change that behaviour.”

How did you approach a global benefits brand?

“With a lot of mobility between APAC territories, we wanted to ensure there was a sense of consistency to our benefits branding, to create familiarity when travelling between countries.

The look and feel of the platforms were standardised, but with tweaks according to local flavour. But my favourite way

we brought this to life was through our benefits brochure. It was intended to just be accessible through the benefits platform to get information on the offering, but the document has found many more uses! It’s great for recruitment, and it’s helped employees who have moved between territories to get quick access to key information such as understanding their health insurance. Because it was designed to encourage benefits take-up, the information is easily digestible and engaging, which has been a great hit with our people!”





What results did you achieve?

“With the platform launch, we found another big change was in how employees raised tickets. We had been using the internal knowledge database for this, but as we launched the platform, employees found that the answers to their questions were built into the benefits pages. They immediately became used to the self-serve aspect of the platform, and were checking FAQs before raising tickets. We saw a great reduction in the number of cases being raised as our employees were empowered to help themselves.

“We’d said at the outset that our key metric would be the number of cases coming to the support team. As we migrated to the new technology, would we see more case numbers? Or would the ‘one stop shop’ approach help reduce the number of cases coming in? Of course, the case numbers reduced! Our second metric was the background processes. Every week there would be a new challenge – payroll, finances, technology, reporting etc. For us, it was important to see that once we migrated, those processes worked smoothly, which they did. We also paid attention to whether we were getting any poor feedback from vendors who had integrated with the platform, which we didn’t.



“Overall, our launch in Australia, Singapore, and Thailand was hugely successful. I think that, because we always brought everything back to the employee experience and the user’s journey with the technology, our new system was always going to be a hit. Rolling out a global benefits platform in many territories is complex without a doubt, but when it’s an intuitive system that’s designed for both employees and admins, you can’t really miss!”

Salesforce, thank you for being part of the Benefex story!



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