



HR transformation in the age of AI:

Redefining the benefits function for agility and impact

As organizations accelerate into a more intelligent, data-driven era, Human Resources (HR) – and notably the benefits function – is also undergoing a profound transformation. Perception is shifting; from HR and benefits as an operational cost center, to it's true purpose as a strategic enabler of business performance.

At the center of this shift lies the benefits function, which is expected to evolve from traditional plan administration towards a new operating model built on intelligence, analytics and action.

This evolution is now possible – thanks to the advent of Artificial Intelligence. HR and benefits operations are set to be transformed through simplification, automation, and digitization – and this business transformation is going to be enabled 'as a consequence of AI platforms like Origin coming to market.'¹

The evolution of HR transformation

HR transformation refers to the strategic redesign of the HR operating model, processes, and technologies to better align with organizational objectives, improve employee experience, and increase operational efficiency.

In recent years, the transformation journey typically moves HR from being:



And an HR transformation strategy usually includes one or more of these core components:

- **Process redesign**
 - Simplifying and standardizing workflows across the organization.
- **Technology enablement**
 - Implementing technology systems to drive collaboration, automation and efficiency.

¹ Thomas Otter, 'Conversations with Chris'



- **Talent strategy**
 - Redefining recruitment, upskilling, and workforce planning around future required skills, including using technology and AI efficiently.
- **Culture and change management**
 - Enabling and championing the adoption of new practices and digital tools.
- **Operating model redesign**
 - Moving toward Shared Services, Centers of Excellence (CoEs), and business partner structures.

And the benefits function is not alone in this broader HR evolution: in today's environment, a transformed benefits function is required to be data-driven, digitally enabled, globally aligned, and employee-centric.

As part of this evolution, we have recently observed a few emerging innovations transforming the benefits function, such as:

1. Hyper-personalization of the employee experience

Technology has shifted from the 'one-size fits all' approach to a more personalized and curated employee journey; whether that's through onboarding, career growth & learning, or access to relevant benefits.

2. Simplification, automation, and technology enablement

The path to simplification lies in rethinking end-to-end processes through automation, self-service, and integrated systems. This has supported the HR Transformation shift from being solely about the employee experience to now encompassing cost reduction and productivity gains within the HR function.

Technology, including AI and analytics, is foundational to HR Transformation. This was highlighted in our recent [Benefits Intelligence research report](#). We found that nearly four in five HR and Reward professionals (79%) report using AI to enable predictive insights, personalization, and continuous feedback.

3. Centers of Excellence (CoE) and Shared Services model

Mature HR organizations are increasingly splitting the benefits function across two complementary structures: Centers of Excellence (CoEs) and HR Shared Services (HRSS). The aim of this approach is to balance strategy with execution and to allow them to scale, standardize and elevate HR and benefits delivery.



In these organizations, the CoE is used as the strategic HR engine – where subject-matter experts design best practices and guide enterprise-wide programs. Meanwhile, Shared Services acts as the operational engine, handling high-volume tasks like employee inquiries, required benefits support, and transactional and operational aspects.

Organizations adopting this model report a significant reduction (up to 40%) in administrative costs, an increase in HR business partners' capacity to focus on strategic initiatives, and a much stronger governance and risk management framework.

The critical success factors for such a major operating model change include:

- ✓ Clear role definition and governance
- ✓ Standardized and efficient processes
- ✓ Technology enablement
- ✓ High-quality knowledge management
- ✓ Strong partnership and collaboration across functions

How Origin enables HR and benefits transformation



I had an interesting conversation a couple of weeks ago with someone who leads HR Transformation as a consultant for very large organizations. And he got very excited about what you're doing because of the speed of impact of what Origin's achieving, versus many of these transformation programs. He was suggesting that it's a way that HR can demonstrate how AI can lead change and prove the impact of that change, which gives a win to then be supportive for other projects... because you've actually shown the power of AI to deliver ROI, and save the organization money.

– Thomas Otter, General Partner at Acadian Ventures

Origin can be impactful in many facets of an HR transformation project, including:

1. Creating a best-in-class benefits function

Origin ensures that benefit teams – whether local, regional, or global – are equipped to deliver on their day-to-day work with accuracy and efficiency.



By providing a centralized, accessible, authoritative source of truth for benefits knowledge and expertise – with instant access to all policies, plans, and vendors across all countries – Origin considerably reduces manual admin. This alleviates firefighting efforts so teams can, instead, focus on strategic work. It also supports a seamless transition to a new benefits operating model, such as a foundation for the creation of CoE and HR Shared Services.

2. Technology enablement

Origin enables technology transformation by giving HR and Benefits teams a single, intelligent platform that replaces manual, fragmented processes with AI-driven visibility and control. Teams are given the technology infrastructure to operate strategically and efficiently.

Acting as a system of record, insight, and action, Origin centralizes all global benefits data, automates workflows, and delivers real-time intelligence through Cuido™, the world's first Artificial Benefits Intelligence. Origin fits seamlessly within existing HR ecosystems; it is not meant to replace your tech stack, but to make everything work better by providing the connective insights that were previously missing.

Origin eliminates reliance on spreadsheets and legacy tools and provides a clean data foundation. This empowers teams to make data-driven, strategic decisions that link benefits investment to measurable business outcomes.

In short, Origin turns disconnected data and complexity into connected intelligence for confident action. This helps organizations modernize how benefits are managed, governed, and optimized, while providing the necessary support required for strategic initiatives such as benefits admin platform implementations, M&As, risk financing strategies, and the implementation of global minimum standards.

3. Continuous optimization

Origin enables continuous optimization by providing full visibility, intelligence, and control over an organization's global benefits landscape. Through Cuido™, Origin identifies duplication and hidden costs across plans, vendors, and geographies, providing actionable insights to reduce spend, improve design, and enhance performance.



Automated workflows for renewals, reviews, and vendor management ensure benefits remain strategically aligned and cost-effective, while support for scenario modelling helps leaders forecast the impact of change before acting. The impact is measurable: one Origin client saved \$1.2M across 18 markets by streamlining their programs.

In essence, Origin transforms benefits optimization from a manual, reactive task into an intelligent, data-driven process that maximizes value and efficiency across the organization.

In conclusion

The next generation of HR Transformation demands a technology-first, human-centered approach that connects data, systems, and people into a unified ecosystem.

HR leaders are in a great position to lead this critical business transformation and build bridges between Finance, IT, and Legal, for example, to make this happen. After all, employees are the common denominator for all those departments.

When companies are just planning to use Copilot or add a chatbot and call it technology transformation, they fall short. To be successful in their journey, companies also need to be ready to overhaul their processes and ways of working, using AI and technology as an enabler of a more structural change.