



How FUJIFILM Healthcare Europe transformed its European payroll systems

From a disparate network to one cohesive, aligned outcome

Formally Hitachi Medical Systems Europe, and recently acquired as part of a global expansion plan, FUJIFILM Healthcare Europe is dedicated to supporting healthcare professionals with diagnostic medical imaging solutions. The company is focused on building technologies for the early identification of cancer, including ultrasound and MRI/CT devices. Its innovative human-centric designs focus on customers' needs, as well as on the wellbeing of their patients.

With over 300 employees located across ten different countries, FUJIFILM Healthcare knows first-hand the benefits of standardised European payroll and the role it plays in upholding fairness and transparency across an organisation.

Take a new look at pay

At FUJIFILM Healthcare, for now, payroll is still very much an operational deliverable. However with a more streamlined, expert approach, the HR team of six can effectively look after the payroll of 300 employees and using the unified system and the knowledge-base that sits behind it, FUJIFILM Healthcare can start focusing on a wider HCM compensation strategy within a rapidly expanding business.

Mandy Muller
Head of HR Europe



Quick facts

 **Company:** FUJIFILM Healthcare Europe

 **Headquarters:** Switzerland

 **Industry:** Diagnostic medical imaging solutions

 **Employees:** +300

 **Product:** ADP Celergo®

Learn more about
FUJIFILM Healthcare Europe
at hce.fujifilm.com

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We made a decision to move forward with a single vendor for a fully managed, European integrated HCM solution that seamlessly combines our core HR solutions and ADP owned solutions, while benefitting from ADP's service and support.

Mandy Muller
Head of HR Europe

The challenges

Prior to adopting ADP® solutions, FUJIFILM Healthcare had no existing HR database, but Head of HR Europe, Mandy Muller, knew that this needed to change. HR actions were managed locally, often by a finance person, and tended to be transactional rather than employee centric. Payroll was hyper-localised and was covered by a number of external providers, often a small accounting firm. In 2018, a decision was made to outsource most of finance, and as a result, payroll needed to be taken over by Mandy and HR.

Mandy observed that, "there was a lack of process and a lack of consistency. My role is centred around putting people back into the business, ensuring transparency, and that everyone is treated fairly, and we needed one centralised system to do that."

In 2020 when undertaking the annual salary review process, for the first time the local inconsistencies were immediately clear. With a multitude of packages and benefits existing across regions, the team pushed to have genuine clarity across all of payroll. By adopting one unified system, ADP Celergo, the team would now be able to introduce a benefits program that could be controlled centrally and avoid local level interpretation, so that employees in all regions were being remunerated equitably.

The solution

With the Swiss and Italian local teams already using ADP solutions, it made sense to make the switch for the entire European Healthcare division. The company needed a solution that wasn't going to be a piecemeal approach and would comprehensively cover all locations, which is what drew the team to ADP's Celergo offering. With a European payroll solution, FUJIFILM could do away with the decentralised, disparate systems of the past.

Mandy Muller is the first to admit that the implementation process was not all smooth sailing, and both teams struggled to communicate during the process. Although the implementation was challenging, Mandy noted that her feedback about the process was taken onboard for the implementation process for iHCM, FUJIFILM's current HCM project, and the fact that she is a vocal advocate for the benefits of ADP's solutions speaks for itself.

The results

Adopting ADP Celergo created one standardised payroll system for FUJIFILM Healthcare, preventing local interpretations and inconsistencies across regions. The solution has freed-up valuable time and resources, and processes are more streamlined with the addition of one dedicated payroll manager rather than multiple teams.



"We didn't want a decentralised model — when you have a payroll manager looking after 50–100 people, they are probably doing it alongside other responsibilities. By choosing a third-party like ADP we always have best in class payroll, we've moved away from challenges and mistakes, and I now have one payroll manager running nine out of the ten payrolls."

Payroll has been at the forefront of FUJIFILM Healthcare's HR change and the beginnings of a proper HCM system. As Mandy notes, payroll is no longer the burden it used to be, and with standard, uniform reporting everything is straightforward and clear. Celergo has removed the challenges of payroll, and everything from audits to benefits is seamless, both for managers and employees. For employees, the payroll upgrade was faultless, and the self-service system for payslips is a real asset.

ADP's solutions have given Mandy's HR team a stronger ability to influence decisions and have created greater consistency. One of the most important outcomes has been the unification of the Europe-wide business, "Where before each country felt separated from the core business in their own operations, the unified rewards systems has helped employees feel like one pan-European team. Although we have a local presence in all our regions, we are most successful when we are working as one unit."

With a structured, uniform payroll system, FUJIFILM Healthcare has used payroll as the catalyst to create a strong HR systems foundation. The company is excited to get iHCM up and running, and give the team the opportunity to focus on the people strategy.

ADP worked alongside us throughout the implementation project, took the time to learn about our business needs, and introduced a new HR portal that provided benefits to the HR team and employees alike. If you're looking for a multi-country solution and want the consistency that goes with it, then Celergo can provide what you need.

Mandy Muller
Head of HR Europe



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