Infosys®

Analysts & Advisors Meet

September 1 - 2, 2020

# Being Resilient.

## That's Live Enterprise.

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# Accelerate Business Process Automation


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Sep 2020

Being Resilient.
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# Reimagining BPM:

## Digital Technology, Inclusive Humanware & Innovative Models

**Digital Customers**

**Digital Ecosystems**
[Production & Consumption]

**Digital Envelopes**

Courtesy: Prof Mohan Subramaniam

# Reimagining BPM @Infosys BPM

## Digital + Humanware = significant shift from efficiency to business value & resiliency

### TECHNOLOGY

**72%**

Engagements covered

**23%**

Average productivity benefits

**3200+**

Digital workers

**97%**

Bots seamlessly functioned during the new COVID scenario

### HUMANWARE

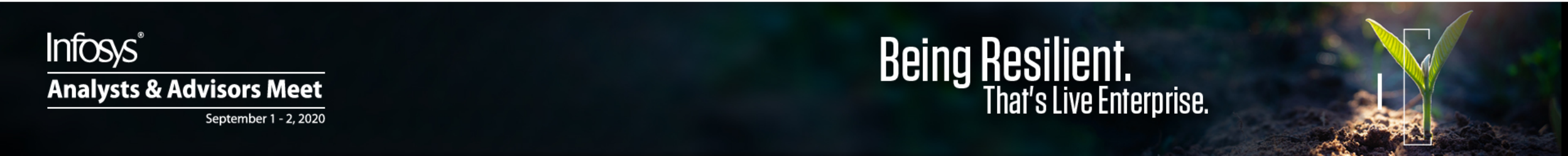
**8000+**

Associates reskilled through structured education program to amplify focus on efficiency and quality

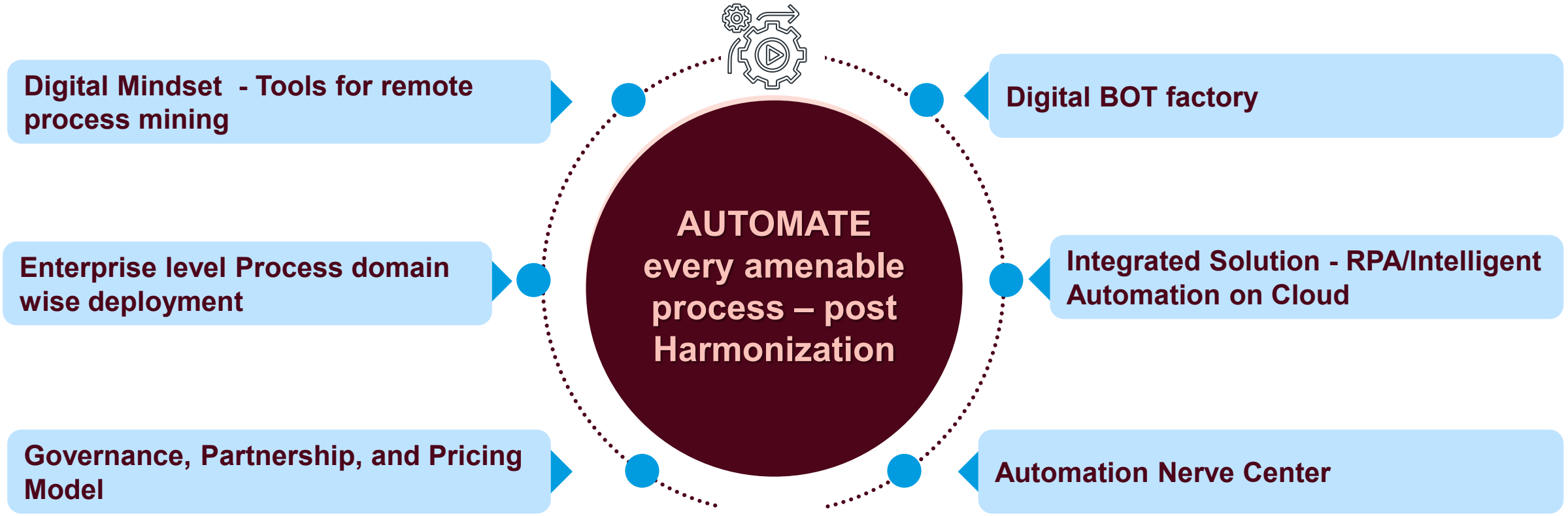
### INNOVATIVE MODELS

Hybrid models – humanware + distributed virtual ODCs + Gig + Process Automation

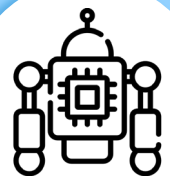




# Levers for Accelerating Business Process Automation



# Infosys BPM and Royal Philips Started Automation Journey in Philips Finance Function 3 Years Back By Investing In AssistEdge RPA Platform



**550+**
AssistEdge RPA bots

PHILIPS

Spread globally across
**6 regions**

**Royal Philips** is a leading health technology company focused on improving people's health and enabling better outcomes across the health continuum from healthy living and prevention, to diagnosis, treatment and home care. Infosys has over 1400 FTEs managing Finance and Accounting (F&A) processes

# How did the Automation program get conceptualized in Philips Finance?

**Philips Finance Hoshin Strategy –**
1 Million Hours savings in Finance Operations over 3 years

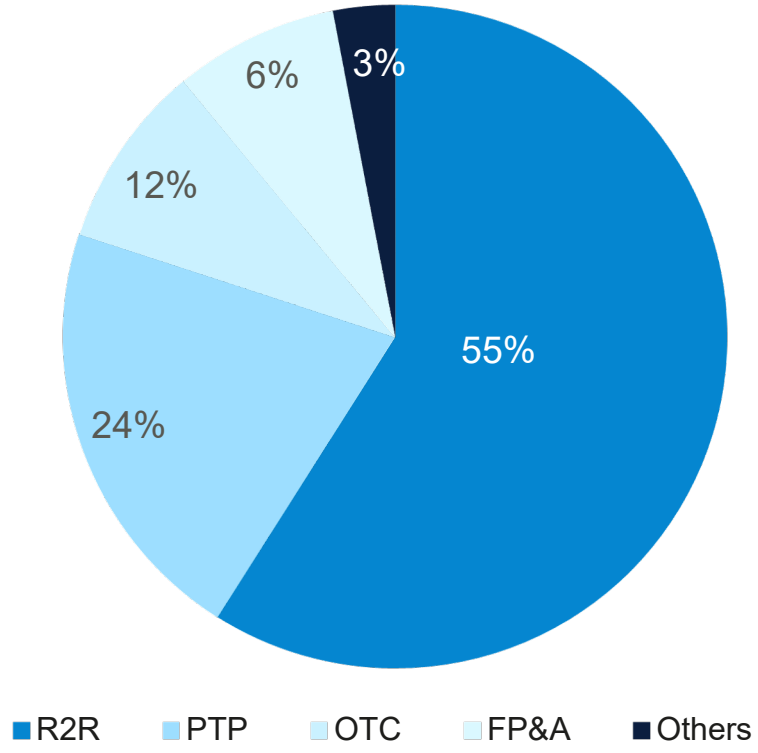
**Centralized Location Strategy**
Centralize BPM Operations. Program initiated with EdgeVerve and Infosys BPM in 2017 with an ambitious target

**Culture Embedment**
Embedding Hoshin improvement culture within the program team

**End-to-End Automation**
Achieve enterprise automation across Finance domain

# How was the Automation program executed at Philips Finance?

## Savings Across domains




### Long Term Investment

Strong partnership between Royal Philips, EdgeVerve (AssistEdge) and Infosys BPM to realize the Philips Hoshin Strategy

### Formal Design Principles

Adopt **ESSA lens** (Eliminate, Simplify, Standardize, Automate). Leverage SAP runbook capabilities. Harmonize strategic use cases across market

### Program Governance

Implementation of a structured governance program to deliver on planned objectives

### Center Of Excellence

Implemented across finance function to automate P2P, O2C, R2R, FP&A. Special focus on R2R, driven with a CoE approach

# Challenging program with complex processes

- Multiple Handoffs
- 400+ Business Entities
- Error-Prone Manual tasks
- Ad-hoc Intervention
- **COVID-19 Outbreak**
- Multiple ERPs
- Massive Scale
- Process Efficiency
- Early Adaptor

# Philips Finance Automation Program Highlights

**400+**
FTE SAVINGS DELIVERED
(800K+ PERSON HOURS)

**€24.5 M**
BUSINESS BENEFITS
5 YEAR PERIOD

**24%**
PRODUCTIVITY IMPROVEMENT
70% AUTOMATION; 30% CONTINOUS IMPROVEMENT

**300+**
USECASES

**550**
BOTS LIVE
PEAK BOTS IN FLOOR

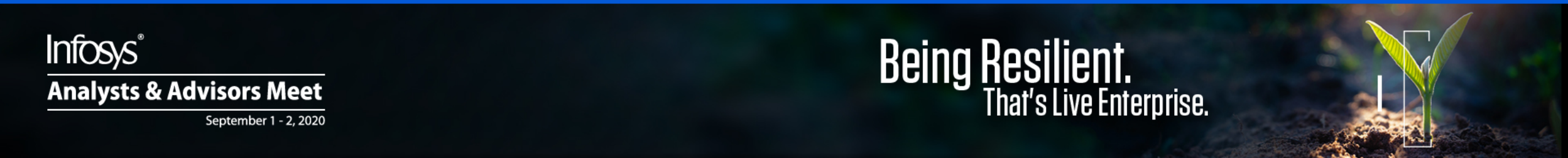
**73%**
PROCESSES STANDARDIZED

BOTS ON DEMAND - 110 AssistEdge RPA Bots runs *concurrently* managing RTR month end reconciliation for 400 + company codes between WD 2 and WD 4

# Org Change Management for Success of Enterprise RPA rollouts

| | | | |
|---|---|---|---|
| Philips Sponsorship – Hoshin Target, Bandwidth Allocation (SMEs/IT) | Aspirational Target | Vision document – SME Ownership | ESSA* Model for Opportunity Identification * (Eliminate, Simplify, Standardize, Automate) |
| **Operations Process Expertise** | | **Stable RPA Platform** | |
| 4 Tier Governance Model with Fortnightly SteerCo with Client Sponsor | Flexible Cloud Infra – 30% Leverage on Infra | Factory based Implementation Approach | BOT Operations Command Center |

# 3 Key Takeaways:

- **Organizational Change Management** - readiness / level of preparedness for automation to succeed
- **Humanware**: human element to integrate with automation
- **Augment & Amplify business value** – automation is *not* a substitute for humanware

# THANK YOU