



## MILLION-DOLLAR SMILES, THANKS TO MILLION HOURS' SAVINGS

### Summary

When the VP Finance of a global health technology giant decided to go with one of the largest RPA programs in the world, it not only enhanced efficiencies, but also gained benefits worth over €24 Mn, while achieving an aspirational target of 1 million person-hours savings.



## The harmonization imperative

In early 2018, Robin Fuller, the VP Finance for a global health technology giant, was losing sleep thinking of how to get the best outcomes from his legacy processes, which lacked harmony and standardization.

Being part of senior leadership, Robin was responsible for a massive operational scale involving 110 processes spread across 400 business entities across 5 regions spanning the globe. To add to that, the operations involved a mammoth headcount and due to legacy systems, many of the processes were error-prone and required

human interventions. Robin struggled to maintain accuracy and consistency across his operations and lacked a centralized, harmonized, and standardized operating approach, with each region working in its own way. Further, there were also increasing dependencies on local markets for information. These issues hampered key aspects of Robin's work such as controllership, closing and reporting, and the ability to respond to queries efficiently and effectively.

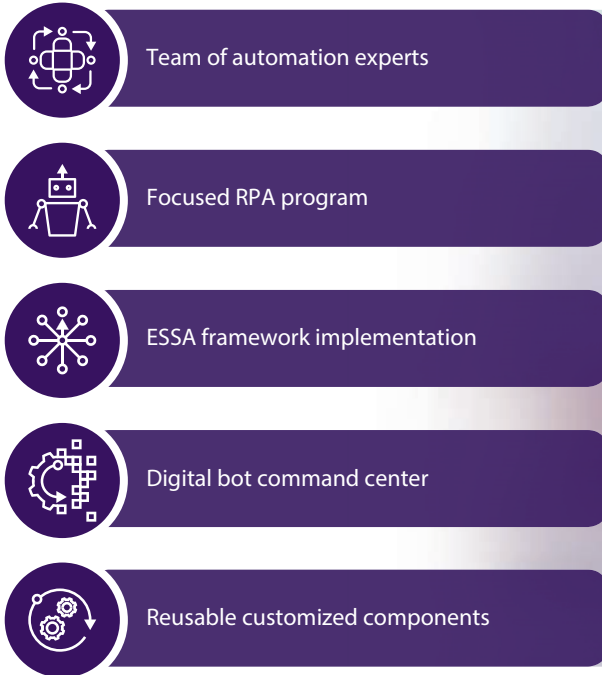
Robin realized that if he could resolve

these challenges, not only could he have smooth and streamlined operations, but the organization could also benefit from a substantial reduction in FTEs. With this in mind, Robin and other senior leaders also saw an aspirational opportunity – which later became an imperative – of reducing 500 FTEs and saving 1 million person-hours. Due to the lack of required in-house expertise to see this through at that stage, Robin was worried and feared for his organization's ability to achieve these objectives.

## Rays of sunshine

Robin's organization had been in a decade-long partnership with Infosys BPM, who had been playing a consultative role in their transformation, besides taking end-to-end ownership of their KPIs over the years. Robin was fully aware of this trusted partner's strengths and capabilities, as he himself had been actively collaborating with them for a long time. So, he quickly reached out to his key point of contact at Infosys BPM, Jimmy Rogers.

### Approach summary



Once Robin had shared his concerns, Jimmy touched base with his internal teams to figure out how best they could leverage their past experience and expertise to address this scenario. Robin and Jimmy then extensively brainstormed together with their teams to figure out the best way forward. They decided to take a robotics process automation (RPA) based approach, and a milestone-based plan was prepared accordingly – keeping in mind that the strategic imperatives were to reduce headcount and save person-hours. Though Robin had some initial concerns about taking the RPA route, Jimmy assured him that the potential benefits would far outweigh any likely challenges.

Given the targets were quite ambitious, Jimmy had to ensure that he formed an operations team of only the best automation experts. - He soon realized that the team setup would initially require

more time than was anticipated, due to the nuances and intricacies involved. Jimmy accordingly requested for an extension in timelines, which Robin agreed to, and they built it into the plan appropriately. Also, given the complexity of the program, it was imperative for Robin and Jimmy to have a robust governance structure across the 2 organizations, with key stakeholders from both sides collaborating and consistently learning on the go.

Before they could start working on the RPA program, they realized that Robin would not gain the aspired benefits if the team used automation straightaway, given the vast, manual, and non-standardized operations. To avoid any future challenges, Jimmy suggested implementing an ESSA (eliminate, simplify, standardize, automate) framework. The team first had to properly understand the variations across locations and eliminate them, while ensuring

they covered the maximum number of processes and did away with multiple disjointed systems. The team also helped eliminate non-value adding activities, and then simplified and standardized the processes, before automating them.

Once the ESSA framework was implemented, the team focused on end-to-end automation by designing standardized global processes and leveraged the proprietary Infosys RPA platform, AssistEdge, across key finance functions. They jointly deployed over 550 robots (bots) and implemented a 24x5 digital bot command center to monitor operations and exceptions, to ensure seamless delivery. The team also simplified the implementation processes by designing over 100 reusable and specifically customized components. The best processes were then identified and replicated them across various entities.

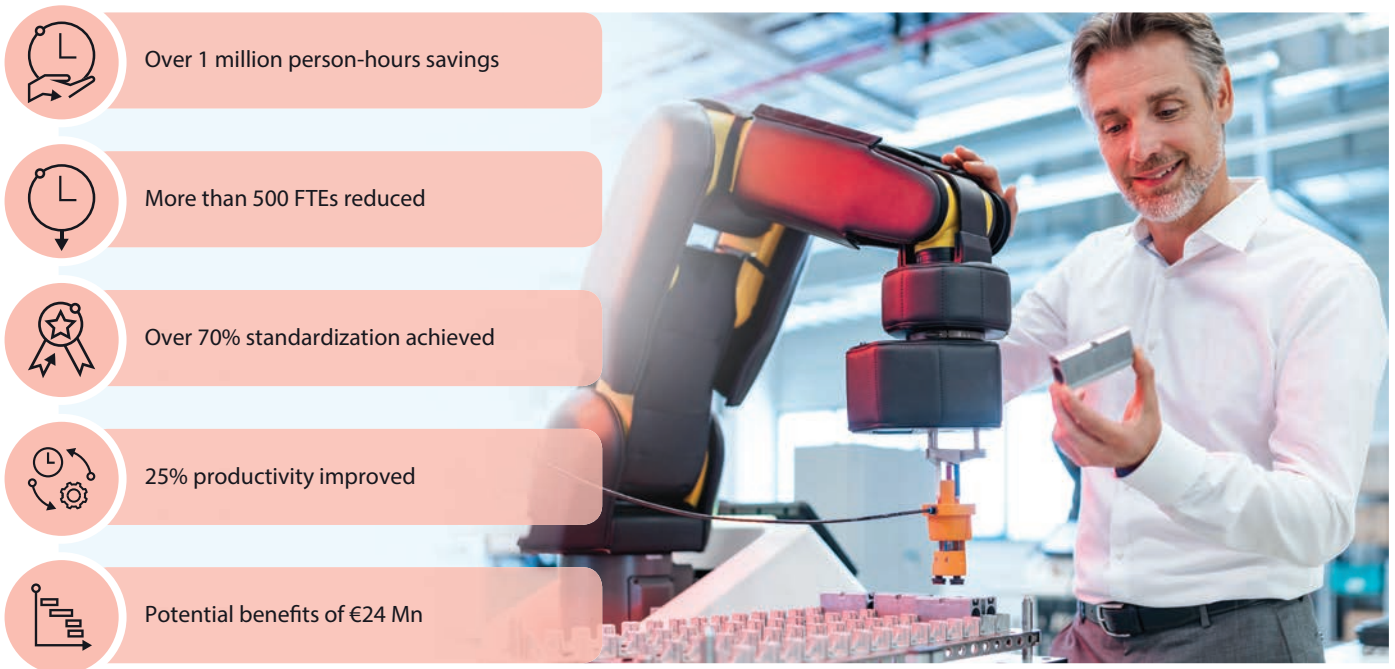
## Sweet dreams, a reality

With over 550 bots working in tandem, Robin and Jimmy had implemented what was considered among the largest RPA programs in the world. Not only did this reduce the headcount by over 500 FTEs, but it also helped Robin to achieve

the aspirational target of saving over 1 million person-hours for his organization. This further helped him achieve over 70% standardization, ensure better controllership with minimum variations, and improve productivity by ~25%,

while also managing compliance, and making changes with minimal manual effort. The icing on the cake was when, as a result of the program, Robin enabled potential benefits of over €24 Mn for his organization.

### Key benefits



Three years on from his initial trepidations, Robin has never been prouder of his professional accomplishments. And why not! He had delivered on an already aspirational target, while also achieving way beyond, earning a sound and good night's sleep. As a result of this program's impact, Robin also got multiple invitations to share his successful experiences across prestigious industry forums. With benefits worth millions and exceptional person-hours savings, Robin had succeeded in converting the stuff of dreams into reality.

*\*Names have been altered to preserve privacy of the people involved.*

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