



MOVE ON ... BUSY BOTS AT WORK HERE!

Abstract

When Scott Mulder, the global head of operations for a global healthcare company, wanted to digitise the finance function, Infosys BPM, which was the existing vendor, stepped in and implemented automation to deliver business benefits of €21 million over a five-year period.

Buzzing in the changes

Scott handled the global operations for the company. With industries worldwide focusing on automating every function, Scott felt that the time was ripe to transform the finance function into an automation-driven one instead of a manual workforce. However, as he began working on a plan, he noticed that the transformational path wasn't going to be an easy one because he was aiming at taking the leap towards the next generation

of shared service model using digital interventions through RPA solutions.

Scott faced several roadblocks in transforming the processes as well as in implementing such a mammoth exercise. Since the finance function had complex processes with multiple handoffs, Scott's team lacked expertise in terms of technological know-how. The team's focus on manual tasks meant that the entire

process was error prone and demanded ad hoc technological intervention. The processes were massive in scale with multiple ERPs, which included several platforms such as Blackline, SAP S/4 Hana, SharePoint, etc., as well as non-standardisation of tasks. Additionally, Scott was unable to scale up the overall processes, with no value addition in the services rendered to the company's clients.

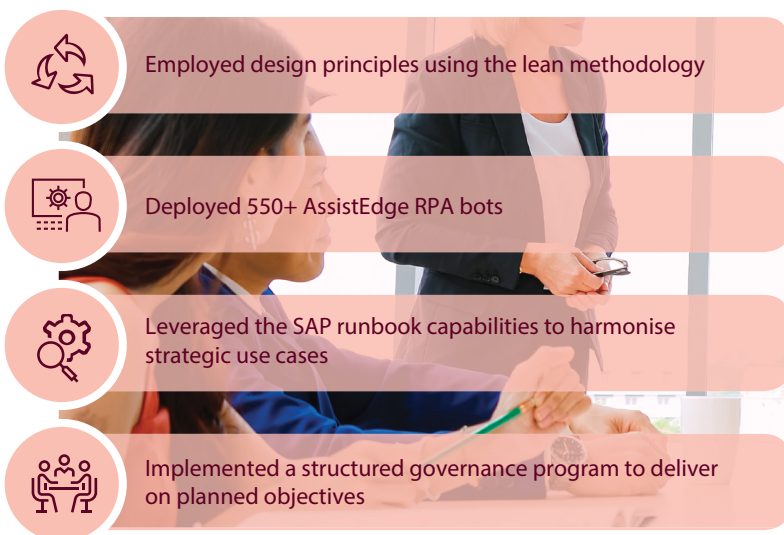
The wave of automation

Since the in-house team lacked the capabilities to implement a company-wide digital transformation, Scott began seeking out external vendors. Infosys BPM was already the outsourcing partner for several years, and Scott had no hesitation

in choosing the vendor. Scott discussed the plan with them, as the Infosys BPM team already possessed process-level understanding of Scott's operations. Sam Collins, the Infosys BPM representative, submitted the automation proposal and

an implementation roadmap to Scott and his team to decide on the feasibility of the project. Scott wanted to leverage the strong partnership and relationship with Infosys BPM to deliver enterprise automation across the finance domain.

Approach summary



Since the process involved large-scale transformation, Sam employed formal design principles using the ESSA (Eliminate, Simplify, Standardise, Automate) lens. Then, he leveraged the SAP runbook capabilities to harmonise strategic use cases across

market. The runbook functionality supports month-end activities in automatic/semi-automatic way and manual approach as a task scheduler. As a next step, Sam implemented a structured governance program to deliver planned objectives on

time, which involved identifying manual activities that can be automated either via a bot or a runbook.

Sam also leveraged the Infosys BPM Finance Center of Excellence across the finance function to automate procure to

pay, order to cash, record to report, and revenue accounting functions. The only major concern for Scott was whether the entire project would adhere to the

timelines. To assuage Scott's concerns, Sam formed a project team, which consisted of members from Infosys BPM as well as from Scott's team. This team planned the

entire project and proposed a timeline for completion, in addition to tracking the project status regularly.



Bring on the confetti

Sam and his team deployed 550+ AssistEdge RPA bots, which eliminated 321 FTEs and delivered business benefits of €21 million over a five-year period. The team also standardised processes to 73%, which

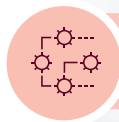
refers to the quantum of standardisation completed for the identified efforts for the overall automation project, with a 'always-on' digital workforce and 100% coverage. Around 400+ business entities,

which refer to the organisational reporting units of the client, were covered during the quarter-end book close. Additionally, the team managed to save 640,000 man-hours through digital intervention.

Key Benefits



Delivered business benefits of €21.1 million over a five-year period



Standardised processes to 73%



Saved 640,000 man-hours through digital intervention



Apart from digital interventions, Sam implemented touchless automation as well as standardised and simplified process across the company's global locations, eliminating 15,000 man-hours per annum, with 72% reduction in AHT. Although AHT was not part of the mandate, the efforts by Sam and his team resulted in reduction of AHT.

Around 110 AssistEdge RPA bots ran concurrently to manage SAP and BCS reconciliation for 400+ company codes

between WD 2 and WD 4. BCS is Business Consolidation Tool, which is used to report the financials, including balance sheet and P&L reporting. Each transaction was completed in less than 20 minutes, which eliminated 21,000 hours per annum and included on-demand scaling of Azure Infra for a two-day peak load. Azure Infra provides temporary increase in the number of bots and other automation support required to manage the peak load during the month end.

To smoothen the revenue accounting process, oversight bots eliminated the need for human intervention, including 21 AssistEdge RPA bots to check on all data postings on SAP, saving 78,000 hours per annum. The project undertaken by Infosys BPM not only helped in enhancing the partnership between the client, but the project was presented as a 'success story' in external forums by Infosys BPM CEO and the client's Chief Accounting Officer.

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

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