RELEASING BOTTLED-UP EFFICIENCIES WITH BOTS

Abstract

Mathew Hudson, a Global Business Services Lead at a global CPG giant, was looking to address the lack of efficiencies in his ordering and fulfilment processes. When Infosys BPM suggested automation as a solution, Mathew got on board with the plan, to soon realize an astounding ~50% jump in his delivery center's productivity.

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When protracted ordering begins to hurt

Mathew Hudson is the Global Business Services Lead for one of the world's largest consumer goods firms. Headquartered in the US, the CPG giant specializes in personal care, personal health, and hygiene products, and is active in over 180 countries. As part of his role, Mathew is responsible for creating digitized, customer-centric process flows across geographies and functions.

Some time ago, Mathew had turned his attention to his centralized delivery model for the sales and fulfillment function. The service line was experiencing long turnaround times for processing orders leading to delays in order deliveries. Analyzing the problem, Mathew realized that the amount of manual processing in the delivery center which had introduced

a lot of human error, was the key reason. The delivery center's lack of ability to meet its service level agreements, meant not only longer lead times to implement go-to-market strategies but also loss of business and revenues due to dissatisfied customers.

The answer lies in bots

For help with his challenges, Mathew turned to Infosys BPM, his service provider of business process management since 2008. He explained to Alan Daniels, who was leading the Infosys BPM team, how he not only wanted to transform the sales and fulfillment processes for greater efficiency, but also wanted an order tracking mechanism implemented which would reveal further opportunities to improve the processes.

Because of the lack of data insights, the areas for improvement were not immediately clear and Alan assigned a team to study the challenges in the fulfillment processes in detail. This team came back with several findings. The processes were extremely fragmented, with individual markets across the globe having multiple process variations for numerous transactions, multiple touch

points, and multiple approvals needed, all of them contributing to an overall lack of clarity. Another factor contributing to process delays was the glaring lack of technology adoption within processes which led to delays in regular process communications.

Approach summary

Deep dive discovery

Automation Anywhere platform

Tactical automation solutions

Power Apps-driven self-help portal

ServiceNow driven workflow management

With the scale of the challenges now clear, Alan recommended implementing automation at scale and Mathew was on board with this approach to transformation. However, he had some concerns around the high cost and implementation time that would be required for the bots and the supporting infrastructure, and whether bot outages would have any impact on revenues. But after Alan showcased the detailed benefits that the project would deliver, Mathew was convinced and gave the go ahead, specifying only that the bots should have the capability to scale up and handle any spikes in order volumes.

On receiving the green signal, the team first selected several areas of operations for the transformation, such as the processes relating to the company's high frequency store (HFS), Middle East and Africa (MEA) operations, and the canteen store department (CSD). Initially, during the requirements gathering phase, there were some incorrect assumptions and some misunderstandings among the stakeholders regarding the project. However, the Infosys BPM business analysts bridged these gaps by documenting the requirements, sending them for review to multiple subject matter experts, and cross verifying all the assumptions. Then, the team completely automated the identified processes using a blend of Automation Anywhere – a leading RPA solution provider, and other tactical automation solutions, to reduce the process complexity as well as the manual effort involved. The team also created a self-help portal for customers to track their orders and raise issues, using Power Apps and a ServiceNow-based workflow management.

The project was not without its fair share of challenges, including multiple change requests relating to frequently changing processes, and unplanned server-related patch updates by the technology group of the company which affected the smooth execution of the bots. However, Alan deftly navigated around these potential roadblocks, relying on Mathews unflinching support and buy in, to ultimately deliver on the project successfully.

And how the bots delivered!

The robust solution developed by Alan and his team transformed the global sales and fulfillment processes of the company. The new automated system offered the flexibility to add and seamlessly onboard new customers without any noticeable change in the process, and within the areas of scope — MEA, HFS, and CSD processes — the orders are now being processed within the SLA metrics with 100% accuracy.
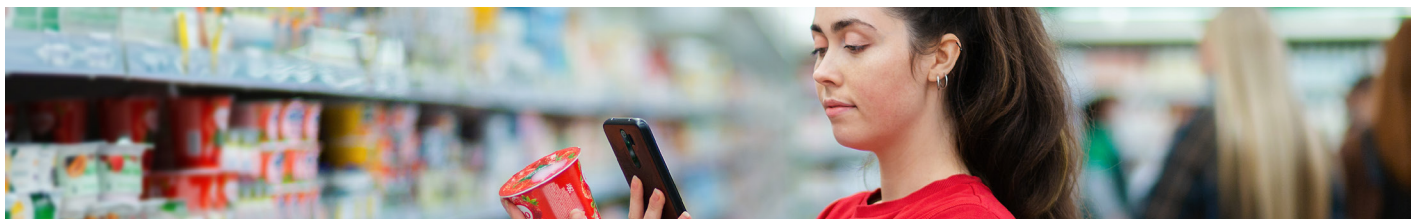
Key benefits

- Seamless new customer onboarding
- 100% accuracy on SLAs
- 40-50% scaling up capabilities
- 48% productivity gains

Also, with the system's bots designed to scale up, they can accommodate an additional 40-50% of the existing volume. This has greatly benefitted Mathew who was able to get the work done during spikes in volumes without having to hire any additional resources. And thus, RPA increased the productivity of Mathew's global delivery center by 48% overall. Further with the orders now being tracked through ServiceNow there are further opportunities to enhance the productivity even further. Now that's what some would term, unbottling the efficiencies!

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

For more information, contact infosysbpm@infosys.com

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