



CASE STUDY

Going Lean, Going for the Gold

How a partnership approach is ensuring that a leading gold producer achieves operational excellence and over USD160 million in projected cost savings



SUMMARY

A leading gold mining company embarked on a journey to transform its Source-to-Pay operations through carefully considered partnerships. Their target was to reduce costs, drive productivity improvements, and improve the overall Source-to-Pay operations. Infosys fulfilled their need for a tailored solution, a trusted partner with deep understanding of the process and the industry, and unique and innovative approaches. Read on to learn how our 'minimal disruption, maximum value' solution approach, early involvement, and seamless service delivery are set to deliver huge projected cost and productivity benefits for the company in the next five years.

Infosys
be more

EMERGING LEANER AND STRONGER WITH PARTNERSHIP

As commodity prices continue to tumble, mining companies are continually looking for ways to eliminate waste and reduce costs. In fact, cost control and driving productivity improvements have been the major focus areas for the gold mining industry for the past several years now.

As a leading gold mining company, our client set benchmarks for the industry. Its relentless pursuit of productivity improvements gave rise to a strategic imperative – enhance the overall value of its supply chain operations. Consequently, for categories that could be more effectively and efficiently managed, the company decided to utilize the services of a 3rd party service provider for selected processes and technologies across its Source-to-Pay value chain.

With great growth comes greater complexities:

- Reduce total cost of ownership for third-party products and services


- Improve Source-to-Pay procurement operations through adoption of leading practices, proactive and strategic planning, availability of relevant data, and increased spend control
- Reduce the total volume of suppliers by right-sizing and consolidating spend within categories
- Drive efficiency across the Source-to-Pay process by increasingly using standardized processes and technology platforms
- Ensure supplier and user compliance to its supply chain policy, operating requirements, and contracted terms and conditions

The company chose Infosys BPM for its proven category management and mining industry expertise, least disruptive solution which comes with built-in transformation and automation components and upfront full-time equivalent productivity to achieve their strategic goals.




TESTED IN THE TRENCHES: THAT'S DESIGN THINKING IN ACTION

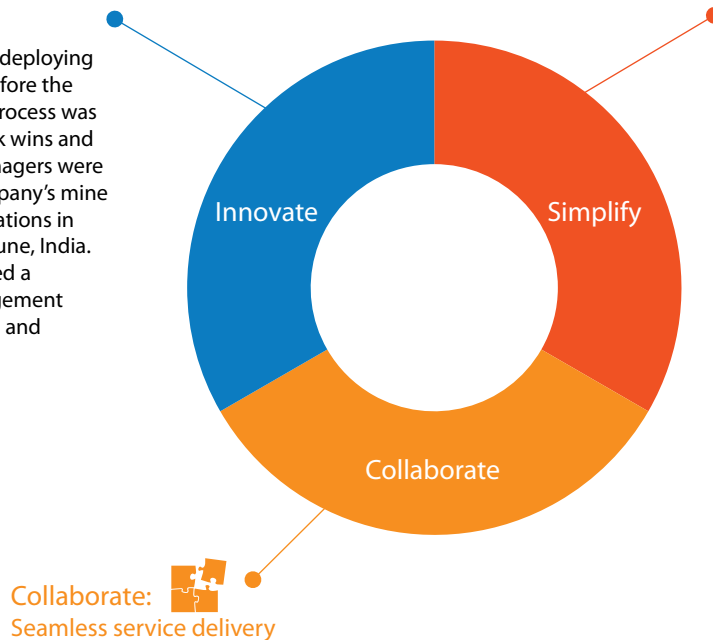
With USD 2 Billion spend under its management, our team had its work cut out to optimize and drive savings. To support the company's strategic needs and priorities, our team designed a solution capable of delivering high value and high return on investment (ROI). The three cornerstones of our solution – simplify, collaborate and innovate – ensured minimal disruption and maximum value delivery throughout the duration of the engagement. The core theme of our solution was spend consolidation, process standardization, and implementation of best in class category management frame work.

Innovate: 
Early involvement and dedicated change management effort

Our team engaged early, deploying category experts even before the overall transition of the process was complete, to deliver quick wins and savings. 29 Category Managers were deployed across the company's mine sites and Infosys BPM locations in Monterrey, Mexico and Pune, India. The team also commenced a dedicated change management effort to ensure a smooth and seamless transition.

Simplify: 
Enhanced user experience, efficiency and spend visibility

Our team implemented and operationalized Ariba across all mine sites to enhance user experience and improve efficiency. The system helped derive process insights which in turn, helped enhance spend classification and visibility.



The team adopted a process-centric 'assembly line' concept for service delivery. This enabled them to rope in process experts, ensure speed of delivery, and ease performance measurement. The team also ensured that best practices were shared and processes benchmarked through the sourcing and procurement center of excellence (S&P CoE). Using a simple but effective hub-spoke-edge model, the team ensured consolidation, local and nearshore presence, and fulfillment of language and onsite needs.

ALL ROADS LEADS TO DELIGHT

Our solution is projected to deliver massive productivity and cost benefits over the five year engagement term. Projected benefits include:

- 30% productivity benefits
- Over USD160 million in realized cost savings
- Productivity improvements driven by Infosys AssistEdge to automate and drive efficiencies

A PARTNER THAT'S READY TO STAY THE COURSE

Serving over 80 clients worldwide with a team of over 2200 S&P experts, Infosys BPM S&P Practice provides profitable solutions through technology-based sourcing & procurement offerings and end-to-end spend management solutions. We provide end-to-end sourcing solutions including category management for the entire Analyze-to-Pay (A2P) business scenarios. Our solutions are proven to deliver hard savings and process efficiency across the Source-to-contract (S2C) and Procure-to-Pay (P2P) processes. Our tools, platforms and frameworks deliver more than USD200 million in savings annually and we manage over USD110 billion spend for clients across direct and indirect categories.



For more information, contact infosysbpm@infosys.com



© 2018 Infosys Limited, Bengaluru, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and/ or any named intellectual property rights holders under this document.

Infosysbpm.com

Stay Connected     SlideShare