



MINING OUT INEFFICIENCIES WITH DIGITAL PROCESS DISCOVERY AND ANALYTICS

Abstract

Head of Global Transformation at a leading multinational conglomerate, Hitoshi Amari was troubled by low productivity levels in his procurement department. With the processes highly fragmented and lacking visibility, Hitoshi called on Infosys BPM to help with digital transformation. This case details how Infosys BPM leveraged task mining tools to implement strategic process optimisation, reducing average task handling times by over 60%, thereby delivering a potential overall productivity increase of ~90% and potential savings worth \$336k.



Lacking efficiency in procurement

Hitoshi Amari, Head of Global Transformation Operations at a leading multinational conglomerate, is responsible for driving its digital transformation initiatives. With the company involved in designing and manufacturing a diverse range of products including electronics, industrial equipment, construction, and machinery, Hitoshi oversees strategic digitisation across areas of the company's key business units to bring about an outsized business impact.

While reviewing the company's business operations from supply chain processing and ordering, to manufacturing and service, Hitoshi noticed that the procurement department was saddled with inconsistencies where close to 100 variations clouded some of the regularly

performed tasks. The fragmented operating structure spawned inefficiencies that were impacting the company's productivity metrics. Moreover, only 14% of the system's routine operations were automated, which led to an increasing reliance on manual intervention, and regular instances of human error further leading to compliance issues. Upon a closer view, Hitoshi also found that different procurement buyers were following different processes to perform their activities like purchase order creation, supplier selection, delivery adherence, and more.

Assessing the situation, Hitoshi soon realised that the procurement department lacked a well-structured approach based on data and quantitative insights.

Soon, he concluded that he needed external professional support from a business technology partner to help him standardise, quantify, and digitally transform the company's procurement processes. Fortunately, he didn't have to look too far for help. The company had already been collaborating with Infosys BPM, on process improvement and digital transformation initiatives. Hitoshi didn't wait long and called on Kenji Mori, the Infosys BPM team lead, to support him along his digital transformation journey. Setting up a series of meetings with Kenji, he discussed the operational problems troubling the company's procurement system and highlighted the need for structural reforms.

Mining the data to bring in the change

With the detailed briefing from Hitoshi, Kenji rounded up his team to analyse the situation and build a strategic action plan for optimal outcomes. After several rounds of discussions, they decided on first quantifying and studying the procurement operations using task mining tools.

So, to commence the digital transformation project, Kenji and the team first set out to observe the process executives and thoroughly understand their current

procurement workflows across two business units. These included the industrial products and equipment system units. This was initially quite challenging since the frontend interfaces of almost all the applications and the ERP's used by procurement personnel were in the Japanese language, and analysing the tasks soon became time consuming.

However, persevering through the challenges, Kenji's team identified 14 tasks

and leveraged Infosys' AssistEdge Discover (an AI-led task mining platform) along with Kibana (an analytics tool) to record the digital footprints of the processes and gain insights into how they were being executed. While Hitoshi was concerned about data security during the task mining operation, Kenji reassured him that AssistEdge Discover's features such as data masking and blacklisting application would resolve his concerns.

Approach summary



Once the task mining was complete, the team organised, cleaned, and normalised the collected data into a consistent format that was ready for analysis. Then, they leveraged the capabilities of AE Discover AI

to generate visual task maps that helped them analyse the flow of each process in detail. They used the maps to identify bottlenecks, ineffective workflows, and process variations introduced by the

procurement personnel. Kenji then led his team to utilise the collected insights for pinpointing all automation and standardisation opportunities.

A whole new era of efficiency

The AI-led task mining revealed actionable insights into how the various tasks were carried out, giving Hitoshi greater visibility into the system.

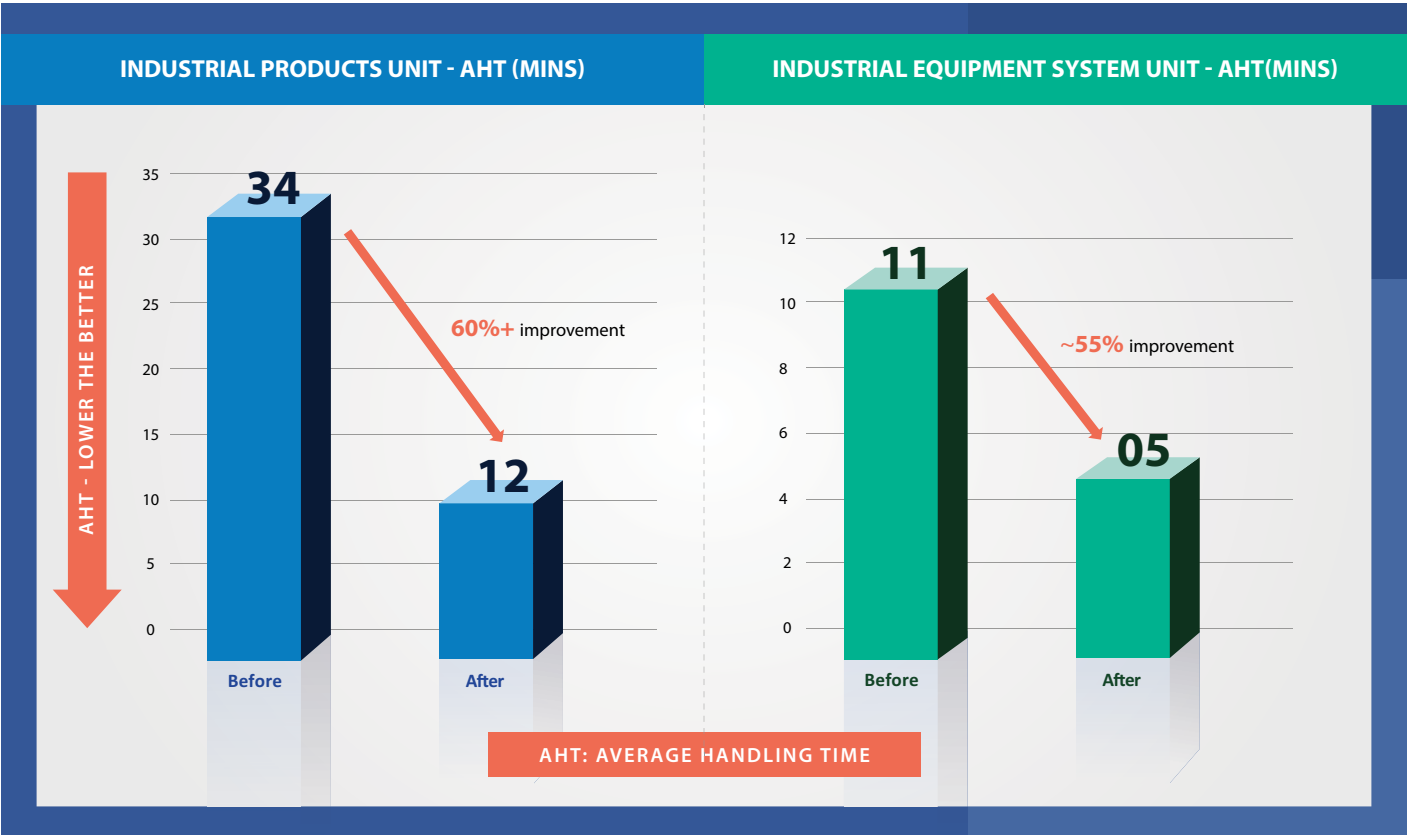
Key benefits



In the industrial products unit, the solution will help reduce the average handle time (AHT) by from 34 minutes to under 12 minutes, improving it by more than

60%. While in the industrial equipment system unit, the same will drop from 11 minutes to just 5 minutes, a reduction of ~55%. Visualising forward, Hitoshi was

delighted with Kenji’s approach promising to potentially increase the productivity by ~90% and rake in potential savings worth \$336k for the conglomerate.



Impressed with the numbers, Hitoshi brought up the project's outcomes in the board meetings, where their efforts were widely appreciated. Not much later, the

company leadership signed on Kenji and his team to extend their digital process discovery solution across two more business units – with the potential to scale

up to the rest of the 44 units across the conglomerate – aiming to get even greater business value.

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

For more information, contact infosysbpm@infosys.com



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