



SMOOTH SAILING THROUGH THE DATA LAKE

Abstract

Matt Cole, the Digital and Insights lead of a large manufacturing organisation, struggled to measure performance in real-time as P2P data existed in silos across locations. With Infosys BPM's data lake approach, he was able to track the process with a near-live dashboard, and also witnessed an improvement in on-time payments to 90%.



Information getting siloed

Matt Cole is the Digital and Insights lead for the procurement division of a large global manufacturing organisation with footprints across two geographies. His responsibility included monitoring the company's procure-to-pay (P2P) processes based on 25 key performance indicators (KPI). But the conventional analytical approach that

Matt relied upon was limited in its ability to deliver meaningful and timely insights.

The primary reason for this was that, the regional procurement teams followed different reporting structures and formats, which led to siloes in data. Without a single source of truth, Matt could not confidently

predict patterns or assess performance at a global level. And so he needed a radical shift in how data was stored and measured. However, to accomplish this, he realised that he would have to bring in a service provider who understood data management at an expert level and could handle large volumes of data with ease.

A data lake approach

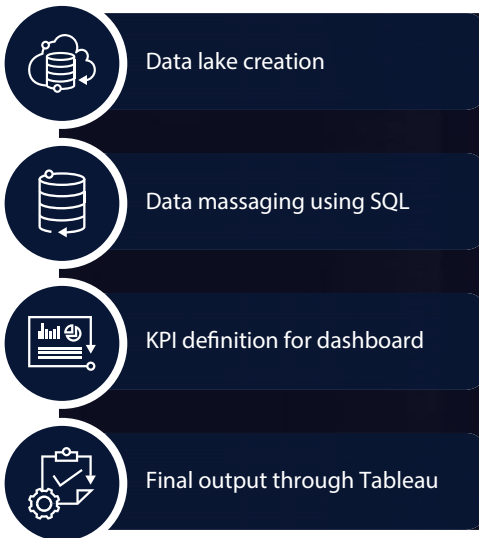
While searching for an experienced service provider, Matt realised that help was much closer, and he was introduced to their long-term partner, Infosys BPM and their spend analytics team. After a due diligence process, Matt brought in the team led by Aryan Gupta, an

experienced analytics specialist who knew the nuances of implementing solutions for clients, particularly in the sourcing and procurement space.

The task for Aryan and his team was clear – enable complete visibility into the P2P process. But to create this kind of visibility,

Aryan had to first identify the different data sources within the organisation and merge them into a single database. Using a cloud data warehouse product, the Matt and Aryan created a data lake that could hold data from various reports and presentations from across the organisation.

Approach summary



As the data lake was being created, a few stakeholders were concerned about data quality as more than one data source was involved. But Matt and Aryan cleared their concerns by demonstrating how they were ingesting and validating data in batches. Aryan also performed a data massaging process in SQL to remove unwanted

information and retain a reliable data set. They then made the cleansed data set accessible through Tableau.

The final step was to create a dashboard for the KPIs. To avoid confusion regarding KPI definitions or calculations, Aryan set up a governing body of various stakeholders.

With guidance from the governing body, the team quickly designed an analytics dashboard that could provide insights into the P2P process in near real-time. Now, Matt could get a global view of the 25 KPIs without expending effort in collating and comparing multiple reports.



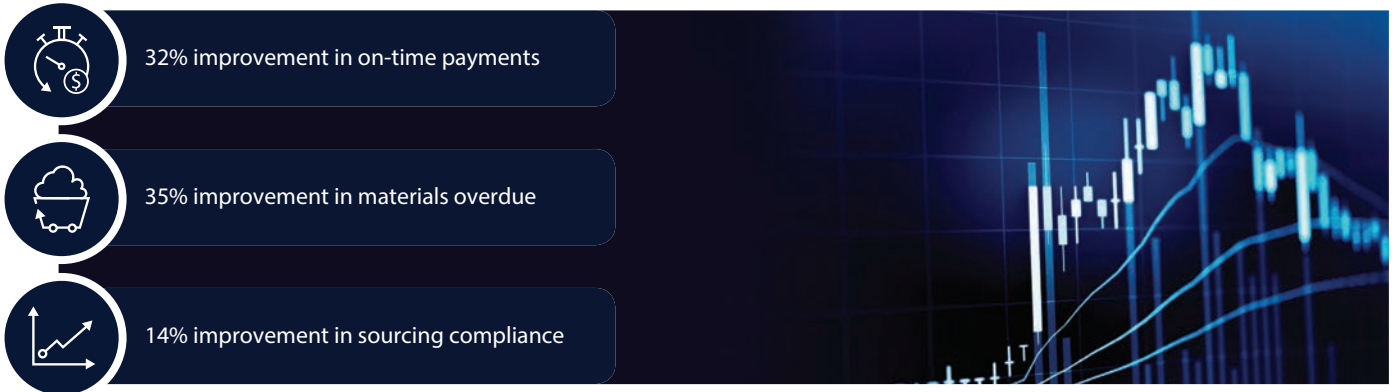
Leading change from within

Recently, when Matt and Aryan reviewed the analytics solution, the benefits were easy to trace. Equipped with near-live and complete visibility into the KPIs, Matt was able to accurately gauge the health of ongoing processes and identify any execution gaps.

For instance, with better insight into the P2P processes, on-time payments increased from 68% to 90%, strengthening the company's relationships with its suppliers. Further, with the ability to track overdue items, there has been a 35% improvement in handling delivery and

payment, ensuring minimal disruption to other dependent processes. Sourcing compliance has also gone up to 14% as Matt could proactively track the progress from when a purchase requisition was submitted to when the final goods receipt note came in.

Key benefits



The company's senior management was impressed by the extent of visibility that Matt had given them over the entire P2P process. As a result, they decided to replicate the model in other core processes. Currently, Aryan leads a 70-member Infosys BPM analytics team that not only helps Matt improve procurement performance indicators but those for sourcing as well.

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

For more information, contact infosysbpm@infosys.com

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