



GETTING A GOOD NIGHT'S REST

How Infosys BPM helped a Dutch healthcare giant successfully navigate a global product recall of sleep devices

Abstract

Veronica Millet, Head of APAC sales at a Dutch Healthcare giant, was losing sleep over her company's product recall of several medical devices. The unexpected crisis, monitored by regulatory bodies across countries, meant that Veronica had to act fast to maintain compliance and regain approval for fresh sales. This case outlines how Veronica, hamstrung by a lack of in-house capabilities, brought in long standing business partner Infosys BPM to successfully remediate 250,000 devices across over 10 product types and 13 APAC countries.



Getting no sleep when there's a fire

As Head of APAC Sales for the sleep and respiratory care (SRC) business of a €18 Bn Dutch Healthcare giant, Veronica Millet is responsible for sales, customer support, and product support across 15 APAC countries. One day, Veronica's demanding role gained an entirely new dimension through an unexpected challenge that her organisation faced.

The healthcare giant, having been made aware through audits that some of its SRC medical devices posed potential risks to patients and caregivers, had issued a global product recall to rectify the issues involved. This meant that the sales of all new devices in the category would remain suspended until government health regulatory bodies in each affected country approved the successful recall of all affected devices. With Veronica's revenue across the APAC region severely impacted, coordinating the product recall on a priority basis became critical, but

she quickly came face to face with the complexity that the effort involved.

Approximately 250,000 devices across over 10 product types needed remediation in 13 APAC countries. However, the devices had been manufactured outside APAC, mostly in the USA, and had varied supply chain processes with 40+ key distributors and direct to consumer reach. Also, the recall of the affected devices along with their accessories, updates, and upgrades, spanned 20+ product categories, each of which required individual filings with the regulatory authorities of each affected market country. All this complexity would necessitate closely collaborating with the organisation's global product recall program team to design a local recall process for the APAC region and build reporting dashboards for insights.

However, neither was the unexpected product recall ever envisaged as part of Veronica's team's regular business

operations, nor did she have the in-house capabilities needed to drive the program. So, it was immediately obvious that she urgently needed external business process support to successfully manage the recall. Fortunately, the help she needed was readily available close at hand.

Infosys BPM had been supporting the global operations of the healthcare giant for over 15 years, but so far had no working relationship with Veronica's APAC SRC business unit. However, its team had been delivering excellent results consistently and regularly winning praise from key stakeholders in the organisation. So, Veronica reached out to the Infosys BPM account manager Anshul Janardhan and requested him to quickly deploy a team of experienced process consultants and business analysts to manage her APAC product recall program.

Bringing in the firefighters

Over a series of meetings with Anshul, Veronica apprised him of the crisis and mandated him with managing the program, tracking and reporting on

progress, managing the replacement device supply chain, communicating with stakeholders, and researching the market for a targeted and effective back-to-

market strategy. She also briefed him on the regulatory complexity, detailing how each country had unique guidelines from its health regulatory bodies.

Approach summary



Anshul quickly realised that maintaining consistent communications with these regulatory bodies, and updating them on remediation statuses, plans, and challenges would be crucial. Another critical component would lie in figuring out the existing, complex distribution channels. He would also need to ensure seamless collaboration between the global program team, product supply chain teams, and various partners throughout the process. Lastly, a big chunk of success would rest on enabling the timely availability of the correct devices at designated locations for remediation, while simultaneously tracking the proper scrapping of affected products.

With his work cut out for him, Anshul began by directing his team of process consultants and business analysts to first map out all the stakeholders involved. And

so, working closely with healthcare giants business units and the global program management team, they identified all the parties impacted by the recall, including retailers, distributors, hospitals, pharmacies, and patients, who had purchased the affected devices from the organisation.

Then the team proactively engaged and communicated with these stakeholders to ensure a seamless and efficient remediation process, prioritising achieving the highest level of customer satisfaction. Using multiple modes of communication – emails, letters, calls, social media campaigns, distributors, hospitals, medical practitioners, helped them develop a deep understanding of the unique concerns of each group. Using this understanding and keeping in mind the medical sensitivity of the information to be conveyed, they

then tailored their communications style, content, and frequency to resonate with each of the groups.

Once the remediation process was underway, the team closely monitored its progress. To ensure timely replacement device availability that aligned with individual customer requirements, they created a status tracker for the devices registered for remediation, qualifying contact access to their location, actual remediable devices, devices remediated, and device shipment and inventory statuses. The team also maintained and updated dashboards using MS Teams and SharePoint for real-time information sharing across teams and regions which ensured both timely follow-up and swift responses to inquiries or requests for clarification.

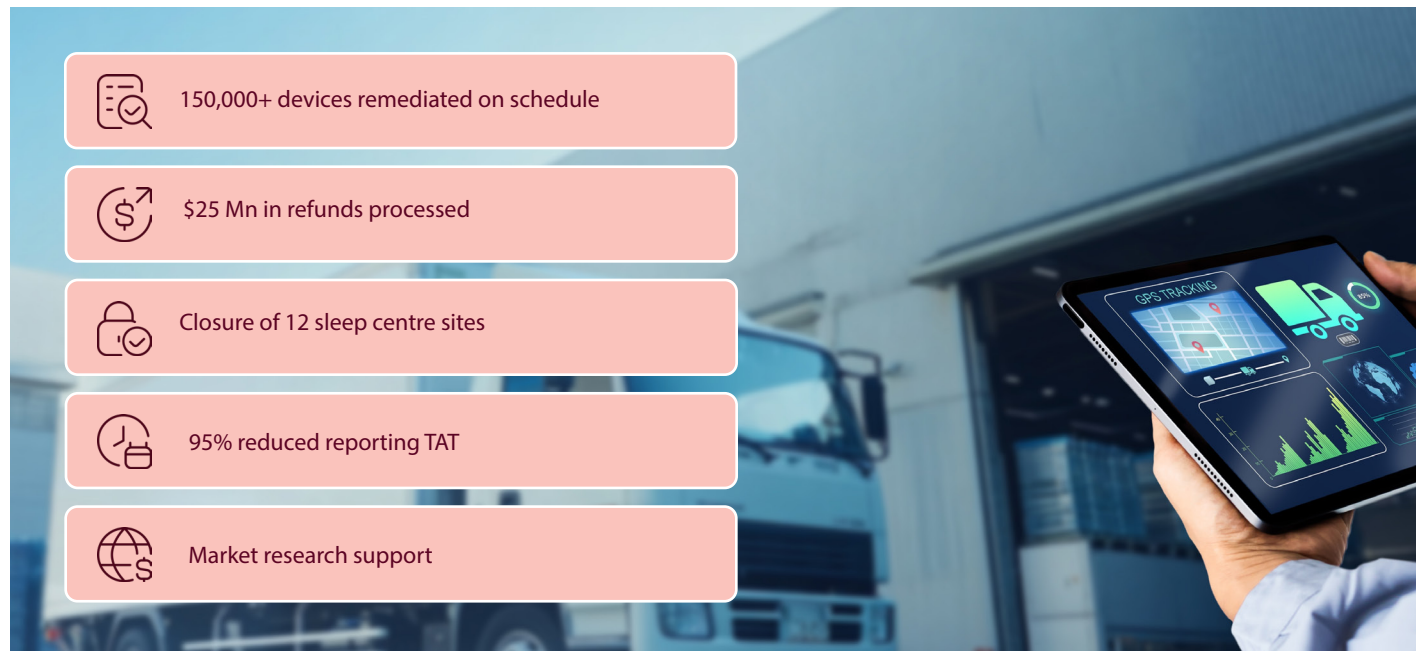
Anshul also directed the team to design and deploy automations to streamline the recall. Some of these initiatives included a registration portal for the products to be recalled with automated customer data validation for first time right registration, automated status tracker updates, and automated reporting. With this done, the team moved on to ensure that the replacement devices were

available and shipped to right destination, successfully accomplishing this through detailed device-level planning and communications with the central supply chain team. Finally, collaborating with global and market regulatory teams, the team developed and submitted the critical regulatory reports detailing the remediation's progress and seeking exceptions from imposed conditions, thus

paving the way for a successful return-to-market strategy.

Throughout the recall process, which was a high priority critical engagement monitored by the healthcare giant's leadership, Anshul aligned various employee groups in the organisation with the project's objectives, as their constructive support was essential for its success.

Key benefits



The team helped to remediate over 150,000 devices on schedule, with more than \$25 Mn in refunds processed for device buybacks and partner payments. They also managed the closure of 12 sleep centre sites in Australia and reduced reporting turnaround time by 95% through standardisation and automation. Their streamlined processes enabled the rapid completion of the recall, and the

healthcare giant was able to meet its regulator-imposed conditions well ahead of schedule.

Anshul's team also provided timely market research support to help the organisation identify the situation in the market post the recall, which enabled a targeted and effective back-to-market strategy. With a timely resumption of marketing and sales activities, Veronica was soon able to

claw back her lost market share and was soon back to generating new sales and revenue for the product line. What was more, on waking up the day after all those long sleepless nights, she was delighted that the success of the streamlined recall process had also bolstered the organisation's relationships with its business partners in the APAC market.

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

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