

birla**soft**

## **METAMORPHOSIS**

Transformational stories of how manufacturers leverage technology, process optimization, and analytics to improve product lifecycle, digitalize manufacturing operations and build superior experiences



**VOLUME - I, ISSUE 1**

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# Reducing procurement cycle time and optimizing spend management with systems integration

Fortune 10 major transforms its procurement ecosystem and reduces annual accruals by \$40 million

## Challenge

The aviation major's sourcing and procurement processes and systems were incapable of handling 60,000+ strategic suppliers to support its manufacturing operations. A state-of-the-art supplier management system was needed to enable the strategic decision-making. The client's aggressive M&A activities had resulted in a diversified and disintegrated portfolio of applications, and the legacy sourcing and procurement system led to following issues:

- Delayed payments to suppliers, leading to deviations from firm's finance and accounting principles
- The delay in payments had a cascading effect on future projects that required commitment from suppliers
- Opportunity loss emanating from low economies of scale while purchasing material from suppliers
- Senior management struggled to review the deviations leading to strategic drifts in decision making

This called for a technology overhaul, and sourcing and procurement process that would consolidate and convert all the aviation systems locations (20+) from their existing legacy ERP solutions on to Oracle E-Business Suite, and release R12 with standard business processes and sunset 50+ legacy applications.

## Our solution and approach

Birlasoft created new processes, revamped existing ones, and integrated disparate applications including ERPs (Oracle and SAP for HR, general ledger and projects data) and other suites encompassing account payables, procurement, finance and accounting, and business reporting. The solution allowed the company's leadership get a real-time view of procurement, supplier payment and supplier collaboration. It also helped the company optimize costs by having a single application for payment processing, and drive price negotiation with suppliers.



# IMPACT

**\$40** million worth of reduction in account payables holding amounts

**\$1.2** million annual savings due to improved productivity and better governance

**100%** compliance to company policies and guidelines

**Reduction** in procurement cycle times from purchase requisition to payments

**Elimination of 179,000** vendor data defects which mitigated potential failures

Radical improvement in strategic decision making at the back of better supplier analysis



# Orchestrating movement towards smart warehousing through business process automation

Auto major implements RPA solution to automate warehouse operations and streamline customer order fulfillment

## Challenge

The client witnessed high levels of complexity and volatility in customer demand which made inventory management and warehouse/logistics planning difficult to manage. To counter this problem, the client needed to reprioritize and reallocate product stocks to meet the volatile customer needs. The client's workforce had to spend significant hours and investments on two specific manually intensive and repetitive tasks backorder management of critical components, and reallocation of shipping stocks. The client needed an automation solution that could improve priority order fulfillment and optimize inventory. Our client had four key business challenges that prompted the need for a Robotic Process Automation (RPA) solution:

- Need for an immediate response to high priority demand fulfillment requests
- The volume of orders was extremely high (400+ transactions)
- The backorder management process was manually intensive
- The high volume of transactions and high manual intervention translated into a higher degree of manual errors creeping in

## Our solution and approach

Birlasoft's team of supply chain management experts and automation/RPA SMEs developed the solution to solve for the above-listed challenges. The critical facets of this solution are listed below:

- Track all the back-ordered stock and drive its movement to an appropriate location as guided by the system. By default, all the back-ordered stock would reside at a reserve location to fulfill new and urgent demand.
- The operations team would perform necessary inventory transactions (sub-inventory transfers) by logging into the ERP system.
- The RPA bot would capture the sub-inventory transfers and send out notifications to the shipping crew so that they can reallocate inventory.



## IMPACT

Monthly savings of **30 person-hours**

**100% error-free** process

**Shorter** customer order fulfillment cycles

**Realtime visibility** of reallocated products with an accurate location

**Reduction** in waiting time on ERP to complete the inventory transfer process

**Improvement** in the volume of customer order fulfillments closed

# Accelerating shift towards smart freight and logistics through business process automation

Global auto leader implements an RPA solution to automate freight and logistics for streamlined operations

## Challenge

Our client fulfilled a large volume of overseas-based export orders. As part of the statutory requirements, the client had to prepare a Shipper's Letter of Instruction (SLI) for the freight forwarder while shipping out these overseas consignments. This manual intensive process required significant improvements, especially on cycle time reduction and accuracy improvements in paperwork. Robotic Process Automation (RPA) was a clear choice of solution for our client. The client faced four significant challenges which prompted them to automate this process:

- Occasionally high volume of orders
- Short lead time for the preparation of SLIs
- Too many variants of SLIs arising from these variables: business rules and templates followed by freight forwarders, consignment destination's laws, number of SLIs required, and other statutory requirements for SLI preparation
- Manual intensive and repetitive nature of processes which resulted in low accuracy levels and extended SLI documentation cycle times

## Our solution and approach

Birlasoft's team of supply chain experts and RPA SMEs re-engineered and automated SLI generation process. The critical facets of this solution are listed below:

Based on an email (once a day) from the customer representative, a bot would scan the shipped delivery numbers to identify the consignments that needed an SLI to be issued to a freight forwarder. The bot would then fetch product category data from a SharePoint system against each of the delivery numbers identified in the step listed above. By using the product data, the bot would extract data from the ERP system, apply business rules, and prepare SLI for each freight forwarder templated per the needs of freight forwarder and local customs laws. Send a copy of the SLI to the customer rep and the freight forwarder. The solution was scalable to run multiple times a day if needed.



# IMPACT

**100% unassisted automated process**

**2-4 person-hours saved daily**  
Shorter SLI preparation cycle times

**On-time deliveries** due to improved operations at the customs clearance desk

**Zero error** hassle-free SLI documentation

# Elevating user experiences for field service agents and customers with digital transformation

Augmented reality solution helps truck maker cut aftersales service-resolution time by 18%

## Challenge

The manufacturer's inability to provide top notch after sales experience to its clients was hurting the business. The quality and turnaround time (TAT) of the service delivered by the channel partners wasn't satisfactory and this had the potential to hit sales and market share. The service delivery team lacked the skills to solve the problems. The high frequency of incorrect diagnoses, which led to inflated TAT, was eroding customer loyalty, and the company's sales and market share.

## Our solution and approach

Birlasoft's proprietary augmented reality (AR) backed collaboration solution (WorkWear™) helped the client provide expert guidance in real-time. Smart Glass, mounted on the service agents' safety helmet, allowed them to initiate a "see what I see" video session with voice talk. The expert technician would guide the service agent, fetch schematics, annotates and share with service engineer in real-time. This helped the service agent perform tasks as per the heads-up checklist and record a video or capture a picture as a proof of completion.



# IMPACT

**18% reduction** in service resolution time

**9% reduction** in maintenance costs for customers

**Real-time access** to parts' inventory, warranty records, and detailed service instructions led to quicker resolution

**Empowered service agent** to use expert guidance even in case of unfamiliar models and machinery

**Improved the adherence to SLA levels** for after-hours service requests



# Putting sales organization in the drivers seat by deploying a new CRM platform

Global aviation giant deploys CPQ solution to unlock 30% revenue growth

## Challenge

This aviation major was struggling with meeting its revenue goals due to improper client engagement, slow sales process and delays in approvals. Majority of the sales bandwidth was spent on non-value adding activities instead of revenue generation.

Customer data was spread across disparate systems which led to latency in prospect management and tracking. Addition of new functionalities to existing Configure-Price-Quote (CPQ) application took a lot of time which delayed the generation of quotes. On-premise CRM functionalities were required to be migrated into cloud based CRM systems, while achieving cloud data compliance and security. The objective of this exercise was to ensure necessary reliability and security to onboard new global business territories.

## Our solution and approach

Our team of CRM, CPQ, and domain consultants worked on building an Apttus CPQ and Apttus Contract management solution. The solution was capable of developing price-quoting functionalities and executing complex product modality for sales executives through rule-based configuration engines. The system would handle multiple rule types and constraints necessary to create quotes. We implemented user-based workflows with standard approval processes to accelerate quote process as part of the sales cycle. Further, we developed system based compliance checkpoints to ensure compliance with the data sovereignty rules of different global territories.



## IMPACT

**30% improvement in sales pipeline** due to robust lead management process

**60% reduction in TAT for Opportunity – Quote – Order** cycle due to an accelerated configured price quotation process

**80% improvement in customer data quality** led to streamlined client communication process and quicker approvals

# Revving up sales force efficiency with the power of automation

Fortune 10 manufacturer leverages automation to achieve 99.4% SLA levels for 1000+ salesforce

## Challenge

A centralized team of technology specialists served a host of sub-businesses across the globe. The ever-evolving systems landscape and third-party tools in the application stack were introducing complexities. More importantly, the SLAs had spiraled out of control and the increase in incidents was taking a toll on the 1000+ sales force's performance and efficiency. Critical metrics had been hit by a volatile business landscape, and worsened by a migration exercise across various departments. This adversely affected:

- Business criticality – 24 x 7 sales force support needed across several locations globally
- Scale of scope of work – all group companies were in migration phase, leading to volatile business requirements
- KPIs – the SLA KPIs and resolution rates were at an all-time low. This required an immediate turnaround

## Our solution and approach

Our team of CRM, CPQ, and domain consultants worked on building an Apttus CPQ and Apttus Contract management solution. The solution was capable of developing price-quoting functionalities and executing complex product modality for sales executives through rule-based configuration engines. The system would handle multiple rule types and constraints necessary to create quotes. We implemented user-based workflows with standard approval processes to accelerate quote process as part of the sales cycle. Further, we developed system based compliance checkpoints to ensure compliance with the data sovereignty rules of different global territories.



# IMPACT

**Improved** sales force efficiency – **60%** lesser clicks, **14%** fewer fields for sales force from user-experience perspective

**Achieved 99.4% level SLA** – 1.4% over and above targeted 98%

**45% reduction** in incidents annually, leading to improved sales force productivity

**Significant savings** across maintenance, operations, infrastructure and upgrade-related costs



## Reimagining people function with technology overhaul and process optimization

Global automotive giant transforms its people function and reduces its talent acquisition cycle times by 30%

### Challenge

The automotive major's disparate legacy systems and processes were prolonging the recruitment cycle, negatively impacting productivity. An intelligent end-to-end talent acquisition software was a need of the hour. The firm's disintegrated global people management platforms led to inefficiencies in hiring closures. The existing systems lacked the sophistication to drive multi-layered screenings and assessments. The 'as-is' system's functional limitations hampered the firm's growth. The inability of the talent acquisition system (Taleo) to provide compensation breakdown once the offers were rolled out was a major pain point. Manual calculations done by the human resources team led to errors and higher turnaround times.

### Our solution and approach

Birlasoft upgraded the existing systems with new technologies, deployed new platforms and integrated all the people management applications. We integrated Taleo and the human resources management system (PeopleSoft). This enabled the system to generate the compensation breakdown and retrieve the compensation structure from upstream platforms. A few user interfaces were deployed to make the solution easy to use.



## IMPACT

**Reduced aging cases by 20%** to improve team's efficiency and effectiveness

**Reduced recruitment cycles by 30%** to improve planning

**Improved customer experiences** for prospective applicants

**Reduced costs** for extended recruitment cycles

**Fixed** language barriers, facilitating information exchange

# Manufacturing to the Power of Digital

Partner with us to accelerate your industry 4.0 journey by reimagining business models, transforming product lifecycles, digitalizing manufacturing operations and driving best-in-class stakeholder experiences for your customers, suppliers and employees.

Learn more to know about how we can help you in your manufacturing business transformation journey, visit:

[www.birlasoft.com/Manufacturing-to-the-Power-of-Digital](http://www.birlasoft.com/Manufacturing-to-the-Power-of-Digital)



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## Enterprise to the Power of Digital™

Birlasoft combines the power of domain, enterprise and digital technologies to reimagine business processes for customers and their ecosystem. Its consultative and design thinking approach makes societies more productive by helping customers run businesses. As part of the multibillion-dollar diversified The CK Birla Group, Birlasoft with its 10,000 engineers, is committed to continuing our 158-year heritage of building sustainable communities.

