Case Study

GENPACT
GENERATING IMPACT℠

GENERATING MANUFACTURING IMPACT

Robotic automation helps manufacturer delight customers and boost profits

Client

A leading healthcare equipment manufacturer

Industry

Manufacturing

Business need addressed

Higher operating costs and low levels of customer satisfaction due to the following challenges:

- Manual master data management in ERP and other systems causing high turn around time and a possibility of errors
- High turn around time in parts supply chain management due to a lengthy procurement process

Genpact solution

- Enhanced aftermarket services and supply chain processes through automation
- Timely update of attributes in ERP and other systems to ensure accurate master data, using robotic automation

Business impact

- Increased process efficiency by up to 35% for some processes
- Robust master data management increased sales by reducing the launch time of products from 14 days to only 2 days
- Increased customer satisfaction with a drop in service request (SR) closure time, from 72 hours to 18 hours
- Reduced end-to-end cycle time for shipping of spare parts—from order placement to shipment—from 2 days to 1 day

In today's customer-centric economy, there are enormous challenges when trying to delight stakeholders cost effectively and at scale. A leading healthcare equipment manufacturer challenged with high operating costs and low levels of customer satisfaction, addressed these challenges using a practical Lean Digital[SM] approach to reimagine its supply chain function and master data management to improve process efficiency, speed to market and service resolution, driving revenue growth and lower costs.

Business challenge

One of the world's leading healthcare equipment manufacturers was facing the following challenges:

- Complex and highly manual master data management process
- High turnaround time in the parts supply chain process
- Low customer satisfaction due to increasing SR closure time

Genpact solution

The healthcare equipment manufacturer transformed its aftermarket services business by leveraging a unique **Lean Digital[SM]** approach to drive choices that complemented the existing technology environment with advanced digital solutions to generate impact faster. Unlike most automation efforts that struggle to take off due to the complexity of underlying processes and workflows as well as the legacy IT architecture, robotic automation (RA) allowed for practical implementation, rapid deployment and minimum disruption or change to existing systems. RA optimized the underlying processes by defining the transactional rule-based steps, analytical- or judgment-based steps, and exception-management workflows, which helped maximize the scope of automation while minimizing manual handoffs and the chances of errors. Many manual, time-consuming, and error-prone activities that impeded the speed and quality of aftermarket service, field service management, spare parts management, and master data management operations were automated.

Aftermarket services	Spare parts management
• Automatic closure of the SRs related to field modification instruction • Assignment of planned maintenance of SRs to field engineers (FEs) for on time maintenance • Auto update of dates for critical projects • Auto creation/update of system IDs in customer relationship management tool • Auto addition of model and serial numbers	• Fetching and cleaning up the raw data, logging into ERP, searching for reports, releasing the hold from parts to be shipped and mailing the output file to all stakeholders • Internal requisition creation and tracking • Automated tracking for parts returned by FEs • Automated order placement to provide parts to FEs onsite • Clearance of inventory records from FEs' bucket
Master data management	
Automatic update of attributes for each part/model/sub components/bill of materials in ERP and other systems to ensure accurate master data	

Figure 1: *Robotic automation interventions classified by function*

Business impact

- The healthcare equipment manufacturer now has more satisfied customers and profitability with higher equipment uptimes and no delays in planned maintenance
- Effective automation resulted in up to 35% improvement in efficiency, in some of the underlying processes, in addition to significantly improving accuracy and reducing rework
- Robust master data management increased sales by reducing the launch time of products from 14 days to only 2 days
- Efficient utilization of FEs resulted in increased customer satisfaction, as well as a drop in SR closure time, from 3 days to 18 hours
- End-to-end cycle time for shipping of spare parts—from order placement to shipment—dropped from 2 days to 1 day

About Genpact

Genpact (NYSE: G) stands for "**generating business impact.**" We are a global leader in digitally-powered business process management and services. Our **Lean Digital℠** approach and patented Smart Enterprise Processes℠ framework reimagine our clients' operating models end-to-end, including the middle and back offices – to deliver growth, efficiency, and business agility. First as a part of GE and later as an independent company, we have been passionately serving strategic client relationships including approximately one-fifth of the Fortune Global 500, and have grown to over 70,000 people. The resulting domain expertise and experience running complex operations are unique and help us drive choices across technology, analytics, and organizational design.

For additional information, contact, industrial.manufacturing@genpact.com and visit, www.genpact.com/what-we-do/industries/industrial-manufacturing

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