



**Case Study:** Manufacturing

# Intelligent automation helps automaker retool workflows

A top-three global automaker streamlines and accelerates key operational tasks in its Latin American operations, implementing intelligent process automation to transform labor-intensive workflows in IT, procurement and supply chain, HR, sales and service.

Global automakers face an increasingly challenging marketplace, driven by technological change and the changing tastes of a younger generation who does not make owning a car a priority.

The result is cut-throat competition on prices, rising R&D costs and a constant struggle to make operations more efficient. Traditional workflows must be reinvented. Streamlining tasks, leveraging information across operations and reducing costs are paramount. Solutions that are scalable across business units and geographies are critical.

## At a Glance

Cognizant identified and prioritized more than 50 labor-intensive processes requiring transformation to eliminate hundreds of thousands of manual transactions and errors and to lower costs.

## Outcomes

- Automated processes in 12 four-week sprints to accelerate ROI from five processes in each sprint.
- Saved \$550,000+ (U.S.) annually in the first two sprints—with 40+ sprints remaining.

# Intelligent process automation improves the bottom line

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**Intelligent process automation** is a proven way to cut costs and time spent in labor-intensive processes.

## Accelerating operations

Intelligent process automation is a proven, effective way to cut costs and time spent performing labor-intensive, iterative processes—freeing people to address more critical tasks and offering opportunities to realize cost efficiencies quickly.

Cognizant is helping a top global automaker implement intelligent process automation (IPA) to drive back-office business process improvements in its Latin American operations. The objective is to establish an IPA ecosystem internally, streamlining and converging disparate activities, tying them to global enterprise reporting, and thus promoting IPA globally.

Our client's administrative operations include many routine, labor-intensive processes, but the client lacked coordination across business units, had an incomplete view into processes and could not quantify its ROI. Certain more complex and high-value processes were resource- and time-intensive and increased the client's operational costs.

Our objective is prioritizing the automation of high-volume tasks that are rules- and/or logic-based and that can be executed electronically as a set of replicable tasks rather than by people. Our mandate is facilitating a strategic and sustained automation program that maximizes benefits—focusing on initiatives that deliver a return on investment quickly and generate value long-term, with straightforward metrics to quantify improvements. By centralizing and automating certain management processes, the client could better position itself for ongoing business transformation.

## Getting in gear

Cognizant established an Automation Center of Excellence to review opportunities to transform operational workflows using intelligent automation in a way that is extensible and scalable across business units and geography. The CoE provides structure to facilitate a strategic and sustained automation program and governance for a project that has global importance.

We cataloged and examined the full range of the automaker's back-office business processes by function and department, starting with supply chain logistics and HR, then moving to sales and service, research and development, procurement, IT operations and finance. We identified more than 50 business processes that relied heavily on labor-intensive, paper-based processes that could be automated.

We then documented how much time was spent on each process to establish baseline metrics and set success measures for new initiatives. We redefined each workflow to optimize process flows and improve speed, accuracy and stability. We implemented UiPath to develop intelligent automation of previously manual tasks, including copying and pasting key data between spreadsheets, automating procurement orders and recording payments.

On approval, we embarked on a series of four-week "sprints" to automate the first tranche of processes across multiple lines of business—selecting groups of five complex and simple tasks in HR, finance and pre- and post-sales operations in each tranche. Using a centralized system, we used agile development to implement a new methodology,

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with robust error-handling and notifications for exceptions.

Our intelligent automation solution interacts with more than 25 applications, including the company's desktop, mainframe and web-based applications. It applies business rules to process complex transactions, keeps information secure, and provides management with dashboards that give them visibility into workflow efficiency and key metrics. After our client's adoption of PEGA, we were able to seamlessly migrate to this new global platform, promoting universal adoption of robotic process automation (RPA) for the selected

processes.

### **Accelerating to value**

Processes typically considered part of sales, general and administrative functions present multiple opportunities to automate iterative, labor-intensive tasks. Intelligent process automation for such tasks meaningfully improves the bottom line and scales across the enterprise.

To learn more about how Cognizant's IPA solutions can transform business processes, visit <https://www.cognizant.com/cognizant-digital-operations/intelligent-process-automation>.

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## About Cognizant

Cognizant (Nasdaq-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 193 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at [www.cognizant.com](http://www.cognizant.com) or follow us [@Cognizant](https://twitter.com/Cognizant).

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