



CASE STUDY

Global printing manufacturer cuts pricing approval time by 85% to win more business



Organization:

Kyocera

Industry:

Manufacturing

Location:

Amsterdam

Global document solutions provider and printing manufacturer, Kyocera began their enterprise-wide digitization journey in 2016 when they looked to optimize their special pricing approval process. The paper-based process was inefficient, so they wanted to give senior executives more visibility and speed up the process to increase their opportunity of winning business deals. The visibility of past data would also help to make recommendations to the approving individual and ensure they were offering large account customers the correct discount.

With the help of Bizagi, not only did they reduce the average process time by 85%, reducing process time from 10 days to 1.5, but they also increased visibility and traceability. They integrated Bizagi with SAP to directly activate business opportunities, helping to win new business. They have digitized and automated more than eight additional processes to help employees be more productive and accelerate responses to enable better customer service. Company-wide outcomes include reduced operational work, especially in the sales department, as well as increased accuracy and availability of data.

85% reduction in time on pricing approval process

1.5x faster credit claim process

20 minutes per approval time saving

"The integration of Bizagi with our ERP system, SAP, was an emotional breakthrough for our organization... It was not about convincing those people their job has disappeared, but showing them how easy that task now is, and providing them with opportunities to better spend their time."

Kyohei Shimada,

Senior Manager, Technology Centre

Objectives

- 🎯 Increase business-wide process digitization and automation
- 🎯 Integration with SAP and legacy systems to relieve employees of manual data entry tasks
- 🎯 Provide opportunity for material and intellectual growth of employees
- 🎯 Enable data analysis to create revenue and profit indicators
- 🎯 Integrate business processes across the organization
- 🎯 Optimize Excel and email-based Special Pricing Approval to speed up 10 days process time
- 🎯 Increase visibility for senior executives to give approving management a clear view of informatio

Achievements

- ✅ Centralized processes in Bizagi for visibility and accuracy of data
- ✅ Integration with SAP to directly activate business opportunities
- ✅ Actionable insights and intelligent analysis with metrics generated in Bizagi
- ✅ Freed up employees' time, 20 minutes per approval, to allow them to grow and add value
- ✅ More efficient customer partnerships thanks to agile decisions and actions
- ✅ Reduced the average SPA process time by 85% from 10 days down to 1.5 days
- ✅ Accelerated turnaround to win more new business with pipeline of up to €200million in revenue each year

Overview

Global document solutions provider and printing manufacturer, Kyocera, were looking to optimize their business operations. They began their digitization journey in 2016 by automating their special pricing approval process. They have since digitized over eight processes in Bizagi and are continuing to make improvements and integrations throughout the organization.

Challenge

Kyocera has an ongoing goal to increase business-wide process digitization, which began with their Special Pricing Approval (SPA) process. They wanted to bring efficiency and clarity to their business processes and had an ongoing ambition to integrate processes across the business to create a connected way of working.

Special Pricing Approval (SPA)

The paper-based SPA process took an average of 10 days. The approving manager did not have a single, clear view of the information that was required to make their final decision. In fact, before Bizagi, the sales operations team used to walk between floors in the Kyocera office building to get signatures on the paperwork from the president, VP and general managers. The slow turnaround times resulted in the potential to miss out on deals that Kyocera could have won if they had the ability to make a more immediate decision. Additionally, they had no visibility of past data to perform analysis or project any revenue/profit indicators, which made it hard to calculate the appropriate discount to offer customers.

Credit Claim

Once they had worked on SPA, Kyocera looked to optimize other key business processes. Next was the Credit Claim process. This compensates customers on the difference of their listed price when a special price has been approved. It was a complex process, but still relied on Excel spreadsheets and email, making it time consuming and prone to human errors. Kyocera employees found it difficult to approve the claims in time as they needed to be reviewed, uploaded to SAP, and then generate an invoice for the customer.

Price Registration

Kyocera's products have a list price that is provided by their headquarters in Japan. The register price needs to be implemented in SAP so it can be marked against orders. But this process was still carried out manually, slowing the productivity of employees.

Solution

Initially when a digital process automation approach was proposed, it took a long time to gain buy-in as the executive reaction was that the solution was "too good to be true." After comparing Bizagi with IBM's automation solution, the team decided to roll out Bizagi due to the efficiencies they had already seen when using Bizagi Modeler in other departments.

Using Bizagi, they were able to optimize business processes as well as digitizing them. The team digitized the pricing approvals process in around five months with only one implementation expert, demonstrating the ease of delivery.

"When we implemented solutions in Bizagi, we were able to change the business process. That's where we see the power of Bizagi because you can show Bizagi Modeler to your end users and explain what the process looks like and show it in action."

Jagadeesh Kadiyala, COE Lead

Following the successful launch of the new process application, the team has iterated the process to include intelligent analysis. They can use past data to make a recommendation to the approving individual and ensure they are offering an appropriate discount.

Bizagi became a key part of Kyocera's tech stack along with Board, Qlik business intelligence tool, and Azure SQL Data Warehouse. The team ensures that the applications and Kyocera's raw data are safely stored in this SQL data warehouse.

Results

Kyocera are continuing to integrate business processes across the organization to deliver a connected approach to working. They have seen success across multiple processes, including Special Pricing Approval, Credit Claim, Price Registration, Channel Partner Program, Genesis, Mass PCR, and License Management.

Company-wide outcomes include reduced operational work, especially in the sales department, as well as increased accuracy and availability of data. They have migrated their solution to the Bizagi PaaS cloud with zero infra footprint. They merged standalone on-prem projects into one project where they can now share data and processes with ease.

"One thing I would like to emphasize here is progress is constant."

Jagadeesh Kadiyala, COE Lead

Special Pricing Approval

The SPA process now no longer uses paper to communicate requests; the approval levels and routing are controlled and integrated with other systems. Automation has reduced the average process time by 85% from 10 days down to just 1.5 days. Integration with SAP means that approved pricing is loaded directly into SAP to activate the opportunity to purchase, so employees only spend 20 minutes on each approval, freeing their time to do more value-adding tasks.

"The integration of Bizagi with our ERP system, SAP, was an emotional breakthrough for our organization... It was not about convincing those people their job has disappeared, but showing them how easy that task now is, and providing them with opportunities to better spend their time."

Kyohei Shimada, Senior Manager, Technology Center

By accelerating responses, Kyocera is now able to work more efficiently with partners, offer better customer service and win more deals. The business is more agile, which means they can make faster decisions regarding pricing, making them more competitive and winning more larger contracts, generating up to €200 million in revenue each year. Kyocera can also create actionable insights by generating metrics and KPIs through Bizagi to ensure that the discounted prices are recuperated. This provided clear profit indicators and makes it easier to know what discount to offer large account customers.

In addition to obvious benefits around speed, quality and time, tacit knowledge that is used in the process has also been made transparent and can be validated. This makes the process less reliant on the specific knowledge of individuals.

Credit Claim

Automating credit claims with Bizagi made the process 1.5x faster thanks to SAP integration and the ability to see all information on a single screen. Once the clients have come through the SPA process, the information is connected, meaning employees don't have to reupload information in SAP: it is already gathered and ready in their Bizagi dashboard.

"By enabling users in Bizagi, we were able to make a lot of improvement to a manual Excel and email-based process. All that has been eliminated."

Jagadeesh Kadiyala, Senior Manager, Technology Center

Price Registration

This process was a quick win, as it only included three personas. Using Bizagi, Kyocera created a centralized process to activate list prices in SAP. This simplified the registration process and allowed users to directly search for prices in Bizagi instead of SAP. By displaying all information in one centralized location, they were able to significantly reduce the time it takes to register a price.

"Processes can just be processes, but Bizagi allows us to put some life into them."

Kyohei Shimada, Senior Manager, Technology Center