

2024 WINNERS

THE CHALLENGE AND STRATEGY

PayPal's automation initiatives were made in support of its 2023 Global HR objectives, which included maximizing scale benefits, fostering simplicity, and enhancing efficiency across all functions. The strategy was to implement AI to help decrease case volume, lower costs, while continuing to transition tasks to the centralized service center, Employee Central, allowing HR COEs to concentrate on high-value activities.

To overcome cultural resistance, a lean thinking mantra was adopted to encourage process improvement. However, challenges arose from the HR organization's inclination to direct all queries to Employee Central without consideration or visibility to the impact on case volumes and optimal solution strategies. To address this, PayPal updated its outsourcing contract to support scalability and implemented process changes and improvement projects to reduce case volumes. Notably, 15 Employee Central team-driven projects led to a 19% reduction in case volumes. This new baseline adjustment and focus strategy was the foundation of our Phase 2 case volume reduction program we chartered as "Project Denver".

PROJECT LEADS



Eric Harding
Director Global Employee Central

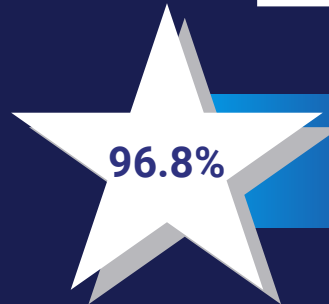


Cris Taylor
Senior Global Program Manager,
Operational Excellence, HR Employee Central

AUTOMATION IMPACT AWARD:



RESULTS



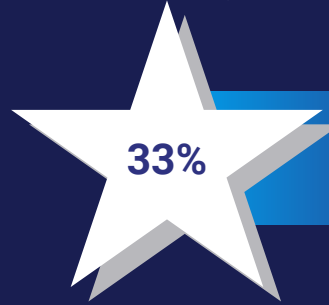
96.8%

Case Quality Average



71

NPS Score



33%

Reduction in Delivery Costs



THE PROJECT IN BRIEF

PayPal's automation emphasized a practical approach without immediately implementing technologies like Artificial Intelligence (AI) or Generative AI. The team embraced a motto of AI is a hammer, not every problem is a nail. "Possibility Thinking" sessions were used to identify tasks with automation potential, which led to the prioritization of processes like answering routine employee questions and automating verifications of employment.

The roadmap for improvement, termed the "Road to Denver," was based on repeatability and reliability, with a cost reduction target set and a case/month target of "5280". The evolving needs of employees and managers led to a focus on speed to answer and self-service options. This involved refining the HR knowledge repository, implementing virtual agent automation, and launching a chatbot with Generative AI capabilities.

Additionally, Robotic Process Automation (RPA) was employed for new hire onboarding, resulting in significant time savings. Regional teams also led initiatives to reduce case volumes and improve response times. A notable aspect is PayPal's self-reliance in driving these improvements, relying on a foundation of and internal expertise in Lean, Six Sigma, and change management. Efforts were made to sustain gains through ongoing refinements and standardized review processes, leading to active problem resolution sessions and reduced meeting times.

BENEFITS ACHIEVED



Volume Reduction and Cost Savings

From 2022 to 2023, Paypal achieved a 36% decrease in agent-supported case volume with a total realized cost reduction of \$1,204,311.



Quality and Efficiency

There has been a 12% improvement in "Speed to Answer," with a reduction in case closure cycle time from 4.7 to 4.1 days, and 17% of cases closed in less than one day.



Customer and Employee Satisfaction

Despite transitioning from a "high-touch" service model to self-service and automation, the net promoter score for overall program customer satisfaction stands at 71.



Value-added Activities

Automation has freed up time for value-added activities, enabling the absorption of six new services, reducing headcount and cost.

