

THE CHALLENGE AND STRATEGY

Following the global implementation of Systems, Applications, and Products in Data Processing (SAP,) Astellas' operating teams were in full swing. However, this change did not come without its struggles, as over 80% of Astellas' business processes were changed as a result of the implementation. Resulting in invoice receipt processing delays, cost collector and reporting issues, payroll complications, purchase and expense approval challenges as well as operating process gaps. Despite the establishment of a multilingual helpdesk, complex queries from customers and suppliers required greater knowledge and more urgent discussions.

Following this, the 'Breaking The Bad Initiative' was introduced. The objective was to increase business presence, simplify the route for support, increase the knowledge base, and build trust in Astellas' user community. The 82% sign-up rate for the EMEA pilot demonstrated strong support for the initiative and a clear desire to achieve the intended collective outcomes.



PROJECT LEAD

Motoki Fujita

VP, Head of Accounting & Global Business Services

CHANGE MANAGEMENT IMPACT AWARD:



RESULTS

93%

Satisfaction in power user community support

75%

Increase in payment on time

30%

Reduction in escalations to senior leadership



PROJECT IN BRIEF

The objective of 'Breaking the Bad' is split into three main parts. Firstly, to resource and establish a governance framework of enhanced support to Astellas' user base. Secondly, to capture and evidence dysfunction in operating processes. And lastly, to create a control measure and metrics for leadership to resolve.

Establishing a pilot community of power users in 28 EMA countries allowed complex queries and escalations with their most frequent business users, to be engaged with and mitigated quicker. The adoption of customer service leads and development of the helpdesk, resulted in an increase in helpdesk interactions and a reduction in ticket closure rates.

A robust communication plan and dedicated channel was also established to keep employees informed, whilst reducing unnecessary administrative traffic. Astellas' processes are more streamlined as a result, leading to the entire source-to-pay process becoming more efficient. Progress within the business is monitored regularly, and milestones are celebrated when 'breaking the bad', for both progression and any sign of regression.

BENEFITS ACHIEVED

Volume Reduction and Cost Savings

As a result of best practice sharing and general upskilling, Astellas have seen improvement in invoice processing, from 70% to 88%, and an increase in payment on time from 68% to 75%.

Quality and Efficiency

Utilizing focus groups enabled Astellas to deep-dive into specific areas with greater scrutiny. As well as receive feedback concerning results in follow up discussions.

Customer and Employee Satisfaction

Astellas' GBS EMEA Helpdesk has seen an increase in tickets from 4033 in 2022 to 5033 in 2023. Demonstrating an improvement in issue transparency and trust in their resolution support teams to handle inquiries.

