(1) Hasbro - Automation strategies that transcend processes and technology to empower people -

Transcript:

(00:07) all right welcome to this fantastic session promise to be a very entertaining one brought to you by the Hasbro team Round of Applause woohoo well quick Safe Harbor cuz I am asked to do this because all the features you'll be seeing whether it's during this session or throughout the entire conference program could be forward looking so make your investment decisions wisely so my name is Linda ding I'm a director of solutions and marketing and with the awesome team of the product strategy and the product

(00:44) Solutions marketing team so very fortunate to be able to work with this Fantastic Team here from Hasbro and not only that uh not only that my son has asked for a Nerf party next month right and also I have personally collected five different versions of Monopoly so quick shout out at that before I head off to this awesome team here just want a quick reminder of the new system work that got introduced on the main stage this morning in case you missed it so the new system work is really the Hasbro team has leveraged to bring those

(01:20) technology to life within their operating environment uh so as you see that's a very three important layers at the foundational layer is to ensure that security and governance of everything automation plus AI in the middle is how we orchestrate all the processes applications and services across all of your 900 plus applications and on the top is where the team is going to drove uh a little bit further today is how you leverage all those capabilities and deliver directly to your users applications of Engagement through our

(01:56) automation co-pilot so with that I'm going to hand it off to this awesome team here promising to give you great insight and approach to how to drive a comprehensive automation strategy that's going to help Drive call savings deliver Innovations faster and scale your customer service with that John and Mark and chiro give us the show thank Youk you thank you thank you everybody good afternoon thanks for coming uh my name is John barowski I'm the VP of the vendor management office uh at Hasbro um on the inmi org we have

(02:36) um it uh finance and procurement vendor management uh and governance corporate uh travel office services uh indirect procurement and uh Mark leed's a digital Consulting uh team that he's going to talk about which is where our automation happens um we're a 100- year old company um our uh mission is to entertain uh through storytelling and and games and fun uh some of the brands we have are Nerf um Monopoly My Little Pony let's see what else uh Peppa Pig Peppa Pig thank you Magic the Gathering Magic the Gathering

(03:16) in Dungeons and Dragons yeah thank you Mark should I keep on going no there's 100 of them I know exactly uh recently we acquired a company called entertainment 1 which is a film and TV company with that came with Brands like pepper pit M PJ mask they also um some of the the uh Productions are let's see uh the rookie Yellow Jackets Naked and Afraid and a bunch of other um movies and and things like that so that's part of our entertainment Wing um let's go right into this um I want to talk a little bit about our automation Journey

(03:53) um we started at the end of 2018 beginning in 2019 we were doing um a proof of concept um with our partners TCS who is our sole partner in this we have a TCS offshore team and chro is the one person on on Shore that takes care of everything and that is development all the way through the the design business analy design development testing and then we have a separate production support team that does that monitoring um about the about 2018 at the end uh our business partner from Hong Kong um had a a business process with a big firm

(04:33) come in and look at their processes and they suggested automation so they went through our it governance and the work came to us we started with four use cases in Hong Kong um and that took about 12 weeks to deliver and from that we began um our Word of Mouth Road shows things like that to to kind of promote our internally our automation team and and what we deliver we're Global um we have automations in US Latin America Europe uh Hong Kong Australia um and and it's cross function so HR Finance procure to pay um audit a cash um some

(05:15) audit uh audit uh Bots as well from a process P process standpoint we use a um design template right a decision template sorry and some of those uh templates I think we talked about um in the last session where it's basically a spreadsheet that we came up with here are some of the questions or questions that we ask and we wait them there's probably about 15 these are some of the the higher level uh critical ones and as we talk to business partners and the and their teams this is how we come to is a use case good for automation or not um

(05:57) and when we talk to our internal audit teams they were questioning like you guys I'm sure have um how do you decide this and who makes that decision and do you document these things so this was a a good way to show internal audit in our external Auditors yes we do document this and we have we treat each use case exactly the same and we can communicate to that business partner how how we're going to tackle this or not right um in some cases it's super easy you're going to save you know one FTE or equivalent

(06:28) of one FTE per day doing this this routine task others it's a little bit difficult because there's complexities criticalities a lot of decision making things like that um and in some cases it's um audit comes in and says the audit rules that we have to play nice with or there's regulatory thing so it might only say four hours a month but because of the accuracy the quality of the of the in the timing of this automation it's much better and we don't get fined Andor have to deal with um

(07:01) customers that are angry with us we take a Bottoms Up approach uh we have senior leadership um buyin from a budgeting perspective but we have a small team of people they're all offshore um and we CH We Choose Wisely the use cases that um that we put into production we probably put it anywhere from 16 to 18 in production a year annually um and that just is we take the backlog and anything new we do a prioritization we go to the CFO and say hey this is what we like to do in the next year and they've um

(07:39) graciously approved the budget and we continue on that path and and that and then throughout the year we do rep prioritizations um of that work and it's Word of Mouth a lot of people and I know you guys have this same problem you know there's automation um we can automate something or there's really good use cases in an HR uh department for example but when you sit down and talk to them they're like we don't need automation we're fine it's it's fine it's fine and then as you

(08:09) start to delve like well how do you do this do you use a lot of spreadsheets do you have to do a lot of work outside of sap which is our system of record or success factors then you start to understand and because I own the finance it finance budget with HR I know that there are manual things because they complain that I can't get reporting out or I I have a hard time consolidating the reporting so you already have a preconceived notion so it's just getting them to talk about and to understand what an automation is and and we try to

(08:42) um strive for we're not getting rid of your job we're making it easier for you to do real value added work um and that was really our motiv motivation our our leadership is not coming to us saying get rid of heads and save money they're coming to us saying be more efficient the people that we have we have lean teams but they need to be more efficient they need to think analytically and and go do the next um you know the next project or in the next um we don't want them to do these routine tasks um so

(09:12) that's kind of where we come from these are some of the results so far um to date since the beginning of 201968 in production and I won't drain the slide but um pretty good results um the dollar savings is just the hours times you know an average analyst rate of $55 an hour but it's we don't really focus too too much on that um one of the things that I think is really cool that the team came up with our team is matured over the last five years is we create a powerbi dashboard for every automation we put

(09:43) into production and that's for the business so we can say to the B the business wants to know you know how many uh transactions am I processing what is my error rate um what are the exceptions I'm getting so we have them focus on the the pie chart chart to say we really want the percentage of processing to be 85% or higher and in some cases we put things into production and they're below that so then we we have them um look at up in the uh right hand top corner is b top five business exceptions which is

(10:17) really the error error reports that we're getting from the application like an sap you create this transaction it fails that's what you get so then this gives them data to put in their hand to say there's a there's a for example sales orders is a great example sales ERS come in in Europe primarily in Europe they used to come in by phone facts email someone drops a paper on their desks and they will focus so much on getting the sales into the system that they had no idea that 50% of the time either the data was incorrect or

(10:53) incomplete that they had to go back to the sales teams to say like what is this I can't read this writing or whatever it was so the team as we took a look at this decided we've got to standardize and that was kind of key as standardization of processing and we standardize on two spreadsheets that either a salesperson can email a a automation or a bot or the mom and pop store in France can email their orders in and then that bot that bot runs uh every two hours throughout the day and we get sales orders in immediately well

(11:28) then when they started to see the exceptions they could go back to the sales departments and say you're still doing this wrong let's retrain you or let's help you train the the the mom and pop stores on how to do this and then they saw the rates of processing go up so it was really effective for us and um and how we did did things so that's me I'm going to hand this over to Mark now I have my own thank you um hello my name is Mark Brightman I'm a senior director within the it organization um and so I just want to

(12:02) talk a little bit about the makeup of our team so John talked about the automation team he said that had been around since 2018 I'm relatively new to the uh RPA world let's just say um but um I did have a focus prior to um with really making sure that the company is seeing the return on the technology Investments we had already made so it was a small team but um we were made up of business analysts we also had folks that were SharePoint developers Power Platform developers and then some folks that were focused on the um digital

(12:35) content space so uh digital Asset Management large file transfers really working with our e-commerce and brand teams and so as these teams came together like hey we can broaden the offering here and it was interesting because John's team had traditionally worked with finance and HR I worked more of the brand teams and our internal video production teams and content creators and just like well how can we use those relationships to say hey there's more opportunity here and so the idea was really have this mini

(13:05) Consulting team that can come in quickly assess low code no code or maybe it's just not even any technology will'll just say hey you really need to reimagine your process re reengineer your process and we can help you do that so that was kind of the idea behind that um what is our process well um we get a request my favorite one is I have a spreadsheet and uh so if your business process is tightly coupled with Excel I want to talk to you because there's got to be a better way and so um that was I

(13:41) can't tell you how many requests I have a spreadsheet and so um I love to do that or now that we're back in the office I do as you can tell I like to talk to people I'll just say hey what's going on what's what's some of your pain points and we'll start to like develop a conversation so that's some of that word of mouth um once somebody comes to us with something we say hm what is this thing not really sure or oh it's a straightforward request um and then we'll sort of do some level of Discovery

(14:09) now before we align on the solution I just wanted to note some key caveats so as John had said some people are doing things with our Erp taking things outside of it putting it back in and so like well why are they doing that and so we don't want to give people outs from these large Investments that we made when they really should be working in core applications so we make sure we don't enable any of that um secondarily we we would meet with some people and like we need to do this process for audit it's super manual but can you

(14:41) automate this for us and be like hm is that really an audit requirement so we would bring an audit like no they don't need to do that so we'll just say hey you don't need technology just stop what you're doing which is sometimes more scary for people just to say stop yeah um or sometimes we'll be like hey this is bigger than a bread box you are asking for something that isn't low Cod no code and so we'll kind of redirect that request to a different process um but then um once we do that Discovery

(15:15) kind of a line on the solution okay this is going to be automation oh they just really need a SharePoint site um they really need process engineering and then we'll design and deliver the solution um and then uh just quickly on the solution we do want to make sure we're not throwing automation at a bad process right so that's really where our business analysts come in and just um say hey have we really like kind of gotten all the efficiencies out of this process before we just stick Automation in place so sometimes we'll step back

(15:48) and then sometimes it doesn't go anywhere because we can't get some alignment on that but um but yeah that's the idea is like focus on the process and how the automation can complement it rather than just automation at it um and here are some of our challenges so um as John had indicated uh we work with Global Partners and um sometimes just process um variance which is okay but most often it's not um so we try and get people together to to agree to some sort of standard can we get some sort of alignment here and then figure

(16:25) out how automation can support that realigned process um so we also want to make sure that we're meeting any legal and audit requirements around some of the things that we do so we're doing processing to an Erp system um so rather than engaging audit six months or a year down the line we want them right there when we're doing some of the design and Engineering so we'll engage them early in the process if we think that's needed um again as I spoke about earlier we just don't want to do a point in time

(16:55) automation we really want to look at input process output what are all the things hanging on around this process and just making sure that we're looking at that end to endend um and then um making sure we're using the right tool for the right problem statements so not everything's a nail and this isn't the right Hammer so sometimes it requires a little bit something different so that's why we have a Microsoft School skill set we have DocuSign to help out we have business an again it's just what's the

(17:26) right tool and then they might complement each other so hey we can do some workflow that are maybe there's something that already exists as part of a review and approval process and the Microsoft tool set well now once that thing has gone through its approval process can we then pass it off to automation to then take that transaction and post it to whatever application so that's I think that's it yeah and Joe is going to speak about some of our use cases thank you Mark uh I'm going to stand if that's all

(17:55) right right so um before we start talking about the automation co-pilot uh we need to First understand a little bit about has Pro's business model and how did we use this tool to become a transformative technology right so if you can focus on the three circles that are there on the right side of the slide has proo does not manufacture the toys there are oems original equipment manufacturers who manufacture the toys for as Pro now toys are built using molds so that all the toys look the same those molds are built by separate tool

(18:38) manufacturers so when an oem has to build a toy they have to order the equipments or the tool from the tool manufacturers and then only they can build those toys now to order those tools they have to come to has proo so they would reach out to an engineer they would give their data the engineer would fill up the whole thing in sap he then has to get it approved by managers then a contract would has to be signed between the tool manufacturer and hash Pro and then the data gets sent 6 months down the line the manager ask okay where

(19:13) is this tool he doesn't know how to use sap so the engineer goes in and then looks at the data and then gives him a report okay the tool is here now the engineer's job is not this the engineer is supposed to design the toys right so why is he doing all this administrative work that was the question that we asked now how do we offset this administrative work to someone else maybe the Bots maybe the vendors who knows so let's look at this now we built the automation co-pilot tooling management platform

(19:47) what this does is we had licensed automation co-pilot licenses for all the oems now they fill up the form and the bot goes and creates the order in sap the orders can only be created in sap so we can't give sap access to outside vendors right now copilot helped us get our internal Enterprise applications not the access but at least the visibility to our external vendors now the issues that we solved with here was the engineer was not sitting there and uploading data into sap he was just there approving the data now the

(20:32) approvals from the managers and everything the engineer had to go and get it signed all of that changed we now use docu sign the Bots go into docu sign upload the contract it gets sent to the right folks it gets all signed up everything's done we were able to decrease the total processing time by 70% and more than just saving time and improving what the engineers does do it's the visibility now at any point if I want to know where is this stool that makes that Nerf hyper F 373 I can go and look at a powerbi

(21:11) dashboard that can tell me exactly when was it made when did it get transferred where exactly how many times the breakdowns have happened on that equipment all of that so A Tool is just another tool to make it a technology you need to convince people to to how to use it properly and also bring all the right tools together to make it that technology uh moving on one of the mo uh this is one of my uh favorite things that we've done uh I'm a big fan of ISRO Indian space research organization and uh they recently sent a

(21:53) satellite to the South Pole of moon and uh I'm they believe in Frugal technology we we all believe in Frugal technology let's be honest so we don't want to spend money on increasing our licensing cost and B automation hold project cost whereas we're trying to decrease the FTE cost at the end so let's look at this what we tried to do here think of the parent part as a project manager he understand what tasks what processes we need to do and under him there are these child Bots who work on separate process on a normal day each

(22:34) of these child bought have their own tasks that they want to handle now think of a process and I I'm sure you guys all would have seen something like this a process would have two two runs today three runs today but suddenly on a certain day there are 20,000 records that has to be done by that process has has have people faced this this is a common issue that that happens a variability you cannot project what how many Bots do you need to run a process what we did here was we made these borts process agnostic so let's say there are 20,000

(23:14) transactions that come in today okay the parent bot would see there are 20,000 transactions it then goes and checks the database on which are the Bots that are setting idle right now so normally process goes a process should go process one process two to the different Bots but here we are going into the process and identifying the task and the transactions so first transaction goes to the first B second transaction goes to the second bot we're dividing the whole work among all the different Bots that are there this decre

(23:53) this has helped us decrease the operation Time by 90% in some some of the processes and when it comes to one of those processes let's say which goes from 5 6 to 20,000 in one day this is the best thing that you can do instead of having 20 Bots running for the same process those 20 can be used in any process across your organization and this is something that I think a lot of companies should be doing let's move on to the last and final one we call it the firefighter mode uh like a firefighter if there's a

(24:33) fire we will run towards it we'll find the best solution for it and we'll try to put out the fire but there's no fire here it's a production crisis that we're talking about so let me give you an example that happened with us the numbers that you see on screen uh I'll come to that but let me explain you what happened so there was a person in a company who created a script which went and updated the validity dates of all the products in our database to 20123 which sorry which made to 2013 so

(25:11) all the prices of those products of 2013 reflected for the products so all the prices of all the products are wrong now in the system okay so we went so this an oh yeah it wasn't a homegrown system this was a homeown system before the data gets so this homegrown system now we asked them okay there should be some way to do it right so they said that the only way to fix this problem was someone has to go into that application one by one pick a material change the date and then come up that's what they could do

(25:49) right to do this for a person it would have taken 60 days or something 9,000 plus materials that's what we're talking about so what we did was let's let's get down this okay it's automation that's the only way possible let's solve this so we went in 8 days we got the requirements we built B we developed it and we deployed it how did we do it we had the scrum team we put a simple agile methodology but the scrum team consisted of the business team right so when you have the Sprint Cycles you get the

(26:21) feedback right there and you make the changes so every time we are developing something it's the customer Fe feedback we're getting that and we making the change and then we're bringing it again why does this work you've always thought of automation as build something that has a repetitive process right no we can think beyond that it's not a it's not a repetitive process it's a onetime fix you can only use this once but it does save a lot of time it does save a lot of money for the company and all so we have

(26:56) to understand automation to level where it can go beyond the rule based voluminous and repetitive T we have to use it in different ways possible and that's where we can take the full advantage of this technology thank [Applause] you

YouTube

https://www.youtube.com/watch?v=3mB4p9bkpBI