

sson | IMPACT AWARDS

2024 WINNERS

THE CHALLENGE AND STRATEGY

The project managed to address several challenges, including the need to reduce manual processes across multiple countries of operation, achieve and maintain high levels of standardization, and foster employee skills development through methodologies such as Lean Six Sigma. Additionally, the project sought to align with strategic business priorities by enhancing external vendor relationships, ensuring financial integrity, and supporting enterprise digitalization efforts.

The project revolved around fostering a culture of continuous improvement, innovation, and excellence within the organization. This strategy focused on standardization, automation, internal improvement initiatives, and opportunities for employee development and certification. Collaboration with the Continuous Improvement and Transformation team was crucial in the implementation of RPA and exploring future technological advancements. By combining continuous improvement and automation, the project aimed to streamline finance processes and enhance efficiency.

FINANCE IMPACT AWARD:



RESULTS



PROJECT TEAM

The leaders of the project, pictured here alongside a mural of CMI Founder Juan Bautista Gutiérrez.

From left to right:

Stuardo Ramirez - Team Lead of Continuous Improvement at CMI Shared Services Center (CSI)

Franklin Cabrera - Former Accounts Payable Manager and current Employee Services Manager

Edwin Robles - Accounts Payable Manager

José Morales - Digital Transformation Manager at CSI



BENEFITS ACHIEVED



Improved Service to Vendors

CMI transitioned from physical invoice reception to web portal. This reduced waiting times and improved vendor perception.



Enhanced Employee Experience

Standardized processes, automation, and reduced manual tasks led to increased efficiency and job satisfaction.



Environmental Sustainability

The reduction in paper usage is equal to conserving 105 trees over three years. Also, CMI have seen a significant reduction in CO2 emissions by eliminating physical spots for invoice delivery.



Digital Transformation

Embracing automation has not only improved business operations but also contributed to sustainability efforts.

THE PROJECT IN BRIEF

The project enhanced Accounts Payables (AP) and Document Management processes. The first step involved standardizing all AP processes, followed by comprehensive documentation to ensure transparency and control.

Then, by leveraging Lean Six Sigma methodologies, the team implemented technologies such as RPA, BPM workflows, and Chatbots. This was led by internal teams that were supported by Change Management and Continuous Improvement specialists.

Utilizing DMAIC methodologies ensured meticulous project follow-up and successful automation outcomes. Over a three-year period, seven robots, BPM workflows, and a Chatbot were integrated, culminating in process improvements by the end of 2023. Internal employees drove these improvements, acquiring certifications in Lean Six Sigma methodologies to ensure project alignment and monitoring.

To further monitor the project, customer involvement was ensured through effective communication strategies, managed by the change management team. Strong analytics, particularly through Power BI, enabled tracking of internal KPIs and presentation of scorecards to monitor process results.

