

The background of the entire page is a photograph of a steel mill. Large rolls of steel are being processed on a blue floor. A worker in a green jacket and a red Santa hat is walking across the floor, looking at a document. The mill's structure is visible in the background.

How the world's  
leading steel  
producer  
transformed their  
billing process for  
better productivity



## Client background

**Client:** World's leading steel producer

**Industry type:** Manufacturing

**Products or services or core business:**  
Finished, semi-finished steel products

**Geography or areas of operation:**  
Global

**Total annual revenue :** Over £75 Bn

## Challenge

The client had non-standardized and several manual processes across the globe. The technology was not utilized to the full capacity and no process-centric and business-centric metrics were monitored to provide business insights. The client also experienced high DSO (Days Sales Outstanding) due to inconsistent debt collection attempts and there were multiple instances of duplicate payments. Additionally, there was a high volume of vendor queries, led by high query resolution cycle time.

## Solution

The solution implemented by Wipro to effectively address the challenges included a combination of tools, process re-engineering and process optimization. We deployed RPA (Robotic Process Automation) to automate manual process of billing and invoice payments. Other deployments include OCR (Optical Character Recognition) optimization, using digital process maps with Wipro Based™ Harmony, Power BI enabled dashboards for real time reporting on business metrics, and duplicate payments check tool.

Wipro leveraged domain expertise for a strategic approach for higher long term benefits. This includes the following:

- Shared service Center re-designing

**The client achieved 40% productivity benefits along with 36% increase in end customer satisfaction**

- Process reengineering to reduce - transport inventory backlog, DSO, vendor queries; and auto VAT determination
- Language neutralization cheat sheets for better TAT (Turn Around Time)



## Business impact

The solution and initiatives enabled real time reporting of business metrics with following benefits



60% process standardization across the board



36% increase in end customer satisfaction



\$12.4 million duplicate payments identified



98% automation of billing process



82% reduction in transport inventory backlog



Real time reporting on business metrics



40% productivity benefits to client



Business value delivered till date is \$14.8 Million



“We delivered the client a measured business value of \$14.8 Mn throughout the engagement. The Company achieved 98% automation of billing and 82% reduction in transport inventory backlog”.

**Gurpreet Bajwa**  
Practice Head – Collections,  
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