

KAIZEN™ • AI

SUCCESS STORIES

A CULTURE OF TECH-ENABLED EXCELLENCE

We consistently deliver structural **productivity improvements in indirect areas** across life science, pharma, consumer health, and beyond, helping leading organizations reallocate headcount **from transactional work to value-adding roles, accelerated by AI tools.**

● Direct impact ○ Indirect impact

#	Case Example	Description	Impact	Finance & Controlling	HR & Shared Svcs	Commercial & Retail	IT & Info Systems	Supply Chain & Ops Support	Compliance & Risk Mgmt	Maintenance & Quality
01	Touchless Invoice Integration	AI-based automation of supplier invoice processing, from email triage to ERP posting, eliminating manual PO matching	85% LT reduction -70% FTE's reduction	●	○		●	○		
02	AI-Powered Quote Generation	Automated commercial quoting via Outlook integration: AI extracts requests, matches products, and generates budget documents	-97% FTE's reduction 82% fully automated requests LT 3d→2h	○		●	●	○		
03	Intelligent Reservation Management	ML-based automation of hotel reservation processing. Request triage, data extraction, and booking creation without human touch	~80% FTE's saved SLA 70%→97% -80% errors	○	●	●	●			
04	Market & Industry Intelligence Automation	AI agents monitor 40+ sources, synthesize market news, and distribute sector-specific insights automatically via Teams	130h/week manual effort eliminated	○	●	●	●			
05	AI Fraud Investigation Transformation	Automated alert pre-analysis, multi-source research, and structured report generation for financial crime investigation	-70% investigation time/case Escalation 60%→40% 100% automated reporting	●			●		●	
06	Yard Management System	Centralized platform digitizing end-to-end yard flow (gate control, dock allocation, WMS sync, and supplier KPI tracking)	100% real-time visibility Manual coordination eliminated				●	●		
07	Enterprise Digital Twin	End-to-end data architecture ingesting live sensor, SCADA, and ERP data into a unified digital twin. Displays real-time micro-data and enterprise KPIs to lay the foundation for AI-driven process optimization.	100% real-time operational visibility Unplanned downtime reduced Foundation for AI prescriptive optimization				●	●	○	●

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08	Analytical Methods LT & Productivity	Standardization and process redesign across method development and validation in pharmaceutical QC labs	+30% productivity (methods/FTE/year) -23% LT; €1.7M P&L impact							●
09	EMEA Diagnostics Cost Leadership	Lab footprint redesign, insourcing, logistics optimization, and voice recognition for medical reporting across 14 markets	€25M EBITDA savings Workforce redirected from manual reporting	●			●	●		●
10	Production Planning Automation	Real-time integration of 2 business units: automated scheduling, workload monitoring, and delay impact tracking	-50%/-75% planning time (UN1/UN2) SL 67%→85%				●	●		
11	AI-Powered Sales & Profitability Reporting	Automated reporting workflow with AI-powered variance analysis, insight generation, and standardized management reports across sales and profitability dimensions	Report preparation time reduced from 2–3 days to 5 minutes.			●		●		
12	Leadership Productivity & Mgmt Routines	Structured routines, digital Gemba Walk tools, and automated Power BI reporting to eliminate management overhead	\$9.6M/year manpower productivity Manual reporting eliminated		●		●			●
13	Spare Parts Classification & Replenishment	Criticality-based parts classification, supplier LT renegotiation, and reservation tracking to eliminate planning overhead	-26% stock value (€1.8M→€1.3M) Planning overhead eliminated	●				●		●
14	Customer Service (CS) & Distribution	Redesigned CS and Distribution workflows across multiple sites, deploying AI for touchless order entry and touchless expedition	-55% FTEs needed Service Level: 91% → 98.9% Truck Occupancy: 70% → 86%					●		

● Direct impact ○ Indirect impact

01

We helped a finance team eliminate manual invoice processing and release 70% FTEs to higher-value work.

Client Example



Situation

- A finance department faced significant bottlenecks in the administrative processing of supplier invoices. The workflow was **100% manual**, requiring a dedicated team of **7 people to input every invoice** and **physically match them** against Purchase Orders (POs).
- Invoices arrived **in various formats** (paper and email) without automatic triage, increasing the effort required to manage volume; processing **lead time was 13–15 days**, and the process was highly susceptible to human errors such as duplicates and data inaccuracies.
- The entire team capacity was **locked in transactional tasks**, with no bandwidth for financial control, cash flow forecasting, or exception management.



Approach

- An **AI system** was deployed to monitor the centralized inbox, identify emails containing invoices, and **automatically extract attachments and relevant content**.
- Using Machine Learning models, the **platform reads each invoice** and **precisely extracts key fields** (VAT Number, PO Number, Totals, Line Items); extracted data is automatically **cross-referenced** against existing Purchase Orders in the ERP.
- If validation is successful, the invoice **is posted directly to the ERP with no human interaction**. Only discrepancies are flagged for manual review (touchless posting).



Impact

Tangible Results

- **Lead Time:** -85% reduction in processing time (from 13-15 days to just 2 days).
- **Resource Optimization:** 70% reduction in dedicated effort to higher-value tasks.
- **Cost Reduction:** Significant decrease in operational labor costs and elimination of late-payment penalties.

Intangible Results

- **Accuracy:** Increased data precision and elimination of duplicate payments.
- **Visibility:** Improved financial control and cash flow forecasting.

02

We eliminated manual catalog-searching and reduced commercial quoting effort by 97% for a high-volume sales team.

Client Example



Situation

- The commercial division managed a **high daily volume of inbound budgeting requests** from clients, typically arriving as unstructured emails with varying item descriptions or dense technical specification documents.
- The **quoting process was entirely manual**: the commercial team had to read every email, interpret the client's needs, manually cross-reference internal catalogs to find the right SKUs, and build budget documents from scratch.
- This highly manual workflow created significant bottlenecks: **slow response times** led to lost sales to faster competitors, and **commercial talent was being wasted** on repetitive data entry instead of client relationships.



Approach

- The system **integrates directly with Outlook**: using NLP (Natural Language Processing), it automatically **identifies inbound budgeting requests** and extracts the specific **items, quantities, and materials** the client is asking for.
- An AI engine evaluates the extracted text and automatically **searches the internal database**, suggesting the exact best-fit products to fulfill the client's request.
- Instead of starting from scratch, the commercial team **reviews a pre-populated interface**; once they validate the AI's suggestions, the system automatically generates a **formatted budget document** and **sends the reply**.



Impact

Tangible Results

- **Speed to Market**: -97% reduction in the commercial team's time required to process and answer customer item requests.
- **Resource Optimization**: 82% of all incoming quote requests are fully automated and accepted on the first try by the team.

Intangible Results

- **Staff Focus**: Shifted the team away from administrative catalog-searching and data entry, to focus on sales, relationship building, and client follow-ups.



03

We automated central reservations for a 200+ hotel group, saving ~80% of the team FTE's annually and lifting SLA compliance from 70% to 97%.

Client Example



Situation

- The Central Reservations Office **managed bookings** for over 200 hotels **entirely manually**, processing inbound requests from B2B and B2C channels **via email** and **Salesforce tickets**.
- The operation relied heavily on **manual data entry**, leading to a **high rate of human intervention** and **integration errors (12.5%)** across fragmented workflows and disconnected communication channels.
- **Service levels dropped to 70%** as agents were fully occupied with data entry and administrative processing, with no capacity for high-value customer support or exception handling.



Approach

- Deployed a Natural Language Processing-based sequencing algorithm to **triage** and **prioritize incoming requests automatically by type, urgency, client tier, and language**, ensuring critical requests meet SLA without manual intervention.
- Implemented a Machine Learning model that **parses unstructured data** from tour operators (PDFs and emails), **extracts mandatory booking fields**, validates them against **business rules**, and automatically **creates the booking** in Opera Cloud without human touch.
- Established "**Control Tower**" **dashboards** to monitor **agent performance** and **system accuracy** in real time, allowing the supervision team to update business rules and manage case ownership dynamically.



Impact

Tangible Results

- **Efficiency:** ~80% team FTE's saved annually through automation.
- **Quality:** -80% reduction in integration errors (SiteMinder) and human intervention.
- **Service Level:** Improved from 70% to 97% SLA compliance on D+1.

Intangible Results

- **Traceability:** Full digital audit trail for every reservation request.
- **Staff Focus:** Agents shifted from data entry to high-value customer support and sales.



-04

We eliminated 130 hours of manual research work per week by automating market and industry intelligence distribution across 10+ specialized teams.

Client Example



Situation

- As the **number of teams** and **critical market sources grew**, the manual process of monitoring and distributing news became **unsustainable** and **prone to gaps**.
- The company dedicated a significant number of workforce hours every week to **routine website monitoring, manual data harvesting, content synthesis**, and **publishing news** updates across multiple team chats.
- Over 40 websites monitored across 10+ sectors, serving 10+ team members, **all handled manually**, leading to information overload, inconsistencies, and inefficient use of human resources.



Approach

- Developed an **automated pipeline using AI Agents**: one agent analyzes multiple sources to **identify relevant information, filters market news and strategic trends**, and **summarizes content** in a clear and structured way.
- Power Automate runs the AI agent automatically and stores information in a **structured format** for easier access and analysis.
- Microsoft Teams **receives and distributes key insights automatically** to the right channels by sector, at a defined time each day, **eliminating all manual publishing steps**.



Impact

- **130h/week of manual effort eliminated**: across website monitoring, content synthesis, and news distribution.
- **Improved efficiency in use of human resources**: teams redirected from repetitive data harvesting to higher-value work.
- Teams **now receive curated, sector-specific news** directly in message and PDF format.
- **Automated repetitive work**: website monitoring, content synthesis, and multi-channel distribution fully handled by AI.
- Automated news published at a **defined time daily across multiple Teams channels**.



05

We reduced fraud investigation time by 70% for a major European bank, freeing analyst capacity from manual triage to high-complexity case work.

Client Example



Situation

- A major European banking institution processed **1,000+ fraud alerts per month**, requiring thorough **manual investigation of entities, counterparties, and beneficiaries** across 5 cross-functional teams.
- The triage process was **highly manual** and **time-consuming**: analysts relied on fragmented data sources, **performed repetitive research manually**, and compiled investigation reports from scratch for every alert.
- **60% of alerts were escalated to advanced review**, partly due to **insufficient pre-analysis quality** — creating significant downstream workload and poor scalability across teams.



Approach

- **Deployed automated alert pre-analysis**: validation, enrichment, and structuring of alert data (counterparties, addresses, currencies, amounts) with missing fields retrieved automatically from internal systems.
- **Implemented multi-source automated research**: integrated search across open-source databases, internal records, entity relationship networks, and external media and reputational exposure sources.
- **AI-powered analysis engine** (LLM agents) interprets unstructured data, detects suspicious patterns, identifies entity relationships, and flags sensitive entities and duplicates; **generates structured PDF reports per alert** with full source traceability, archived automatically in SharePoint.



Impact

- **70% reduction in investigation time per case**: through automated data gathering, research, and report generation.
- **Escalation rate reduced from 60% to 40%**: improved pre-analysis quality filters, and unnecessary escalations.
- **100% automated report generation**: zero manual compilation; full audit trail for compliance and traceability.
- Analyst capacity **freed from repetitive triage work** and redirected to **high-complexity, high-value investigation cases**.



06

We gave a multi-site logistics operation 100% real-time yard visibility and eliminated manual coordination effort across 6 distribution centers.

Client Example



Situation

- The company operates a highly complex logistics network across **6 major distribution centers**, handling up to **3,000 pallets** and **hundreds of truck movements** daily across diverse temperature zones.
- Yard operations (gate check-in, dock assignment, loading and unloading) relied entirely on **fragmented manual processes, emails, and disconnected Excel files** for scheduling, creating process bottlenecks and operational blind spots.
- This lack of synchronization caused **inefficient dock utilization, congested yards, delayed incident resolution**, and **made it impossible** to accurately measure critical supplier KPIs (OTD, IA, OTIF).



Approach

- Deployed a comprehensive Yard Management System (YMS) to **digitize the complete lifecycle of every vehicle visit**, from gate arrival and check-in to dock allocation, loading and unloading times, and final check-out.
- WMS synchronization layer bridges external yard movements with internal warehouse operations, aligning **physical truck presence with picking, staging, and expedition workflows**.
- Incident Control Tower module **enables instant logging**, categorization, and **tracking of operational anomalies** (delayed trucks, damaged cargo), with **automated supplier communication** and **SLA monitoring**.



Impact

- **100% real-time visibility** into yard status across all distribution centres: **single source of truth** for internal teams and transport partners.
- **Manual coordination effort** across scheduling, tracking, and supplier communication **was fully eliminated**.
- **Automated, accurate calculation of supplier KPIs** (OTD, IA, OTIF), previously unmeasurable due to data fragmentation.
- Logistics teams' capacity redirected from manual tracking and incident management to **operational oversight and continuous improvement**.



07

We built an end-to-end digital twin and data infrastructure for a large-scale food manufacturer, enabling real-time visibility and laying the foundation for AI-driven process optimization.

Client Example



Situation

- A large-scale food manufacturing plant operating 7 production lines **needed to centralize and extract value** from massive amounts of fragmented operational data **generated across the factory floor**.
- **Data** from machine sensors, PLCs, SCADA, and SAP **were completely siloed**. Management and operators **lacked real-time visibility**, making it incredibly **difficult** to calculate accurate enterprise-wide metrics like **OEE** or **diagnose micro-level inefficiencies**.
- This data fragmentation resulted in **delayed, reactive decision-making**, hidden production bottlenecks, extended machine downtime, and an inability to systematically optimize line parameters.



Approach

- **Deployed** a comprehensive **data architecture** to ingest, transform, and visualize operations from the ground up, successfully **connected to all sensors and controllers across all 7 production lines** (600+ signals), centralizing raw data from SCADA, PLCs, quality controls, and SAP into a unified Data Warehouse.
- Created a **live Digital Twin of the factory**: real-time **dashboards** translating **complex data into visual insights**, from micro-level sensor data (machine speeds, temperatures) to enterprise-wide KPIs like OEE.
- Implemented **an intelligent alerting system** notifying operators immediately of **process deviations** via on-screen displays, with detailed event logging for historical pattern analysis and root-cause troubleshooting.



Impact

Tangible Results

- Shop-floor operators empowered with **immediate real-time visibility** and **alerts** on process deviations, drastically **reducing reaction times** and **minimizing unplanned downtime**.
- **Eliminated data silos**: single source of truth for both tactical troubleshooting and strategic decision-making across all 7 production lines.

Intangible Results

- **Foundational layer** established for **AI prescriptive optimization**. Engine **ingests live process data** alongside **external variables** to autonomously prescribe optimal line parameters, maximizing yield, optimizing recipes, and reducing energy consumption.



08

We helped a pharmaceutical company improve lab productivity by 30% and reduce analytical method lead time by 23%, delivering €1.7M P&L impact.

Client Example



Situation

- Time and effort for analytical method development and validation consistently **exceeded customer requirements** and **competitive benchmarks**.
- **High process variability** and **long lead times**, compounded by silos between development and validation teams, resulted in **low customer satisfaction** and **poor Good Manufacturing Practices compliance**.
- No **standardized knowledge transfer strategy** in place, creating **dependency on individual expertise** and **sustainability risk** across the organization.



Approach

- **Standardized** and **simplified methodologies** across all **development phases**; improved internal logistics and lab readiness to **eliminate waiting** and **searching time**.
- Optimized **ELN (Electronic Lab Notebook)** usage and implemented integrated planning to **align development and validation workflows**.
- Established a **structured knowledge transfer program** and **governance model** to manage implementation, track compliance, and sustain improvements.



Impact

Tangible Results

- **23% reduction** in analytical method lead time
- **+30% productivity improvement** (methods per FTE per year)
- **+17pp Right First Time rate** in routine analysis
- **€1.7M P&L impact** through reduced outsourcing dependency and faster time-to-market

Intangible Results

- **Reduced dependency on individual expertise** through standardized knowledge transfer.
- **Improved collaboration between development and validation teams**, eliminating bottlenecks from siloed working.

09

We delivered €25M in EBITDA savings across 14 markets for a leading diagnostics company by restructuring laboratory operations and improving workforce productivity.

Client Example



Situation

- A leading diagnostics company operating across 14 countries faced **rising personnel and operating costs**, with an **inefficient laboratory and collection center footprint** driving **unnecessary overhead**.
- High outsourcing costs for analysis, poor logistics efficiency, and low productivity in pathology and medical reporting were absorbing **significant workforce capacity without delivering proportional value**.
- No structured benchmarking framework in place to **identify performance gaps** or **drive productivity improvements** across markets.



Approach

- **Redesigned laboratory and collection center footprint:** centralized labs, closed or optimized underperforming collection and radiology centers, and insourced previously outsourced analysis.
- Implemented **logistics algorithms** to optimize routing and reduce transport effort; **improved medical reporting productivity** through voice recognition, **eliminating manual transcription work**.
- Conducted internal and external benchmarking to **identify and close productivity gaps across all 14 markets**; renegotiated procurement costs across the network.



Impact

- **€25M EBITDA savings** delivered across 14 markets over 3 years.
- **Significant workforce effort** redirected from manual reporting and administrative tasks **through voice recognition and process standardization**.
- **Improved** reporting quality, stronger budget discipline, reduced lead times, and higher service levels across the network.



10

We reduced planning effort by up to 75% for a two-business-unit manufacturer by automating production scheduling and inter-unit coordination.

Client Example



Situation

- Two business units **operated with excessive informal communication**: STO status updates were managed in isolation, **increasing the risk of errors and misalignment between units**.
- Planning was **entirely manual and error-prone**, with no automation or simulation capability — decisions in UN1 directly impacted UN2 and the end customer, but **were not monitored or tracked**.
- **No real-time visibility into workload, capacity utilization**, or the **downstream impact** of planning changes on service levels.



Approach

- **Automated integration tasks** between the two business units, reducing manual effort and ensuring process consistency across planning cycles.
- Deployed **real-time data change tracking** to immediately surface **how delays** in UN1 **affect UN2 customers**, replacing reactive email-based communication.
- Built a **daily workload monitoring tool** with shift and machine preference settings, delay impact analysis, and stock monitoring to **support proactive planning decisions**.



Impact

- **50% reduction in planning time** for UN1; **75% reduction** for UN2.
- **Service level** compliance between UN1 and UN2 **improved from 67% to 85%**.
- End customer service level **secured at 96%**.
- **Planning team capacity** redirected from manual coordination and firefighting to **forward-looking scheduling and optimization**.



11

We reduced report preparation time from 2–3 days to 5 minutes by automating sales and profitability reporting with AI-powered variance analysis and insight generation.

Client Example



Situation

- Reporting was a **highly manual, Excel-based** process requiring extensive preparation, reconciliation, and validation before insights could be generated.
- **Each report took 2–3 days** to produce, as teams had to manually consolidate data, check figures, validate outputs, and interpret sales and profitability variances.
- This process created a **significant operational burden** and limited the time available for deeper analysis, decision-making, and business action.



Approach

- Developed an **AI-powered reporting workflow** that automatically generates standardized management reports in minutes.
- The solution **analyzes sales, cost components, gross margin, and profitability** performance, identifying the key drivers behind variances across multiple business dimensions, including market, customer, brand, packaging, and region.
- The **automated output** includes an executive summary, base performance analysis, cross-dimensional insights, structured tables, charts, and AI-generated commentary, ensuring a consistent and repeatable reporting format.



Impact

- Report generation **time was reduced from 2–3 days to approximately 5 minutes.**
- The process evolved from manual information preparation into a **scalable insight-generation capability.**
- Teams now benefit from a **standardized and repeatable reporting process**, with significantly less manual effort, fewer validation steps, and more time dedicated to analysis, decision-making, and action.
- AI-generated insights enable **faster identification of performance drivers** and root causes, improving the quality, consistency, and speed of commercial management reporting.



12

We helped a global oil & gas company reduce leadership overhead and improve manpower productivity across 4 asset groups through structured routines and digital tools.

Client Example



Situation

- Leadership time was **heavily absorbed by ineffective meeting routines** with no field verification. Management at the asset and corporate levels consumed significant hours in unstructured touchpoints that **did not translate into operational decisions or corrective actions**.
- **No structured deployment strategy in place:** company strategy was limited to top management KPI definition with no operational translation, forcing middle management to **spend time bridging gaps manually**.
- Visual management standards, audit routines, and performance tracking **were absent**. **Decisions were not taken based on data**, creating repeated cycles of **manual information gathering** and **informal communication**.



Approach

- Launched a **Maintenance Excellence Programme** through focused improvement workshops targeting end-to-end process streamlining and digitalization — from maintenance notification through planning & scheduling to execution and close-out.
- Implemented **Leaders' Standard Work** and **digital Gemba Walk tools** (Rise and MBW apps) to standardize field leadership routines and reduce time spent on informal coordination and status updates.
- **Deployed daily, weekly, and monthly Power BI reports** and **Mission Control Rooms** to replace manual reporting efforts with automated, real-time performance visibility across all asset groups.



Impact

- **Manpower productivity improvement of ~\$9.6M/year** across 4 asset groups.
- **PM Compliance above 90% and CM Compliance above 80% achieved** — in line with industry benchmark for best-in-class maintenance operations.
- **Leadership time** structurally **redirected** from meeting overhead and manual reporting to **field leadership** and **value-adding supervision**.
- **89% reduction in inspection idle time; 40% reduction in maintenance backlog**. Driven by improved management routines, **not headcount increase**.
- **Digital tools eliminated manual data gathering and reporting efforts** across daily, weekly, and monthly management cycles.



13

We helped a manufacturing company reduce spare parts stock by 26% and eliminate planning overhead by redesigning the entire parts classification and replenishment system.

Client Example



Situation

- **High spare parts stock levels** with unclear criticality criteria, making it **difficult for the maintenance team to trust the warehouse**, leading to informal workarounds and duplicated effort.
- **Supplier lead times were incorrectly defined** in the system, forcing planners to **manually compensate** and **monitor orders** outside the **standard process**.
- No **structured reservation tracking tool in place**, requiring significant manual effort to follow up on parts availability for planned maintenance.



Approach

- Designed a **new parts classification system** with **clear criticality criteria, eliminating ambiguity** and **reducing the time** planners spent making ad hoc decisions.
- **Renegotiated supplier lead times** and **standardized part designations**, reducing the manual reconciliation effort between system data and actual delivery performance.
- Implemented a **reservation tracking board**, advanced parts reservation for planned maintenance, and a **structured inventory process** for repaired equipment, replacing informal coordination with standardized workflows.



Impact

- **26% reduction in spare parts stock value** (from €1.8M to €1.3M).
- **Planner and maintenance team effort significantly reduced** through elimination of manual workarounds, informal coordination, and ad hoc decision-making.
- **€70K in obsolete parts** identified for write-off; **340 references with updated replenishment** points to improve service level.
- Maintenance team trust in the warehouse restored, **reducing duplicate checking effort** and **informal stock management** practices.



14

We deployed AI-powered touchless order entry and expedition for a European food manufacturer, cutting 55% on the FTEs needed and lifting service level from 91% to 98.9%

Client Example



Situation

- European food manufacturer with **multiple production and distribution sites** facing inefficiencies across Customer Service (CS) and Distribution teams.
- Customer Service team processed orders arriving via **PDF and email manually** for all non-EDI customers, re-keying data into SAP, handling customer codes, delivery conditions and internal codes by hand.
- Distribution relied on **spreadsheets and phone calls** for planning; expedition required **human interaction** at every step (CMR paperwork, manual dispatch).



Approach

- **CS - Touchless order integration:** AI reads incoming PDF/email orders, transforms them into SAP Sales Import format, incorporates customer codes + delivery conditions, and integrates touchless into the system.
- **Distribution - Routing & Interaction tool:** joint planning of transfers + shipments, automatic e-mail with transport requirements for operators, all workflow done within the tool.
- **Distribution - Yard Management tool:** designed and developed self-checkout expedition enabling touchless dispatch without human interaction.



Impact

Tangible Results

- **FTEs:** -55% needed
- **Service Level:** 91% → 98.9%
- **Truck Occupancy:** 70% → 86%

Intangible Results

- **Scalability:** standardised workflows and tools replicable across new sites.
- **Administrative Simplification:** streamlined paperwork and interface corrections across logistics chain.



The background of the slide features a dark blue, futuristic aesthetic. A hand is visible in the upper left, hovering over a glowing, circular launch point on a digital interface. From this point, a rocket, depicted as a wireframe with orange and blue highlights, is launching upwards. The interface is filled with various digital elements, including glowing lines, dots, and concentric circles, suggesting a high-tech or space-themed environment.

Ready for a CULTURE
of **TECH-ENABLED**
EXCELLENCE?