

# **BRIEF**

## **CASE STUDY COMPETITION 2019**

**COMPANY:** PLIVA

**CATEGORY OF BUSINESS CASE:** Trend of the future

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**NAME OF THE BUSINESS CASE:** E-invoicing or Robotics?

### **INFORMATION ABOUT COMPANY:**

With almost 100 years of successful pharmaceutical experience, PLIVA is today a member of the Teva Group, one of the largest global pharmaceutical companies. We at PLIVA are dedicated to providing our customers with high quality, affordable medicines for a better quality of life. PLIVA is the largest pharmaceutical company in Croatia and one of the leading companies in Southeast Europe thanks to its highly competent employees, innovative technologies and continuous investments in production. PLIVA is also one of the major exporters in Croatia with over 80% of products intended for exports.

**The Finance Shared Service Center Zagreb** (“FSSC ZG”) has been established at PLIVA with an aim to provide high quality accounting support to Teva's business across Europe. The FSSC ZG uses leading tech tools for its finance processes and activities delivering value to Teva.

### **DESCRIPTION OF CASE STUDY:**

A large multi-national company with an annual volume of more than 3 million vendor invoices aims to perform transformation of its accounts payable process. It is split in its decision to opt for either e-invoicing or implementation of RPA (Robotics). Few years ago, such a question was unthinkable because e-invoicing was the leading tech solution for such problem. With the advent of Robotics, every organization is now wondering which is the best pick for them.

- Develop understanding of both the technologies to understand respective advantages and limitations.
- It is expected to compare the two technologies from the point of view of ROI, ease of roll-out, post-implementation support, etc. and provide a decision in favor of one with clear arguments. Use real-life numbers wherever possible.
- For the purpose of ROI, you can assume the work is currently being performed by ~200 accountants spread across multiple countries.

Teva has multiple ERPs – SAP, Oracle, Mainframes, Legacy applications - and is present across more than 60 countries doing business in more than 20 languages. It is expected from the students to consider the complex technology landscape of Teva while thinking of the right solution.

It is important to pay attention to the adoption of technology from change management point of view. You may like to also consider the differences in legal environment between EU, US and Rest of world. You may make general assumptions for the purpose of ROI.

#### **ADDITIONAL INFO:**

It is advisable to the students to not fall prey to marketing stuff on internet about technology. There is lot of stuff from tech vendors which is easily available but you are advised to take it all with a 'pinch of salt'. It is advisable to the students to trust their own instincts about making decisions and to be pragmatic and realistic in approach.

#### **MANDATORY AND, OR SPECIFIC ITEMS:**

- Expectation is that the students will conduct thorough research about the different technologies, prepare business case for implementation, indicate ROI, provide commentary about roll-out, change management and post-implementation support.
- This case study is not specific to any particular tech vendor and it is a general thesis about one tech versus another.

**SCORING CHART:**

<b>Criteria</b>	<b>Grade (0-5)</b>	<b>Contribution to overall rating (%)</b>	<b>Total</b>
The solution (case) has all required elements	0-5	30%	
Creativity and innovation	0-5	10%	
Business plan	0-5	10%	
Can the solution be implemented?	0-5	20%	
Overall quality of the case study	0-5	30%	

**ADDITIONAL BENEFITS:**

- Possibility of student practice in PLIVA
- Possibility for student work in PLIVA
- Possibility for providing advice for student thesis (similar to student practice)

All solutions must be submitted in English.