(2) Imagine Austin | Maruti Suzuki: Automation at the core of business strategy -

Transcript:

(00:06) hello everyone how are you guys doing how's imagine day one going I get at 3:15 it's like all the churos the nachos the tacos The Rice Krispies it's like all settling in now we have some amazing content for you um over the course of next day two days 32 breakout sessions 26 customers who you want to hear from you want to hear about their automation Journey you want to hear about what how folks um approaching um Ai and looking to help operationalize generative AI uh and build a strategy around it so really

(00:38) excited um and thank you all for uh attending and joining us here my name is ano seel I lead product marketing here so um at the end we're going to have a Sur we're going to have a QR code where we can provide feedback please do take take the survey really uh uh take that to help improve imagine and improve the content and events you're looking to tend and get information from going forward and today I'm really excited to have one of our great customers uh from Mary Suzuki talk about their automation

(01:08) Journey uh which is what you're here to talk about but a couple of things we want to get out of the way is One Is Safe Harbor so please make your purchasing decisions based on current functionality and the other thing quickly I was going to touch on so you've heard Mahir and AI talk about the automation success platform being your system of work uh combining the power of Automation and generative AI to connect systems people's processes to help you uh reduce cost and drive business results so we're here today to hear

(01:39) about from one of our amazing customers to talk about their Journey from an automation standpoint as a core business strategy uh and how they're uh leveraging technology and uh part of what we'll be going through today is you know what the journey how the journey started where the journey is today and where the journey is going forward so with that I'm very honored to introduce Mr Adia awal from uh from Mar Marty Suzuki thank you Adu good afternoon everybody how are you I hope all of you are doing well this is

(02:13) a post lunch session as ano explains so very difficult so let me make it more interesting for you uh how many of you know about maruti Suzuki ah thank you thank you very much so let me start my story with a bit about maruti Suzuki and the Indian Auto industry I come from a company that manufactures cars in India and uh most yeah most number of cars in India so we have oh you owned one good yeah okay thank you so uh yeah in in India uh cars maruu Suzuki is synonymous with cars we manufacture practically 50% of what gets

(02:52) made the Indian car market is about 4.2 million a year and uh we manufacture close to about 2 million cars a year year if you look at the Indian Auto industry it is the third largest market in the world today in terms of numbers we contribute to almost 7.1% of the Indian GDP it's a $222 billion industry and uh the good part is that the car penetration in India still at a very very nent stage which means that there is a lot of opportunity for cars in India so our business is pretty solid for the next 10 15 20 years

(03:32) if you compare it to us it is at about 900 per th000 so you can see the difference and of course we are not a we are not a rich Nation so so there's also a problem that most of the people cannot own cars so that's why probably one of the reasons for the car penetration to be low in India right yeah okay about maruti Suzuki U as I said we have about 42% market share in in terms of numbers we have almost 36,000 plus employees we have plants in guro manesar which is in the north uh we have a plant now in Gujarat which is in

(04:12) the west and we have a contract manufacturing agreement with Toyota to manufacture cars down south overall capacity is to manufacture about 2.1 million cars a year we do 16 Brands we have 130 variants we have a dedicated R&D facility again based in north in ruk we export to about 90 countries and we have 10,000 plus sales and distribution points across the country so let's talk about automation Journey that we undertook we are a old company maruu Suzuki started in India in 1983 that is when we manufactured our first car so we

(04:59) are 40 years old so you we have lot of Legacy systems however one thing is good that the day we started in India we had computer generated invoices we had complete dependence on a computer system way then Way Back 40 years back and that has helped us keep our digital Journey maturing very very fast and we have been able to do lot of automation because we our our core systems were very ready since the very beginning so U since we are old company and we have a huge volume of sales and service so we have very very large actually processes uh

(05:39) they're very very complicated and since the whole production system has to be integrated with sales system it has to be integrated with uh supply chain it has to be integrated with spares deliveries so we built a lot of legasis systems these are all homegrown systems that have helped us in managing our processes in the most most efficient manner but somewhere we realized that you know the whole dependence was on doing things manually for example somebody wanted a report he would go to a system key in the parameters take the

(06:14) report out put it into Excel and I'm talking about very very simple things so you know take the report out put it into a format give it to somebody and this became institutionalized which means that we had a report maker in every Department we had people looking at claims in every Department every area so so this as we as we became as we matured into a big organization this became integral part of the organization and that was the first step where we thought that we would be able to you know really bring automation into

(06:45) place and place digital workers into place so that these people who were becoming you know kind of people who are doing repetitive task we could fee them up and we could use them for doing something better so that is where we started our automation Journey starts small and then gradually move on to bigger tasks that is how we started maturing and as we matured we moved into something called N2 end automation which is again looking at complex processes breaking them up and redoing the entire process using not just automation but

(07:25) also AI so that we can get results which are better than what we used to get earlier when we had only human intervention so we partnered with the automation anywhere in 19 201920 when we started and we did our first POC and then we started moving from there in 21 we were able to do about 30 automations in one year in 22 we moved to something called hyper Automation and intelligent automations and uh the number moved to about 70 plus and now the entire focus is on doing intelligent Automation and Hyper Automation and we introduced IQ board

(08:07) document automation this year and this year we'll be doing about 125 plus automations so as I said we started small we started our automation journey by replicating almost all physical kind of activities so smaller activities so that business users get convinced that this is actually helpful for them and then based gradually gradually we improved our capability we improved how we did automation into something that was rule based some amount of AI and then into something that has AI API was verification business process

(08:48) engineering and we were able to do these complex processes with one basic approach that was always to keep Center the customer at the center of all our are operations the whole idea was that the person who is doing this should be convinced that yes this is bringing value to him there was no push the whole idea why we were going slow was that people who use this should be able to talk about it and bring in other users who will be able to use this kind of automation who will be able to improve what they do and be able

(09:23) to show value to their superiors so that you know the whole automation it actually spreads across the organization that is how we were able to make success and do this in a in a very very planned manner so what are the guiding principles how do we how do we look at automations what are the ready cases for automation how do we select what automations to be really done I think we identified some Basics basic metrics where we should be looking at automations one of course is where the volume is very very high where there

(09:59) there's a lot of processing involved and there's a lot of human effort involved in doing this processing the second was that wherever there are business rules which have already been set so these these become very easy to implement so if you have a set business rule in terms of what is right and what is wrong it becomes very easy to implement and those were the cases which we took up cases where error rates were very high where when there are chances of human error if a person for example is settling claims

(10:30) so we get lot of claims from our dealer Partners it could be because of warranty it could be because of sales returns it could be because of uh claims that they get as reimbursement from us there are high chances of error when you are settling a large amount of claims so these became natural areas for us to really investigate and use uh automation to take care of things which were data intensive lot of data needs to be crunched is there a way we can do it in a manner which is automated make better reporting for the for the management

(11:02) make reports that make give a better meaning to what the data has to suggest for example today we look at data which is in terms of a chart and suppose we are able to Crunch this data into something that shows that what is going up and what is going down it becomes easy and the user is able to take a better decision based on this data and areas which were man are intensive which means which took a lot of time for for doing the same amount of work so is there a way we can crunch that time the basic principle was that if

(11:37) there is any work that a machine can do better should be done by the machine and what was the approach as I said we were starting with this for the very first time so we did lot of design thinking workshops with our users initially when we started it was very difficult for the users to get convinced that this is the right approach because somehow they felt that you know this is going to take away what I'm doing so what will I do if there is nothing that is left for me maybe I'll run out of job maybe they'll probably

(12:14) look at you know telling me that you we don't have anything for you so it was very important to convince them that this is not about taking it away from you but giving you something better to do I think that approach was very very important and then helping identify the use cases themselves the user should be able to say that this is what I want to do this is where I feel there is a pain this is taking too much of time or this is where I get a lot of Errors when I work or this is an operation which is a big cost

(12:44) to me because I have to Outsource this and the resources that I use are actually very very high so is there a way I can reduce that number of resources that I've have taken as an Outsource model second important step was what kind of return on investment will I get so usually you know we are happy when it says that I have been able to reduce Manpower I have been able to free manpow and that's that's that's about it but we were able to get some real value out of this we were able to get Revenue

(13:18) benefits because there was reduction in the times we made errors our claims which we were settling at many times these claims are not genuine with the help of automation we were able to find those claims and it helped us in recovering a lot of costs that would have actually gone and it would have led to a lot lot of waste of money actually we were wasting money in the past because we did not have a way of finding out what claims were genuine and what were not genuine a dealer submits a document to us saying that a customer has claimed

(13:56) for a certain amount of reimbursement and we find that the same document had come to us earlier because now we are using automation the AI engine can tell us that this document the very document that we are seeing today we've seen it earlier and this is not the first time the same dealer is submitting this document so that is how you know just as an example I'd like to tell you that we were able to we were able to save a lot of money and that became a direct Roi for us how do we prioritize use cases so

(14:29) which case should we do first where is it that we are going to get maximum value what is of importance to our customers where does he find maximum pain in a particular area and then once we decide that this use case is prioritized there is Roi available we were able to go for development and then put it into go to market and then we were able to deploy this as a solution now when we talk about Roi the ROI was also very clearcut there's a cost license development support and there is a saving which is in terms of direct

(15:12) cost direct man man effort and paper so clearly identified in three different buckets and then if it made sense if it made sense means that if we were able to get a Payback in a period of less than two years we went ahead with this project and we deployed it so currently we have about 125 plus automations deployed we've created capacity of about 55 digital B workers we save about 1.

(15:50) 3 million papers A4 per anom and we have almost all business units covered within within our company so now I like to talk about some of the automations that we've done some examples I think this has been discussed today in various forums so how do we look at invoice processing how can we make it paperless so the current process or the earlier process was that we receive a physical invoice from a vendor it is manually upoaded in the Erp system by our buyers and then Finance is validating this invoice using uh purchase order tax validation vendor

(16:34) details and once he is validated he checks for the budget and then it goes for creation of a receipt which means that now it is ready for payment so this becomes the whole process and it is actually a very lengthy process it could take up to 15 days to clear a payment if you go by this process and we receive about 500,000 invoices per anom so phase one we already deployed which is basically validation of all the vendor details validation against the purchase order validation of tax budget and processing so this

(17:13) portion we validated we did we put a bot in place we actually put multiple bots in place and this portion was automated in the second phase now we are looking at how do we pick up details automatically from the invoices and manually upload in Erp so there are actually in India we get unstructured invoices as well which means that these are handwritten invoices so that is why this portion took us some time and uh we were waiting for the right amount right technology to be available so that we could do this completely so now we have technology

(17:50) available and we are able to do both stuctured and unstructured invoices and we are able to now process them and this POC is currently under process manag the manual eror 50,000 they sir that we validate with the PO we also validate with the vendor we also validate with the quantity that we received so that is how we are doing this check yeah so these are all backend checks which are already been built into the system but these checks existed earlier also but then the whole process was that if you get a manual invoice are you reading

(18:23) 50,000 as 50,000 so that is the that is the you know basic uh issue that we had uh earlier still we are getting an accuracy about 85 85 90% 85% we are getting so there are still 15% of invoices where we are still not able to read so that is why we are doing this PC now yeah uh so uh currently it is going through manual uh but yes uh we we are working on a process where it does not remain an exception so we are training the engine again so that it happens so anybody has a question because I think this session is being recorded So anybody has a

(19:04) question please uh raise your hand uh can we just finish this and uh then take the questions because they want to record the questions also so we'll get a mic and then you can take your question right is it okay is it okay sorry so uh we did about 6.5 million saving in terms of Indian rupees uh 500,000 paper saving uh we did about 280 hours of capacity creation and an 63% Improvement in the efficiency with which we were processing these invoices which is actually a big thing because see the whole idea is about

(19:43) creating additional capacity and I can tell you uh currently we're doing about 2 million Vehicles a year and that happened over last 40 years so from doing 83 vehicles in a year to 2 million vehicles in a year we took 40 years and the next 2 million will happen within next 7 years which means that we'll be going from 2 million to 4 million by 2030 if that has to happen I think we need better capacity and if we have to create capacity there is a whole lot of scope for Automation and that is what we have

(20:17) been planning to create by making our systems more and more efficient so this was a big area where we could automate and now we have been able to create capacity which will help us steer through the future in a much better manner so I was talking about claims this is another use case where when we sell the cars we are giving an additional offer to customers if he is a institutional customer if he belongs to a particular company if you work for say uh a TCS or a tech we will be giving you a special discount which is over and

(20:52) above the regular consumer offer and when we give you this discount we take certain documents from you which Pro provide which actually authenticate that yes you work for a certain company it could be your iard or it could be your salary slip which is issued by your company and it says yes this person works for us so once we authenticate that we are able to pass on this discount to you and then the dealer or our Channel partner claims this discount from us so he submits the document to us we verify these documents

(21:21) and we settle his claim this again is a very very manual process so today we sell about 160,000 cars month and we get claims on almost 990,000 Vehicles a month so we get 90,000 claims in a month and the whole process is totally manual because the physically the dealer sends the uh sends us the documents though he's uploading everything into a Erp system but then he's sending these documents physically to us somebody's validating these documents physically by looking at the physical document he's checking whether

(21:53) this person is genuine or not actually there is no way in which he can check suppose I paste my name on an automation anywhere iard he cannot check so authentication is actually not happening but he's just checking the document yes there is a document available so what we did was not only did we actually automate this process we also built a lot of processes where we are able to do a kyc a check using some apis with with these Channel partner with these people so we've said that yes we could check with your bank account or

(22:32) we could check with your Adar we could do a lot of kycs to check whether this customer is actually genuine or not why not work email work email as well so we sent an email and check back so a lot of things we are doing so that this does not remain where it is today yeah so this process was taking about 100 days to settle the claims early so if you send the claim today we would be able to settle it in next 3 months today we are able to do this in less than 30 days it used to take about 30 people to do this today we do this with only four

(23:13) people so that is the benefit of doing a end to endend claim Automation and not only this as I said earlier we have also built an AI engine into this which means that if your document has come again if the document series matches with an earlier document that was submitted with a different name we are able to check the system throws up that record saying that this could be an ingenuine document this document does not match up with the company that his person is referring to so we just implemented the system and

(23:51) the initial results are very very encouraging we've got almost 32 million Indian rupees saving we have been able to reduce use the the tat of the processing and we are able to get a 24x7 working which means that the dealer is able to upload this document at any point in time and he will be able to receive a yes or a no from the system in a very short period of time first thing that the system does is that it checks the documents refers it back to the dealer saying that yes these are the documents that you have uploaded this is

(24:21) the information available in the document the dealer person says yes this information is correct please process this document and then we go for checking that document with various agencies to validate whether the information uploaded is actually authentic or not and based on that we process this claim similarly for car warranty system warranty claim systems so what we've done for sales we've also done for so this is a case of horizontal deployment what works for sales is now working for service as well and we are able to

(25:00) settle the warranty claims also in a similar manner using a similar engine we are able to do this claim settlement for warranty also in a similar manner again Improvement in efficiency in processing T reduction and an additional capacity creation for processing the claims this is the market feedback system that we've done for our quality teams earlier the whole system of managing the defects reported from the field by our field service team used to be manual and whenever there was a defect which came in for the first

(25:48) time there was a whole system of checking a whole lot of information from various in-house systems that are available today so we have various production systems we have various Sales Systems from which data is fetched manually and then that data is validated to check what could have gone wrong with this vehicle when was this produced what is the history of this vehicle all that data needed to be taken out manually for validating the defect that was there today the system has been entirely automated so the system is automatically

(26:23) validating with all in-house systems all eight of them and he's able to take out data in a very very short amount of time and we are able to bring this data to to the user to the system who to the person who's checking the warranty claims and who's checking the the defect and this data is available to him in a very short span of time so everything we do is backed by a saving which is genuine which is reported by the business user himself I think that that is also very important that the savings is reported

(27:00) not by us but by the business user when he's used the system over a period of time he says yes this is actually generating value for me again we are doing this uh another uh automation of our procurement systems so our supply chain is using this for managing the uh request for procurement for managing the payments for managing vendor registrations all manual processes that were there earlier have been actually now automated and are actually helping us get faster results whether it is about RFB management or payment or ventor

(27:45) registration all the processes have now been automated yeah sure I think this has been really a ey opener for all of us uh at maruti Suzuki and going forward what we think is that we should be able to create capacity of almost 5% digital workers in our system we are also building our road map for hyper Automation and intelligent automation projects over next 3 years in fact now we are moving from simple task automations to only hyper automations and intelligent automations we are now building on a concept called citizen

(28:37) developers which is basically about uh how do we how do we and how do we actually make people in the business teams get involved with the whole process of deploying task automations so we attach a developer team with the with the citizen developer he becomes the ba he becomes the program manager or the project manager and he is able to drive the automation himself we've been hearing about J today so I think we are also actually having a lot of use cases where we feel that jni can strongly impact the business processes related to

(29:22) content creation enhancing customer experience enhancing employee experience so I talked about the C citizen development program we've got almost 76 citizen developers across various verticals who are working with us today so we have been actually upgrading them in terms of their skills of what automation technology is all about how do we do a prog project management how do we how do we look at the whole process of managing uh automation development cycle and this is is helping us scale up the automations in a much

(30:01) faster manner that's it thank you very much now we are open for questions thank you so much that was uh great to hear um and we we do have time for questions before I do I'm going to just cover one thing real quick please give us your feedback on the session overall if you could just uh scan the QR code and take your feedback we'll um take some questions so I know we have one in the front uh we're recording the session so we'll make sure that we'll have this available for your teams later

(30:36) so you turn the mic on I'm I'm really a good case because I lived in India and came to us more than a decade ago um owned a maruti Suzuki so a good uh perfect use case uh when it comes to the um kyc even kyc is new term for me because I moved here when I moved back then only I came to know oh what is kyc kyc means uh know your uh customer um so when it comes to when when I'm here like when I go for a if I need a uh phone where do you work I for example if my so I I debate between me and my wife which email address we

(31:25) should give oh Intel has lot a lot more discount let's give Intel uh uh information so we we give her email address and then immediately she'll go and say approve in her email and immediately they'll say okay it's we are good and we'll give you AT&T we'll give you Verizon like like that we get choices so it happens like within seconds without without no K kyc all this information so my question is is there a way way that that can be used as a use case and that can be instead of even 30 days I feel like it's pretty

(32:05) longer can we do it like in 30 seconds actually uh see the whole thank you very much very uh it's a very uh I would say it's a thought in the right direction but uh just remember that we come from a country called India where technology is still not reached a level where it should be 60% of our customers do not have emails and uh 95% Almost 100% have phones today so so we do a OTP based verification with all the all the customers as a very first step so that we are able to authenticate that yes he's the right

(32:40) customer for us but given this fact uh there are a lot of customers who would like to you know uh just to get some offers they they might like to suppress some facts or give false information so how do you validate this so one of course is get an email uh go to his Source but then that kind of system currently we can only authenticate ourselves for example I can authenticate my own email my company doesn't do it for me right so how do we do this now so I think one way is that we we go to PF records we go to AAR

(33:16) authentication which are actually government of India uh validation sources not have yeah he doesn't have a job yeah so if I go to PF yes I will be able to get that information so 90% of customer who are who have who are covered under the corporate schemes Almost 100% have PF coverage so that works but then what about rural customers rural customers becomes a big problem so almost 85% customers in rural have something called a kissan Adar a kissan credit card KCC so we pulled information from the KCC also and and uh some of the land records

(33:58) have already been computerized so we get that land record information also wherever it is available it's a very complex game so and we are evolving as we progress but yes uh majority major chunk of this we are able to do but uh you rightly said that uh that is where we want to be if we are able to authenticate on an email and uh the company says yes he works for us that's our your comp we haven't reached there any other question yeah just a second thank you um how do you calculate the savings and the ROI because in

(34:40) countri like us I'm from Mexico you know where the resources are very cheap compared with the dollars we have to pay for an automation how you know calculate this yeah thank you very much that's a very interesting question actually works for us also because a lot of these places we we have been doing these automations uh the the Manpower that we use is actually outsourced so compared to our manpow the cost of the manpow that I have replicating now is 1/3 actually less than 1/3 most of the cases so how do I

(35:12) build an Roi there right so I think one important factor was as I mentioned in my presentation also U that we look at reducing it reducing the Manpower by less than 1/3 so that we are able to manage that cost also we are able to reduce the cycle time which means less interest cost of the money that has been blocked for if I block capital for 120 days versus I block capital for only 30 days so interest saving is there right plus saving in terms of errors that I do so if I'm able to reduce the errors significantly then it becomes a very big

(35:53) use case for us and then providing a window of 20 4x7 against only s or 8 hours a day which was when I was doing manual processing so so that is how we are able to show uh show value which is real and also paper saving because if you are able to reduce paper transactions number of papers that you use which becomes a physical saving in itself and of course it is also helping us reduce our carbon go green yes we have a question back here yeah Mr gwal my my name is Vijay Thomas I'm I'm the CEO of tangena we're a partner of

(36:32) automation anywhere and I just wanted to add to your story of maruti Suzuki we actually do automation using automation anywhere for some of your dealers some some of your largest dealers indust Motors popular so this story is even stronger down the supply chain so I just want to make that point and love to find out how you know some of those things can be found out how we can leverage this within marui so we we do understand a lot of the things but we didn't ever have the opportunity to participate but there is automation anywhere already

(37:01) happening even further further I would say Upstream uh in in in your in your process thank you very much actually some of our dealers partners are also very large businesses in themselves uh so dealers he's talking about sell almost uh 6 to 7,000 cars a month they service 60,000 cars a month uh so so which is a big volume and uh I'm sure they are using lot of process is which which can be automated on the dealer side also yes so that is also part of our journey so both upstream and downstream we are looking

(37:35) at our vendor partners and also our dealer partners and processes where we can do this uh seamlessly across thank you we have a question back here awesome um you talked earlier about a couple of automations that you took in phased approach I'm wondering if you can give some advice to some newer automation programs and how you took that iterative approach and how how we might be able to um tackle some of those bigger processes okay uh so if I understand correctly your question is how can a person who's starting on the

(38:06) automation Journey do this um yes so like you mentioned several of the tasks you took in a phased approach where you automated a portion of it and then expanded upon it so if we have tasks that are automated today how can we look to expand upon that or how did you approach doing it in phases okay uh so uh let me start with few of the ones that we started initially these were task automations which were basically at a very very initial stage where we were automating simple processes like uh I would say we started with a simple

(38:39) automation of just how do we how do we bring all the elements of a report together in one piece for example I mentioned the use case where lot of information needed to be extracted manually from our Legacy systems from our in-house systems so that we could make sense of the entire piece of data and present it to the user so when user was doing this manual uh you know data to be taken out of man many manual systems it used to take a lot of time so if you if you automate this simple process by just you know validating it

(39:15) with the chassis number and taking out data automatically from the systems and putting it to the user it becomes you know a kind of relief for him because he's able to save time in getting that data out so first use case very simple extraction of data instead of doing manually it is automated and data is presented to the user in the form that he can use and he can use it for making a business decision simplest of use case Start From Here Second Use case where am I finding a pain in actual processing so every time I receive an invoice I have

(39:57) to do a manual validation so can I validate this automatically again automatic validation saying yes purchase order available quantity verified vendor name verified payment terms verified budget verified process closed so that is how we need to make a phase approach and every time I do an Automation in one area I go and present in another area and tell them that this is what I've done in sales is there a use case in service you also do the same thing is there a use case in spares you also do the same thing so once we are able to deploy we

(40:43) are able to show results of a simple Automation in one area we take it across horizontally and try to build use cases which are similar in nature across various business units so that is how you make the program more and more popular then you create citizen developers which means people who talk about the automations in their own area so instead of giving a push you are actually having a pull strategy which means business user are themselves saying that yes this is making sense for me and I think most important is you

(41:19) know when we keep moving forward we don't look at what has happened behind us for instance today that I uh I'll just tell you we we made 30 automations live in the year 2020 all 30 of them work today as well so we keep track has the business user stopped using any of the automations just because he's moved to a new process or he doesn't find Value in this automation anymore we keep checking what is the frequency of usage of this automation of this bot so that you are in touch you know that yes what I have created in the past

(42:01) still works it is still relevant that is very important because you know as we move ahead if you don't care of take care of the automation that were built in the past finished so some of these automations we built on the older version of uh uh yeah v11 when we moved to 360 we found that you know we were surprised that yes all these automations were actually existing and people were using them so I think very relevant is to actually keep focus on what youve done in the past how it is being used by the business user and try to create a pull

(42:36) instead of pushing every time great I think we have time for one last question right here do you mind talking a little bit about the structure of your core automation team you me mentioned citizen development okay in terms of head count for your core team do you see that continuing to grow or you going to get most of your program growth from citizen development going for very very very very interesting question and thank you for this So currently we are in the growth phase so what we what has happened is uh we created an automation

(43:06) team of four people in house which is our own people uh maruti and we had development Partners so the partner ecosystem started with six people and today we have grown to about 40 people which is the partner ecosystem and I think we will stabilize it at about 80 and then you know from there it becomes a fated model which means that people in the respective business streams we will actually let go of the team in the center and put it across the businesses itself so next two years we plan to get into a Federated model where

(43:38) it becomes part of business as usual so the business team will be able to make and deploy their own automations case closed and the development team will keep helping them build these automations so with the with the business that we project in next two years I think we should be good at about 80P but yes at 880 people strength also it will still make business sense for us that is very important great with that um we're at time um please join me in giving Mr uger here thank you thank you they uh traveled a long way the marus Suzuki

(44:16) team thank you so much for your time and thank you all uh enjoy the rest of Imagine thank you

YouTube

https://www.youtube.com/watch?v=qY1M2tutLS8