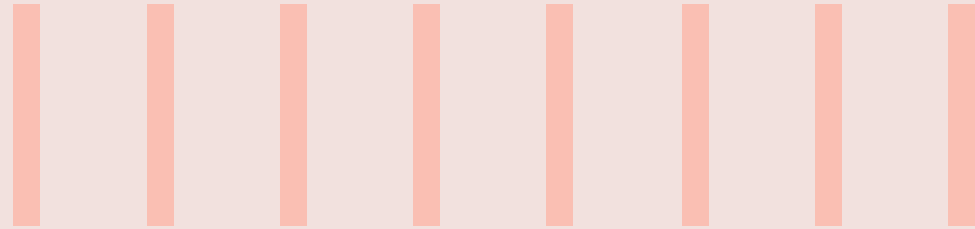




REINVENTING CUSTOMER EXPERIENCE INSIDE OUT

How a robust customer service model delivered savings upwards of \$100 Mn



Abstract

Infosys BPM played a transformational role in the design and implementation of the client's customer service program. Reengineering, extreme automation, and analytics helped deliver a superlative experience to the client's customers through radically transformed supply chain management processes, while delivering savings of \$100 Mn per annum.



The client is an American multinational corporation that designs and sells networking, communications, and computing solutions and services. With revenues of over \$50 billion, it has a workforce of over 75,000 employees across 140 countries.

The Infosys BPM-client partnership started in 2002, with 14 Infosys BPM staff processing order management activities, and has over the years grown to a team of over 1500 supporting downstream supply chain management areas as well.

The dire need for integration

The client had consolidated its supply chain operation processes at three locations globally: Australia, the Netherlands, and the US, using a hub-spoke-edge model and outsourced them to a partner. Each of the spoke locations had discrete operations and disparate application landscapes. As a result, multiple tools and apps were being used to address customer requests, and there was inadequate sharing of knowledge and best practices across the theaters. This led to

several issues.

Orders arriving near the close of business at any location had to wait until the next day to be entered into the system. Also, the complex workflow with dependencies across functions and multiple case routing was causing extended request wait times for customers and channel partners. Moreover, with low adoption of automation across the locations, transaction processing needed a high degree of manual effort.

The rising costs and low efficiency led to a growing realization of the need for an integrated customer service framework. Seeking to reinvent and transform its customer experience, the client sought the help of its long-standing partner Infosys BPM. The initiative combined digitization of manual processes through automation, design thinking to unify outcomes, and intelligent digital processes driving predictive analytics and artificial intelligence.

The three keys to transformation

Infosys BPM helped the client embark on the journey of transformation through initiatives in three key areas.

The first area of focus was the operating model which required re-engineering of processes for better optimization.

This involved creating a global process backbone through standardization and aggressive consolidation. This model utilized delivery centers in India as transactional data hubs, which allowed individual segments of operations decoupled from the earlier hub-spoke-edge model, to be suitably positioned to best meet business objectives and the

service capability of the location. The plan envisioned eventual delivery of the supply chain activities across various functions from locations in India, Czech Republic, China, and the US.

Secondly, the processes needed to be optimized. The client empowered the Infosys BPM team to make several decisions. Existing staff were restructured into cross-trained teams, a tool that utilized key word mapping techniques was used to automatically route cases, and regression analysis was used to identify request types and the reasons behind ageing cases. Also, the team deployed several lean and

six sigma initiatives to ensure that the alignment of staffing was mapped to the arrival pattern of cases.

The last area of focus was automation. In phases, the team deployed extreme automation across all the processes using its proprietary AssistEdge RPA solution in conjunction with a business process orchestration platform. To enhance the feasibility of the automation, the team carried out several server-level integrations on the platform. The team also worked on a unified dashboard for enhanced and real-time visibility, that enabled further task automation through advanced analytics.

Delighted customers and other outcomes

Infosys BPM's implementation of the robust customer service model significantly enhanced the client's customer experience. The turnaround time for processing orders reduced by 33%. This helped translate to orders, that earlier on average took up to four months, to be delivered within eight weeks. Further, leveraging text analytics for improving sentiment analysis improved the customer satisfaction scores even further.

This initiative delivered significant financial benefits as well. The consolidation of operations drove economies of scale and rationalized costs. Headcount was reduced by 147 FTE, cost-to-serve by 33%, and approximately \$70 Mn annual savings was delivered through automation and other six sigma initiatives over two years. Further, extreme automation has delivered 90% efficiency for expedition of orders, and 32% overall efficiency across 11 different order management processes, which has greatly reduced the average order-to-cash cycle time.

In terms of overall financial benefits, the client has gained savings of \$100 Mn per annum through labor arbitrage while the improved holds management has reduced working capital from \$113 Mn to \$30 Mn.



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