



MAKING HEADLINES WITH A RESILIENT, AWARD-WINNING SOLUTION

Abstract

Associate Director of Order-to-Cash at a leading mass-media giant, Paul Campbell had a 15-year long, beneficial partnership with Infosys BPM for several outsourced accounting processes. What he never foresaw was the risk of severe process disruption due to the lockdowns induced by the unexpected pandemic. This case details how working closely with the Infosys BPM team, Paul seamlessly shifted all his operations and employee engagement activities to a WFH model without any revenue leakage or service disruptions. What was more, due to several improvements made during the transition, the project ultimately delivered over \$2 Mn in business value to the media giant, while also winning a global-level recognition.



When the news is not good

Paul Campbell is the Associate Director of Order-to-Cash at a leading US-based mass-media giant that publishes a renowned daily newspaper with a rich legacy. He oversees the company's 15-year strong partnership with Infosys BPM for accounts payable (AP) and accounts receivables (AR) operations, supervising transactions worth millions of dollars every month. He is also responsible for ensuring efficiency and continuity in order management and digital advertising operations. But he was soon about to face a contingency that would interrupt his processes.

Things unexpectedly took a turn for the worse when the WHO announced the rapid spread pandemic, making governments across the world take corrective measures. With lockdowns imminent, Paul foresaw an immediate and severe disruption to his tightly controlled office-based operations run by Infosys BPM. Having been highly reliant on in-office resources and surveillance systems, the impending stay-at-home orders would interfere with business continuity in his order management, accounting operations, and more.

Soon, with the pandemic worsening and the authorities announcing a 48-hour deadline for stay-at-home orders, Paul knew he needed a swift, effective paradigm shift to keep services intact and protect workflows. He immediately set up a video meeting with Danish Ahmed, Infosys BPM's account manager to discuss the situation, mandating him to identify ways to maintain all the daily operations without any disruptions.

A challenging shift during challenging times

Aware of the time crunch, Danish immediately called upon Infosys' business continuity management system (BCMS) team to work on the project. Together, they formulated a comprehensive plan

to transition the media giant's operations which were being run from Infosys BPM's delivery centres in India to a work-from-home (WFH) model.

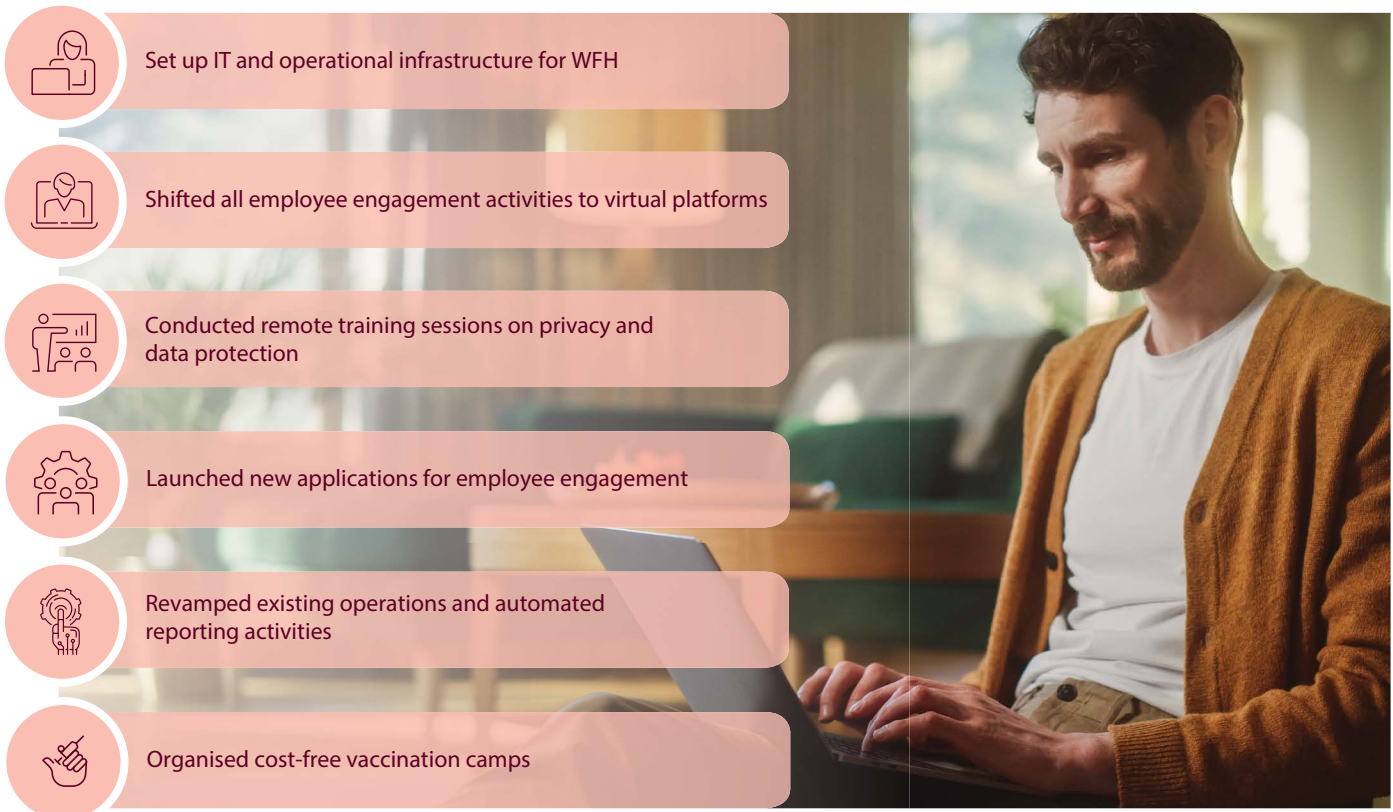
After receiving an immediate approval from Paul on the plan, Danish and the team sprang into action to set up complete the IT and operational infrastructure for WFH. They replaced all desktops with

laptops, delivered them to the employee's houses along with uninterrupted power backup systems and wi-fi routers to ensure broadband connectivity. Then, once every affected employee signed a non-disclosure agreement (NDA) and WFH letter, the

team shifted all employee engagement activities to virtual platforms and telephonic channels. In addition, they set up regular virtual check-in calls with multiple teams to understand and promptly address their challenges. Amidst this transition, Danish

also conducted several training sessions on privacy and data protection, ensuring that every member of the staff had an in-depth understanding of these issues.

Approach summary



Then, Danish and the team leveraged two in-house applications, namely: LEX, a remote learning platform, and InfyMe – an intranet platform with strong information security measures in place to ensure data protection – that would enable employees to effectively perform their tasks from home. They also utilised various digital tools, along with process knowledge tests (PKT), root cause analysis (RCA), and corrective and preventive action (CPA) to monitor errors, track SLAs, and ensure quality deliverables.

Danish also saw the shift to WFH as the perfect opportunity to review and revamp existing operations. Working with the

transition team, he identified errors and limitations across the media giant's digital ad operations and AR system and brought it up to Paul's notice. With an enthusiastic nod from Paul, the team then removed inconsistencies and established new workflows. Additionally, they went on to apply lean methodology, automating the manual reporting activities that were previously impediments to a smooth flow of operations.

Throughout the 3-month-long duration of this transition, Danish maintained constant contact with Paul and other stakeholders, providing them with status updates and progress reports every

few weeks. Meanwhile, his team kept a close tab on government updates and guidelines, making sure every employee received accurate updates from reliable sources. Also, to ensure that staff were not left feeling isolated, they organised virtual daily and weekly team and floor huddles to understand any issues they faced working from home. Apart from these, there were regular virtual townhall meetings with the media giant's leadership as well as monthly one-on-one sessions with senior managers. What was more, Danish also had Infosys organise cost-free vaccination camps for all the personnel and their family members, promoting their happiness, health, and safety.

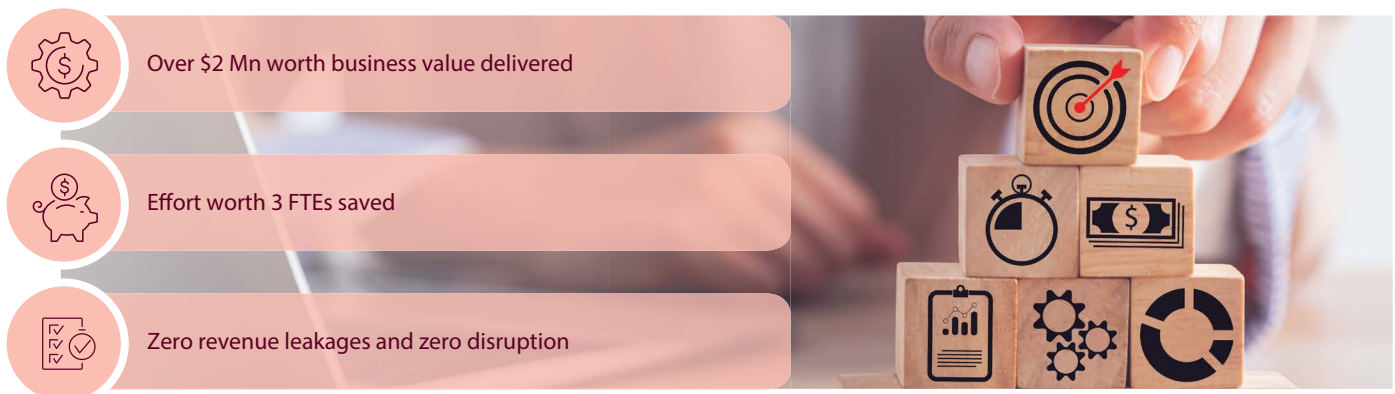
The news cycle goes unbroken

With their swift decisions and comprehensive solutions, Danish and the BCMS team's efforts led to a highly beneficial, smooth WFH transition for the media giant. The team executed the

project within an impressive turnaround time, while consistently meeting every single SLA. Their proactive responses and calculated approach helped ensure business continuity without any revenue leakage,

service disruption, or issue escalation. Much to Paul's delight, the transition was also taken well by the employees, who actively embraced the changes

Key benefits



Along with the seamless transition, Danish and his team's added efforts in process improvement projects paid off just as well, saving the company a total potential revenue loss worth over \$2 Mn. Adding to this, the reporting process automation gave the company resource benefits worth three full-time staff.

Impressed with the results, Paul and the other stakeholders applauded Danish and his team for their critical support through the transition. Their delight reflected in the annual customer satisfaction (CSAT) survey run between Infosys BPM and the media giant, which ended up showcasing record 100% satisfaction levels of 7/7. The

best news came for both when a reputed industry body recognised their innovative efforts, awarding them for one of the year's best business resilience projects. It's safe to say, this partnership is one for the headlines.

**Names have been altered to preserve the identities of the people involved.*

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