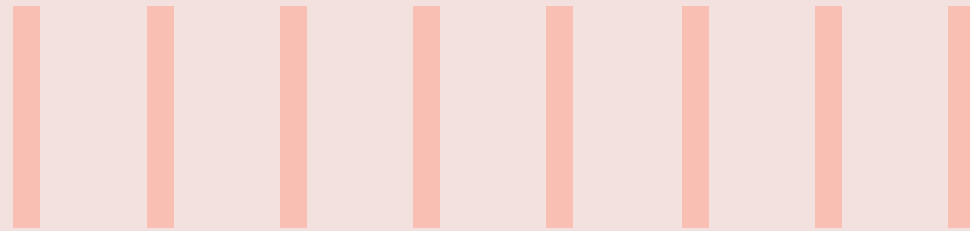


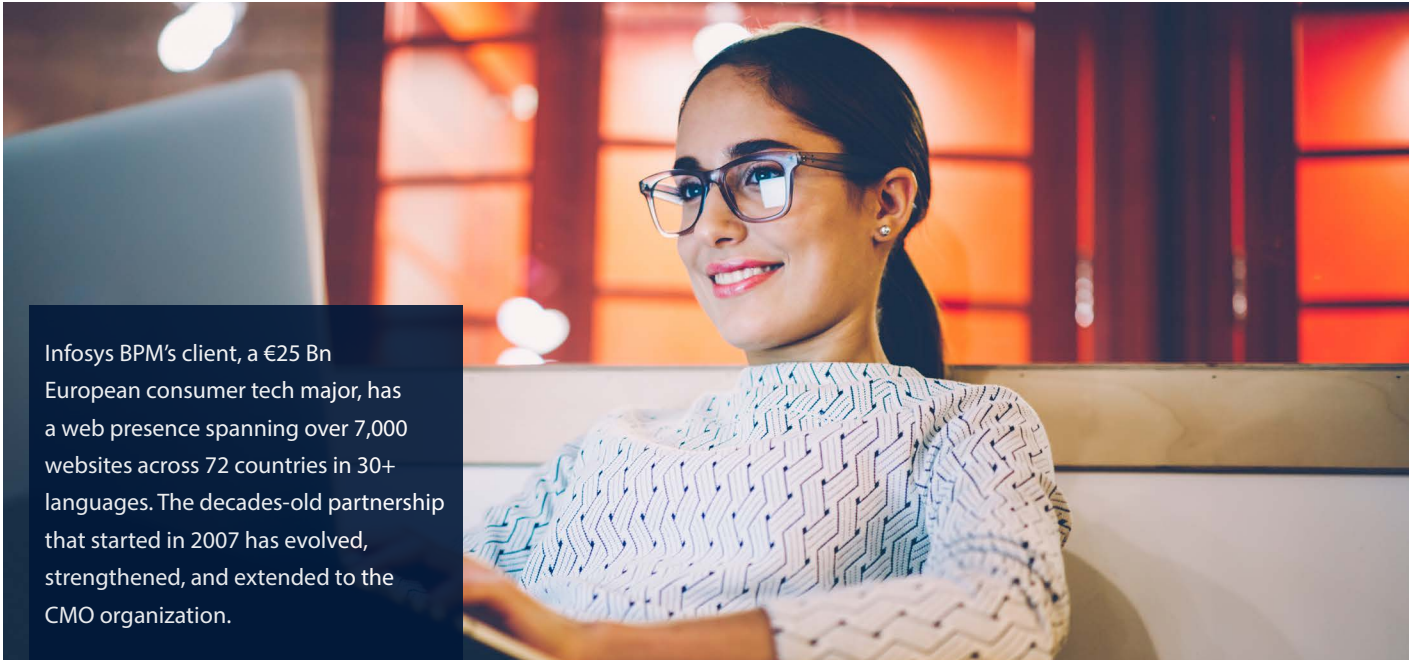
ONE-STOP SHOP FOR DIGITAL SHARED SERVICES

How digital services delivered transformation at scale for the CMO organization resulting in €9.6 Mn in annualized savings, amongst other benefits, for a European consumer tech major



Abstract

Infosys BPM transformed end-to-end digital services operations – including websites, e-commerce and digital assets - for a leading European consumer tech major. The consolidation and modernization efforts resulted in streamlined operations, reduced costs, and improved time to market.



Infosys BPM's client, a €25 Bn European consumer tech major, has a web presence spanning over 7,000 websites across 72 countries in 30+ languages. The decades-old partnership that started in 2007 has evolved, strengthened, and extended to the CMO organization.

Fragmentation used to take its toll

In 2014 when Infosys BPM took over digital services, the Client's CMO services used to run on disparate legacy systems and operations were fragmented across multiple centers (India, China, Turkey, and Netherlands) and vendors. This created

challenges in driving scale, in governance, and in implementing best practices. Low re-use of digital assets led to avoidable rework and a high time-to-market. In addition, brand compliance across scale was a challenge.

The client wanted to consolidate, streamline, and integrate global systems and processes in a hub and spoke model to drive efficiencies and implement best practices, and partnered with Infosys BPM.

There were 4 broad areas needing immediate attention:



Content Management

This included collection, management, and publishing of the client's digital assets that amounted to 2 million pages per year across 72 websites / markets.



Application Support

End-to-end coordination of functional support on the client's product/asset library landscape that included 10,000+ assets.



e-Shop (eCom)

End-to-end content management of retailer websites' product activation, banner creation for promotions, activating and optimizing promotions, and content changes for 20 third party retailer sites and 15 intranet sites.



Site Health and Tagging

SEO recommendations, implementation of 3rd party tags, code rules in DTM, tagging plans for new pages, Mobile Apps & CQ components for 72 websites/markets.



Creating a one-stop shop for CMO services

The Infosys BPM team brainstormed with client stakeholders in a design-thinking workshop to understand pain points and challenges. The objective was to build a consolidated and simplified delivery model from an ideal location to drive productivity, efficiency, and enable transformation at scale.

The processes were streamlined and standardized for simplification of workflows and to bring in automation that would improve accuracy, efficiency, and turnaround time (TAT). The technology landscape was modernized with platform migration to a comprehensive content management system (Adobe Experience

Manager) and an Omni-channel content management software for ecommerce services (SAP Hybris). With these, Infosys BPM transformed the client's content operations to self-service and campaign based services. The offshore location of Chennai was chosen for delivery consolidation.

Some of the key process improvements and their results:



Self-Service

Trained requestors to make minor changes in CMS, reducing tickets for minor changes by 12%



Redesigning Processes

Redesigned legacy processes bypassing repetitive and duplicate steps reducing TAT from 15 days to 6 days



Preventive Measures

A web crawler to find and fix errors in web content, reducing incident volume by 75%



Macro Based Automation

Automation in validating inputs provided by users, thereby reducing the number of null / duplicate / erroneous tickets by 25%



Filter Keys Macro

Macro for master data duplication into 72 Excel/XML files for implementation tickets, reducing manual effort per request from 5 days to less than 1 day



Training

Cross training of third party/agency resources and weekly tracking, reducing the implementation time from 22 days to 14 days

A digitalized & leaner CMO organization

The changes implemented by the Infosys BPM team led to several benefits as well as some more transformation programs such as:

1. Brand compliance at scale
2. RPA led automation for queue management
3. Decision insights for real-time reporting
4. Plug and play digital services
5. Decoupling execution across channels with seamless agency collaboration

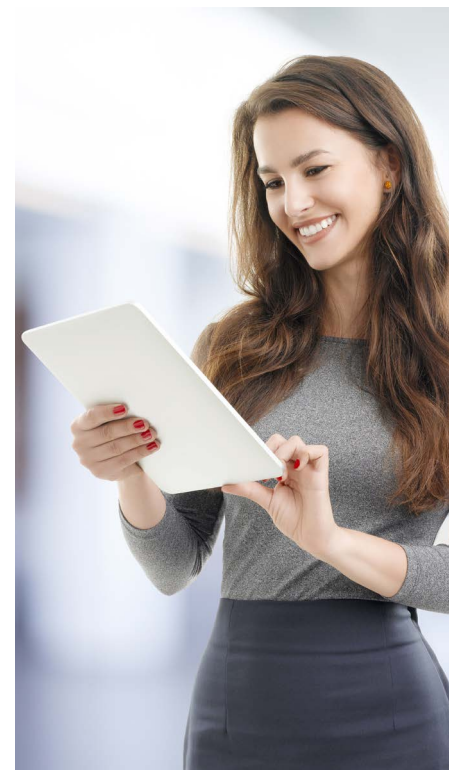
Together with process improvements, these changes delivered €9.6 Mn in annualized savings for the client. In addition, the overall experience of the shared services improved substantially:

- 57% reduction in total cost of operations

- 40% reduction in TAT
- 30% reduction in effort employed
- 80% reduction in incident volumes
- 50% increase in speed to market

Infosys BPM enabled the client to move to 'guided services' to improve personalization and drive customer loyalty. The work from multiple agencies, for online presence in over 70 countries, in more than 30 languages, is now managed by Infosys BPM ensuring brand compliance.

This transformation at scale was made possible by implementing and standardizing a digitalized workforce, modernizing marketing platforms, and standardizing operations.



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