

A ONE-STOP SHOP TO TRANSFORM DIGITAL SERVICES

Summary

The CMO of a European consumer tech major jointly worked with Infosys BPM to transform end-to-end digital services operation at scale, that resulted in €9.6 Mn in annualized savings. Thanks to the consolidation and modernization efforts, he was also able to streamline operations, reduce costs, and improve time to market.



A scattered mess

It was early 2014, Mason Jones, the CMO of a European consumer tech major, was getting worried with a problem on his hands. Mason's operations spanned across 6 continents and 20 major markets, and it was imperative for him to run these operations at optimum productivity, while driving scale and implementing best practices.

The operations were run independently in each geography using disparate systems. However, given the severe cost pressures, Mason needed to consolidate the operations and derive synergies. When Mason started to work towards it, he realized that the problem on hand was

much bigger than what he had anticipated, with low reuse of digital assets leading to avoidable rework and a high time-to-market. With all these issues, it got tougher for him to ensure brand compliance, and he further identified below areas that needed immediate attention:

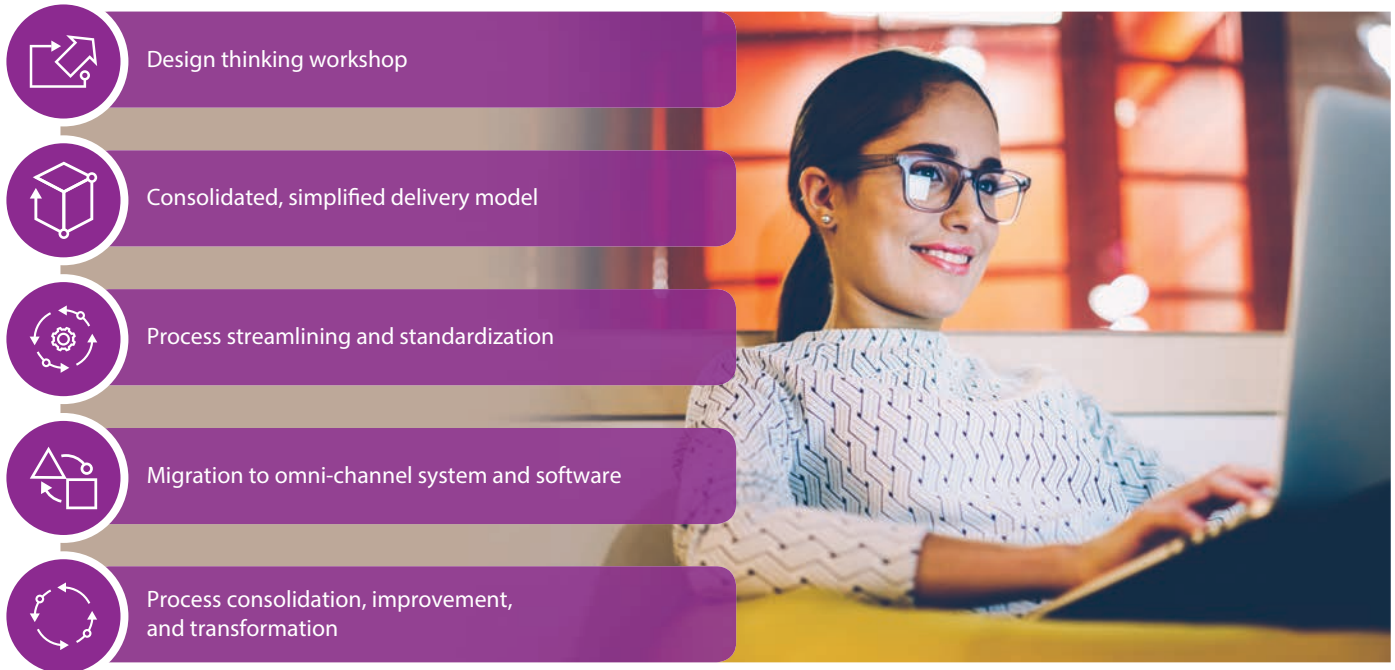
- Content management – collecting, managing, and publishing of digital assets amounting to 2 million pages per year across 72 websites and markets
- Application support – end-to-end coordination of functional support on asset library landscape with over 10k assets
- e-Shop – end-to-end content management for 20 third-party retailer sites and 15 intranet sites
- Site health and tagging – search engine optimization (SEO) recommendations and implementations for over 70 websites and markets

Mason knew that he did not have the required expertise or the bandwidth to manage this change. The CEO had given him two quarters to improve the operations and showcase enhanced results in the board meeting. This situation worried him, and he knew he needed help.

Building a one-stop shop

As Mason started thinking about who could help him, he realized that help was far closer than expected. He reached out to his point of contact at Infosys BPM, Ben Johnson. The tech major and Infosys BPM had been partners since 2007, with Infosys BPM playing a consultative role in the transformation and taking end-to-end ownership of their KPIs across the years. Given the previous experience, Mason knew that he would be in good hands.

Approach summary



After an initial discussion, it was decided that Mason, Ben, and their teams would conduct a design thinking workshop to understand Mason's pain points. Post a detailed session, they decided to build a consolidated and simplified delivery model from an ideal location to drive productivity, efficiency, and enable transformation at scale.

Ben straightaway gathered his team of digital experts and followed a thought-through approach to streamline and standardize the processes, and leveraged automation to improve accuracy, efficiency, and turnaround time (TAT). The team worked with Mason to modernize the technology landscape by migrating to comprehensive, omni-channel content management system (CMS) and software, further transforming the content operations. They chose an India-

based location for delivery consolidation, and delivered the below key process improvements:

- Enabled self-service by training the users to make minor changes, which helped reduce tickets by over 10%
- Redesigned legacy processes by automating repetitive and duplicate steps
- Enabled preventive measures to find and fix errors in web content, thereby reducing incident volume by 75%
- Leveraged automation to validate inputs, reducing duplicate/null tickets by 25%
- Used macro for master data duplication for implementation tickets, reducing manual effort

The team faced a major roadblock

while delivering the solution, as the TAT was turning out to be higher than expected. Mason and Ben mitigated it by cross training the team on specific areas, and started monitoring high aging tickets, tracking down dependency tickets, and implementing a 'no action tracker' to sort out the requests in short time. Also, one concern which the team had was uncontrollable errors due to third-party, IT dependency, or customer misunderstanding, which led to dissatisfaction among customers. This was sorted out by conducting detailed investigation to identify specific areas and focusing on customers who did not fully understand the process.

All-inclusive panoramic vision

Mason and Ben's transformation solution led to several benefits, including brand compliance at scale, insights for real-time reporting, and seamless vendor

collaboration. These coupled with various process improvements, Mason was able to deliver annualized savings of €9.6 Mn to his organization. In addition, he was able to

reduce the total cost of operations by 60% while also reducing the TAT by 40% and effort by 30%. This further enabled him to improve the time to market by 50%.

Key benefits



A day before the board meeting, Mason had never been happier and more confident. And he had every right to be, he had just delivered value of over €9 million to his organization, with a standardized digital workforce and modernized marketing platform. He also realized how a timely assist from the right partner can do wonders for everyone involved and beyond.

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

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