SCALING UP, EXECUTING, AND WINNING GLOBALLY

Abstract

Managing marketing email campaigns was becoming increasingly complex for Brad Mathew, the Director of a leading global investment corporation, due to being saddled with a vendor partner who consistently failed to deliver. But when he partnered with Infosys BPM to bring in the needed changes, celebrating campaign successes became the order of the day.

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Issues with the incumbent partner

Brad Mathew, the Director of a leading global investment corporation was on the lookout for a service provider to consolidate the company's email campaign management operations in 2019. He had serious concerns with his incumbent vendor partner at the time. The quality of their campaigns was average, they were not meeting their service level agreements (SLA), and their turnaround time (TAT) was poor as well. All this resulted in low traffic and demand to the company's platform.

Brad was also bothered that the vendor's resources managing his campaigns lacked domain skills and that their inconsistent processes were heavily impacting operations. To add to all this, a high attrition rate of the few skilled resources in the team severely hindered his ability to scale up the campaigns.

The vendor, with a team of 17 resources, had been handling over 3000 campaigns annually. Brad wanted the new service provider to handle a similar number of campaigns but with better coverage across shifts. He also wanted these campaigns setup on a marketing automation tool.

The road to seamless execution

Brad was aware of Infosys BPM's robust capabilities in managing campaign operations, and quickly partnered with them. Having signed off on the project requirements, the engagement began in June 2019. The first item on his and Infosys

BPM's agenda was to setup a team at one of its development centers (DCs) in India. The idea was to consolidate operations in one location, and it had Brad's complete support. Infosys BPM assigned Stella D'Souza to collaborate closely with Brad,

head up the team, and ramped it up to a full strength of 20 highly skilled campaign management resources. Stella and team were able to achieve this objective over a span of two years.

Approach summary

- Offshore center
- Three-phased approach
- Knowledge trainings, SLA benchmarking
- End-to-end hiring management
- Managed services model

Brad and Stella divided the roadmap to execute the project into three phases.

The first phase consisted of a process workshop at the investment corporation, where the team optimised a plan for the project and fine-tuned it for a pilot run. However, when on site, the team discovered that the SLAs and quality of previous campaigns were not baselined, and this delayed the activation of their new campaigns.

Once this cause was identified, the transition phase involved resource mobilisation, knowledge training, and SLA benchmarking. During this period,

Brad and Stella faced challenges in finding the right resources having the niche skillsets that the campaign requirements demanded. Nevertheless, the pilot went within just six weeks of commencement of the project. They also went on to optimise the hiring process for the next phase when Infosys BPM would begin managing it end-to-end.

These two phases were then followed by the "steady state" during which the operation was fully ramped up as a managed services model. This steady state would then be operationally adjusted to Brad's evolving business needs using

Infosys' proprietary Process Progression ModelTM (PPM).

To address one of Brad's primary concerns, Stella set up an efficient quality assurance process for the email campaigns. Once a campaign was setup, it had to pass through three rounds of quality evaluations with various checkpoints. Only after the final level of approval would the campaign go live. If a campaign sustained repeated errors, refresher trainings were arranged for the team based on the feedback, and also live monitoring of ticket queues was set up to remedy these errors.

Delivering delight, at scale

Over time, Brad and Stella began supporting over 45 marketers globally, a giant leap for the investment firm. Brad also noticed a massive improvement in the segmentation lists, while ageing of tickets saw a 15% reduction.

Key benefits

- 2x email campaigns supported
- 45+ global marketers supported
- 30% enhanced time-to-market
- 15% reduction in ageing tickets

The most prominent benefit for Brad though, was enhanced time-to-market by 30% for the campaigns. By the end of the first year of the engagement, the count of email campaigns handled by the Infosys BPM team was 5,500 – almost double the number of campaigns handled earlier.

In a recent celebratory team lunch with other directors, Brad was highly appreciated for the work done, while one of the key stakeholders said, "The campaigns were executed with zero errors over the last two years, and the Infosys team has begun contributing to bigger initiatives than just business as usual activities. It's now a natural extension to our own team". And that's how Infosys BPM helped the global investment corporation execute their campaigns globally at scale.

Names have been altered to preserve the identities of the individuals involved.

For more information, contact infosysbpm@infosys.com

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