



SOLVING MODERN PROBLEMS WITH MODERN PLATFORMS

Abstract

Large digital transformation initiatives require expertise and a sound approach to ensure success. That's what Louis Pearson, Director of Digital transformation at a European conglomerate realized through his partnership with Infosys BPM, whose three-phased approach to consolidating marketing operations delivered \$9 Mn in overall benefits.

A broad canvas of operations

Louis Pearson, Director of Digital transformation at a European consumer electronics and health-tech conglomerates, and one of the world's largest multinationals, was looking for a trusted partner to transform and manage the company's digital services. The ask was challenging because of the scale of the company's global marketing operations which had multiple campaigns running simultaneously across 70+ markets, with web pages needing to be synced and updated across all regional sites.

What made Louis's search even more arduous were the other challenges that needed to be addressed because the marketing operations teams used disparate systems to manage their numerous initiatives. Because these systems were fragmented across multiple centers located in India, Turkey, and the Netherlands, scalability, governance, and the ability to implement best practices suffered. Thus, the content and campaign operations for new product launches saw a marked increase in incident volumes as the in-house operations teams struggled to address tickets and find resolutions. The result was that increasingly there were inordinate delays in time to market, taking it up to 14 days.



Looking far, finding near



Eventually as it turned out, Louis didn't have to look too far. Infosys BPM, which had been handling the company's finance and accounting related activities for over half a decade, had not only the required capabilities but the expertise to also take-over their digital operations.

The partnership kicked off in June 2014 with a broad scope for enterprise services management that involved developing content and managing campaigns across 72 markets, as well as handling e-commerce, social media, analytics, and reporting. Towards these efforts, Infosys BPM assigned veteran transformation specialist Kabir Khanna, heading an initial team of over 40 resources.

Kabir closely collaborated with Louis to review his existing processes for marketing operations, before zeroing in on a phased approach to enable digital transformation. He then developed a centralized framework to consolidate all the processes within content and campaign management.

Approach summary



Next, the first phase of transformation was launched with a focus on implementing this framework from a single offshore location in India. During this period, Kabir's team consolidated fragmented systems and processes to drive efficiency and helped migrate the marketing operations to more effective platforms for content and campaign management. Lasting close to eighteen months, the first phase turned the marketing ops SLA metrics green, following which Louis and team

were primed for a larger transformation roadmap.

Design Thinking workshops characterized the launch of the second phase, which ran through the next eighteen months, playing a pivotal role in helping identify the challenges that were impacting speed-to-market of the digital assets. Some of the transformation programs that were birthed through these workshops included RPA-led automation for queue management, plug and play, and integrating the backend and

front-end operations of digital services. These measures led to an increase in speed-to-market by about 50%.

In Phase 3 of the transformation plan, the Infosys BPM team grew to a strength of 60 to support the company move towards a guided services model, to improve personalization and foster customer loyalty. Six years on, this team managed a total of 5 processes and 18 sub-processes, with an eventual target to become 'the one stop' for all digital production requests.

The outcomes of modernization

Infosys BPM's transformative approach to content and campaign management resulted in a staggering 35k tickets being serviced annually. With the automation of queue management and the introduction of self-service features, incident volumes witnessed an 80% reduction.

Productivity too increased with the team's processes proving to be 30% more efficient. Thus, the resulting numbers were impressive, with the team addressing over 100k requests related to promo codes, banners, incidents, campaign updates and content refreshes, positively impacting over 200k webpages across geographies and languages.

Key benefits



For Louis, the modern marketing platforms and standardized operations helped him reap savings to the tune of \$9 Mn over the course of the project. He saw an overall 57% reduction in the cost of operations, a 30% improvement in turnaround time, the time to market reduced to 7 days from the earlier 14 days, and significantly lower ad spends.

Recently extending the term of the contract further, he looks forward to Kabir and the Infosys BPM team hand-holding the digital transformation efforts to even greater heights of success.

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

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