



TURNING MAPPING QUALITY TO PURE GOLD, WITH AGILE ALCHEMY

Abstract

Yannick Roberts, Senior Program Manager at an American technology giant, was facing multiple issues pertaining to the quality of his company's mapping and navigation product. This case study details how Infosys BPM's new, reimagined quality management approach for the firm, making use of Agile methodologies, helped reduce errors by more than 60% and defect rates by over 40%.



When quality is a concern

Yannick Roberts is a Senior Program Manager at an American technology giant. The firm was facing multiple challenges pertaining to one of their most popular products — its mapping and navigation solution – which was part of their point of interest service and ranged from incomplete directions to major privacy concerns.

While the company had a team undertaking quality audits for its heterogeneous vendor-based mapping

procedures, the company's management believed there was a need for a targeted quality management approach, since defect rates remained higher than target. Such a new system would improve the customer experience while also helping the brand. However, the firm lacked inhouse resources to undertake the much-needed overhauling of the quality management system.

In order to tackle this problem with the point of interest service, Yannick began

looking out for a service provider with proven expertise in transforming business processes for large, global companies. After a long search and due diligence, his organisation signed a partnership deal with Infosys BPM, and he was soon connected with Ratan Singh, who would head the Infosys BPM's offshore team assigned to work with him. Yannick tasked Ratan with identifying key issues within the firm's quality check (QC) processes and taking the necessary steps to rectify them.

Mapping out the defects

As a first step, the Infosys BPM team analysed the challenges in detail. They found that the existing navigation system offered by the firm provided incorrect or partial information on particular establishments and places. Users were finding this unsatisfying, as it often resulted in inaccurate information about a location or incorrect directions.

Further, while the navigation system was active in numerous countries, it did not allow users to search for points of interest and landmarks in many of these nations. In addition to this, two competing mapping and navigation services that provided comparable features and capabilities to the company's own product, were deemed to be posing a serious threat. Finally,

to personalise the user experience, the navigation program was also gathering information about users' locations and other habits. The company had come to realise that users' faith in the service was potentially being impacted by this

Approach summary



Ratan discussed all these issues with Yannick and his team, and thereafter, decided that a dedicated project team comprising of expert auditors had to be formed. The goal of this focus group would be to conduct peer-to-peer audits on a regular basis, giving personalised feedback and real-time support to Yannick and his team from time to time.

Ratan and Yannick worked in close collaboration to design a solution consisting of several layers. The most

important aspect of the solution was the development of an in-house agile quality control methodology, which reduced the defect rates encountered by the focus group team by 40%. The Infosys BPM team also designed an inline root cause analysis approach which enabled the processes to be predictable by fixing any new errors early in the lifecycle.

However, this new methodology also faced certain hurdles. For instance, there was strong resistance to the change

from internal teams in the company, worried about its impact on their culture, processes, and procedures. There were also concerns pertaining to the higher costs of the new quality control methodology, and whether its benefits would outweigh the costs. Nevertheless, Ratan collaborating with teams across the company, managed to overcome all these issues with open and transparent communication, adequate testing, and quality documentation.



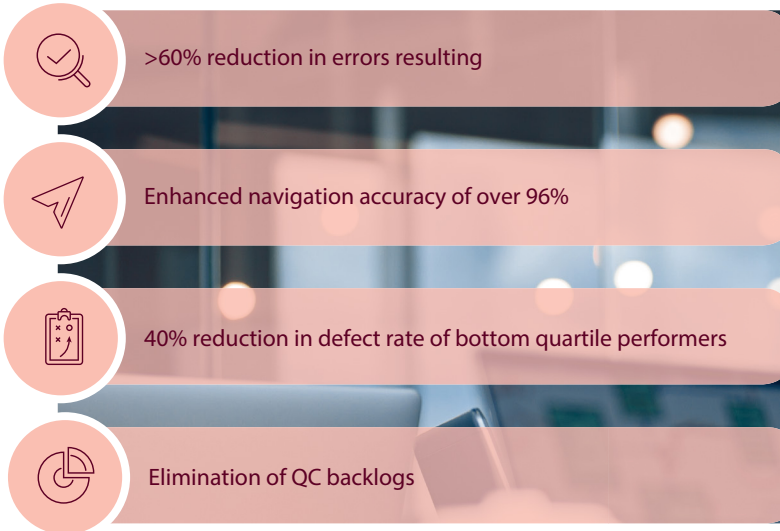
The benefits of agility

The new quality control mechanisms – driven by agile methodology, worked wonders in creating a positive impact for Yannick, as it enhanced the quality of

work with over 60% reduction in errors. In addition, the accuracy rating achieved by the navigation system each quarter reached over 96% from a previous ~87%,

and the defect rates were reduced by more than 40% for bottom performers.

Key benefits



The transformation achieved by Ratan and Yannick, also led to several additional benefits for the technology company. By having an in-house quality team providing 3600 feedback and without any QC backlogs, Yannick was able to plug several gaps in the quality check lifecycle, including checklists usage, sampling, and faster learning cycles. All of this led to the

auditors meeting their quality check and productivity targets from the very first month itself.

On the basis of these achievements, Yannick increased the size of Ratan's auditor team doing the peer-to-peer audits and providing personalised quality feedback from 20 to 60. To sum up, the

agile quality control solution delivered, not only ensured that all the earlier challenges with the product were met – but also significantly improved the overall customer experience ratings significantly and made the service more 'interesting'.

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

For more information, contact infosysbpm@infosys.com



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