PUTTING CONTENT BACK ON THE THRONE

Abstract

While content is king when it comes to driving marketing outcomes, operational excellence is key to its success. That's why Joe Roger, the Director of Technology at an American telecom giant brought in Infosys BPM for end-to-end content operations to address his earlier service provider's inefficiency. The result – exponentially improved productivity with savings in excess of $10 Mn.

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When change cannot wait

Joe Roger, the Director of Technology at an American telecom giant, among the largest in the world, was in a fix. It was mid-2016 and Joe had outsourced the $163 Bn company's web content operations to vendors in the US since a few years. Yet, leaving aside the hiccups during implementation, the overhead costs were starting to pinch, and vendors were unable to offer Joe a reasonable model with the ability to scale up or scale down operations as needed.

Joe wanted a significant change, and while he did have some ideas, he struggled with the details of how to implement them. All he was sure of was that streamlining web content management was the first port of call.

An approach of consolidation

Later in 2016, he initiated discussions with Infosys BPM to explore a transformational partnership. From content support to support content, the scope included sales, service, and content implementation support for the company's web operations with the sub-tracks involving support for digital asset management (DAM) operations, content updating and publishing, defect management, testing, and reporting.

During the discussions, Joe was impressed with the presentation by Sanjay Rathore, Infosys BPM's veteran transformation specialist, who detailed several innovative approached he had used to tackle digital challenges for a diverse set of large global clients. And so, without much delay, Joe brought the Infosys BPM team headed by Sanjay on board.

Sanjay soon deployed a team of ~40 to address Joe's challenges. These included fragmented operating systems which were a major area of concern with the previous vendors, as were non-harmonized processes across focus areas. Joe's chief complaint though had been their lack of scalable resource models for ramping efforts up or down. The performance of content operations was also impacted by the low visibility the vendors provided into operational metrics and their lack of attention to tool enhancements. The cumulative effect of these inefficiencies led to high overhead costs and a dispersed team structure.

Sanjay's team adopted a holistic approach to streamline all aspects of the content operations. First, they consolidated content across multiple systems into fewer systems. Then, Sanjay setup a robust QA mechanism to address potential failures and defects. To sustain and drive the improvements to operations, he introduced a collaborative onsite-offshore working model, appointing individual teams for each focus area and upskilling them to be able to work across multiple content management system (CMS) platforms.

Approach summary

System consolidation

Robust QA mechanisms

Collaborative onsite-offshore model

Multiple shifts to tackle volume
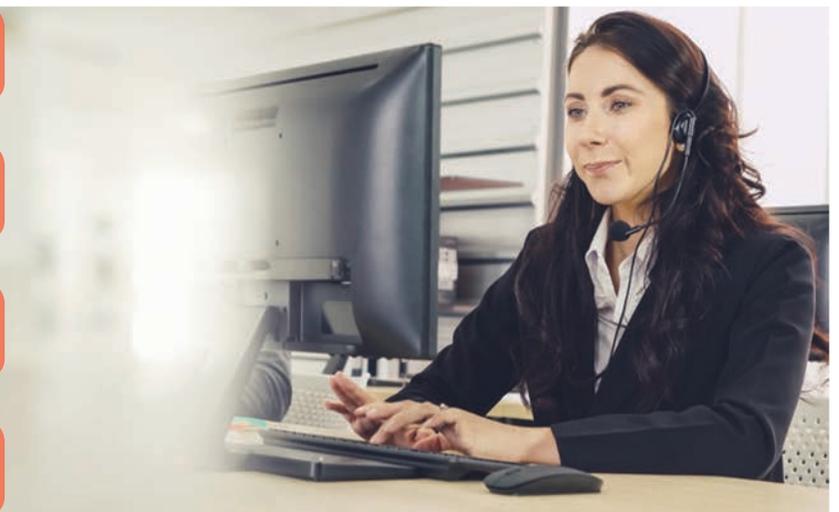
In 2020, Joe, pleased with the results he'd already witnessed, extended the partnership with Infosys BPM further. During this second term of the contract, Sanjay was given complete ownership of Joe's release, testing, and development work, and later production validation testing as well.

Moreover, Joe also mandated Sanjay to handle the end-to-end migration of the company's webpages onto Adobe Experience Manager, the new cutting-edge CMS platform. Towards accomplishing this, Sanjay proposed a new multi-shift approach to replace the earlier support model offered only during PT, by offering support during IST as well, and Joe was delighted with the proposal. The project had 6400 pages in scope, out of which 248 pages were identified as tier-1 pages that had to be migrated in one year's time. The speed of delivery was such that 119 pages were swiftly migrated within the first 3 months itself, and the second phase encompassed the remaining pages.

The satisfying benefits of change

Unlike his previous outsourcing initiatives, Joe was deeply satisfied with the partnership with Infosys BPM. He saw an exponential 40% increase in the productivity of content operations with over 20 releases completed on average each month.

Key benefits

- 40% productivity increase
- Over $10.6 Mn in savings
- Seamless execution of critical launch activities
- Further estimated savings of $4.2 Mn

Apart from productivity, Joe was able to gain multifold savings as well. For instance, the Infosys BPM team's processes for CMS project tagging led to savings to the tune of $32k, the first phase of the webpage migration project delivered savings of $10.6 Mn, and the ongoing second phase is estimated to save the company over $4.2 Mn.

Yet, perhaps one of the partnership's most significant achievements has been an activity that Sanjay's team has been seamlessly executing for the company year on year. Annually, when a global leader in consumer electronics launches the newest version of their popular phone, the Infosys BPM team greatly ramps up content publishing efforts on Joe's website. Doing this within very optimized lead times is critical for market success, as the buzz around the launch drives a lot of volumes for the telecom company.

With Sanjay's teams handling all the main marketing web pages for the critical launch event end-to-end, Joe appreciates that the returns from their stellar efforts will be difficult to accurately quantify in full.

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

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