



STRIVING FOR MORE THROUGH AWARD WINNING TRANSFORMATIONAL PARTNERSHIP

Abstract

When a decade long partnership grows through a shared vision, great things happen. When Infosys BPM helped a UK based telecom giant undergo process and technology transformation, it was a win-win scenario all around.



Headquartered in London, the client is one of the largest digital communications companies in the UK with more than 32 million customers. The Infosys BPM-client journey started in 2009, catering services for the client's finance directorate, some parts of customer service, and procurement. The association grew two folds over the years, supporting through the client's merger and acquisition phases and organization changes, and marking the 10 years' milestone in 2019.

Process gaps derail operations

Mergers and acquisitions often derail operations by creating process gaps that lead to inefficiencies in the overall system impacting business outcomes. The client's acquisition brought multiple changes in their roadmap, and stakeholders shifted the business priorities. The client began

looking to overcome challenges – such as increased operating costs and revenue leakage - caused by non-harmonized processes. The objective was to achieve 'Best in class' operations by adopting transformation solutions.

Infosys BPM stepped in as a competitive

strategic business partner with proven domain capabilities and focus on continuous improvements. Guided by a shared vision and purpose, the incoming team aligned their roadmap to the client's organizational objectives.

Laying down the groundwork for best-in-class operations

With the desire to drive improvements over and above business as usual (BAU) services, the Infosys BPM team charted a roadmap to influence the client's business metrics, drive efficiencies and deliver business value, and collaborate with them to drive their strategies and values driven projects.

The team initiated a program called 'strive for more' in collaboration with

the client's onshore process owners and service relationship team to drive business priorities. This program helped explore approaches such as benchmarking, LEAN assessments, risk based process assessments, and introduction of industry recognized tools to drive relevant business metrics instead of mere service levels.

The Infosys Process Progression Model

(PPM©) and the client's continuous improvement model came together in a collaborative framework to bring stability and predictability in operations. This helped Infosys BPM drive continuous improvements while measuring business value, and finally transforming the client's business metrics by understanding and owning them end-to-end.

A seamless collaboration ensured that Infosys BPM had visibility on the

transformation projects being driven in the client organization that would impact the

service organization. Every process went through the following stages:



Conceptualization – involved process assessment, brainstorming, and problem/opportunity identification



Definition and planning – involved outlining the scope, RACI (responsible, accountable, consulted, and informed) framework, work breakdown schedule, communication plan, and potential risks



Execution – the team was involved in status tracking, quality checks, and potential results



Performance – involved tracking efforts, costs, and performance



And finally, the team ensured logging, reporting, and robust governance throughout the cycle

This helped implement changes more effectively and also with better project/change management. As an instance of a

highly successful transformation project, the team used a smart invoicing services portal to reduce operating costs and

enhance accuracy, as well as speed, of invoice processing.



An award winning transformation

These strategic endeavors had a visible impact that was recognized across the entire client business, and two major global level awards - the GSA UK 2019 Award in the 'Excellence in Partnership' category, and the SSON Asia Impact Award 2019 in the Best Outsourcing Partnership category. The program resulted in improved customer experience, reduced operational cost, and minimized revenue leakage.

The client was able to prevent £2.3 Mn in revenue leakage, improve cash flow by

£23.2 Mn, and improve productivity for bill audits by 40%. All this was achieved while reducing FTEs by 6% as a result of automation and LEAN practices. In addition, process improvements also helped improve billing accuracy and first time right refund processing on customer payments by 7%. As a result, NPS measurement of end-customer satisfaction improved by 15%.

The program also improved vendor relationships for the client. It improved the

accuracy of commission payments being made to channel partners and reduced supplier queries with proactive vendor reconciliations and smart services portal onboarding.

The award wins are a testament of the consistent excellence that both the client and Infosys BPM have showcased through their robust partnership, along with several other benefits in terms of effort savings and risk mitigation.

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