



FORM IS TEMPORARY, TALENT IS PERMANENT

Summary

The VP of Financial Operations for a large US-based wireless network operator collaborated with Infosys BPM to address a high attrition rate in the shared services organization, through enhanced people practices. This further enabled business value delivery of over \$15 Mn, and also helped win a major global level award for the solution.



New faces, newer challenges

In the summer of 2014, Tim Dempsey, the VP of Financial Operations for a large US-based wireless network operator, had started noticing an increasing number of unfamiliar faces in his shared services organization (SSO). He soon realized that a growing number of employees were resigning from their jobs. Tim identified that the attrition rate of his team was at an all-time high of 43%, the industry average being 35%. Overseeing a massive scale of financial operations, Tim managed payments of \$70 Bn and accounts receivables of \$100 Bn annually. So, it was

imperative for him to have a stable team of people to run the processes smoothly, while meeting all timelines and avoiding any potential disruptions that could lead to poor customer experience.

Due to the high attrition, Tim consistently had new team members who needed to be realigned with the processes. This meant that the new hires had to start from scratch every time, leading to lack of stability. This further hindered his plans of reducing operational costs and optimizing business processes, to enhance value for

his organization. Tim was also finding it tougher to acquire new customers and drive subscribers at scale to the business. An increasing loss of talent also meant that he struggled to leverage 'best-in-class' operations, while facing stability issues in service delivery.

Tim was starting to become anxious due to the high attrition rate and the imperative to reduce it to under 25%, coupled with the associated roadblocks.

People-focused approach

Tim decided to reach out to his friend and counterpart, John Howard from Infosys BPM, with whom his organization had been working since 2011. The partnership had started with a very small team handling a specific function. The team had consistently delivered high-end business value towards their strategic objectives, and over the years, the partnership had evolved significantly in scope and size.

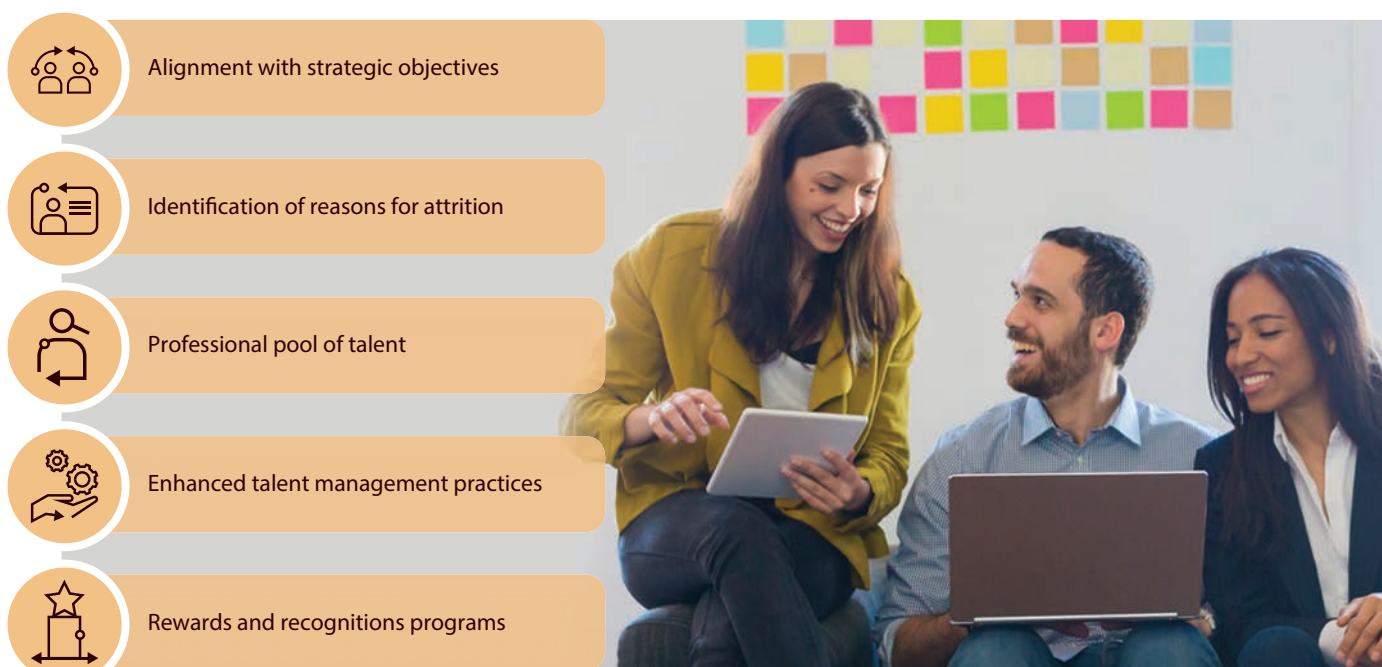
Based on the trust developed in the relationship over time, Tim was confident of formulating a solution in collaboration

with Infosys BPM, for the problem in hand. He visited Infosys BPM's delivery center in India along with his key stakeholder directors. After detailed discussions between his and John's teams, Tim identified that the two key reasons behind the high attrition were the 'graveyard shifts' in which the employees were working and the need for stronger employee engagement initiatives. The solution that they then formulated, involved enhanced talent management practices.

Tim's organization was a bit hesitant

initially, since the solution required a big investment, and they could not visualize what the exact outcomes would be. To address this, Tim and John created a small-scale pilot showcasing the massive potential of the solution, which was well appreciated by the relevant stakeholders. John also shared a few success stories showcasing expertise across similar areas, which helped build even stronger confidence in his team.

Approach summary



Realizing the strategic importance of staff stability, Tim and John decided to jointly establish a robust mechanism – to retain talent and build a globally effective professional pool of talent. With this in mind, the team embarked on executing a multi-year program to enhance talent management practices. Using a holistic approach, the team drove these broad initiatives:

- Created improved and detailed job descriptions, aligned to business needs
- Improved hiring with a 3-layer interviewing process, involving reporting managers, domain experts, and team leads
- Improved on-boarding by clearly outlining potential shift-related challenges
- Enhanced training and up-skilling using skill mapping tools, and several behavioral and professional competency up-skilling workshops
- Improved in-house innovation
- with trainings on domain, digital technologies, and Lean and Six Sigma methodologies
- Improved growth opportunities and incentives
- Improved employee engagement by instilling a culture of accountability right from the beginning
- Improved self-learning by providing access to an anytime-anywhere accessible learning platform

The initiative faced some resistance to change initially, which Tim and John mitigated by aligning all the stakeholders on a common goal and measuring performance through feedback. The team also realized that consistent execution of the initiative could be challenging, and so instituted associated rewards and recognitions programs.



Happy people, huge impact

With the re-energized talent management processes, Tim and John were able to significantly cut down the attrition rate to an industry best of ~13%, against a target

of 22%. This not only helped to reduce the overall cost of operations, but also ensured noiseless service delivery with a strong and flexible workforce. Tim was further able to

deliver peripheral benefits worth \$15 Mn for his organization while also enhancing process efficiency by 20%.

Key benefits



Significantly reduced attrition rate of ~13%



Benefits worth \$15 Mn



20% improvement in process efficiency



Reduced cost of operations



Noiseless service delivery



For implementing such a strong people-centric and high-performance solution, Tim and John's teams jointly won a prestigious global award. Having delivered above and beyond his imperatives, Tim now sees cheerful, familiar faces around, and walks with pride and a sense of achievement on the operations floors.

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

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