STRIVING FOR MORE, THROUGH AN AWARD-WINNING PARTNERSHIP

Summary

When the Contract Manager of a UK-based telecom giant collaborated with Infosys BPM to undergo a process and technology transformation through a shared vision, it was a win-win scenario all around with overall benefits of more than £25 Mn and globally acclaimed award wins.

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Too many cooks

Mergers or acquisitions tend to disrupt a large chunk of an organization. But when a company goes through both, the situation becomes even more tricky and complex. Fran Hayes, the Contract Manager at a UK-based telecom giant was in an exactly similar scenario in 2016.

Fran's organization was formed through a merger of 2 major Europe-based telecom companies. It was later acquired by one of the largest European telecom giants in 2016. Due to the merger and acquisition (M&A), the organization had various new teams scattered across the globe and

had new roadmaps and stakeholders. She worked with over 10 different teams spread across the new parent organization, which was working with over 80 vendors. In addition, the organization also saw new leadership coming in who had their own set of priorities.

There were legacy processes in place with each team working in its own way. Also, a substantial chunk of the organization's processes was managed by external vendors. So, it was critical for Fran to ensure that the vendor contracts were in place, and they were smoothly
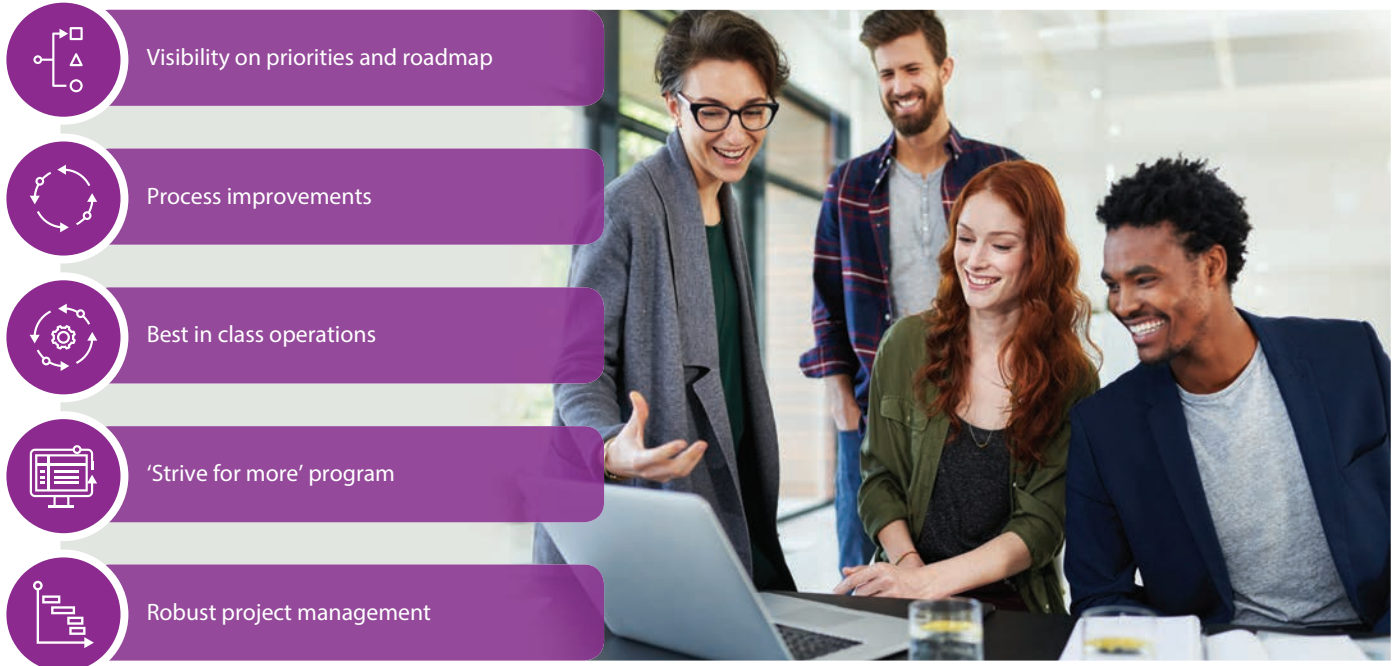
collaborating with the teams. Due to the lack of standardization and harmony, there was no synergy across the teams, which made it challenging for her to connect with them smoothly. This not only increased the operating costs, but also caused severe revenue leakages for her organization.

Fran was starting to get anxious and nervous with this situation, and knew that she had to get this sorted quickly or else that would not pan out well for both her as well as her organization.

A recipe for success

Fran was aware of Infosys BPM's domain capabilities because of its decade-long relationship with her organization as a strategic business partner. She knew Infosys BPM had the right resources and would be able to help her out with the challenges.

Approach summary

- Visibility on priorities and roadmap
- Process improvements
- Best in class operations
- 'Strive for more' program
- Robust project management

Fran had a detailed discussion with Emma Smith, her point of contact at Infosys BPM, where she shared her challenges and wanted a strong solution for them. Emma brainstormed with her team internally and understood from Fran on her organization's priorities, where she learned that a roadmap is discussed and drafted for each department every 6 months. Once Emma got a better visibility on their priorities, she discussed with Fran on how they could drive process improvements and create a significant impact on the organization's metrics. They further connected with the process owners from various departments where Emma cognized their targets based on their roadmaps.

They concluded that Fran needed to achieve 'best in class' operations by adopting a robust transformation solution. With a shared vision and purpose, Fran and Emma charted a roadmap to drive efficiencies and deliver business value, and initiated a program called 'strive for more'.

The program helped explore various approaches to drive value for the whole business instead of just specific services. The team leveraged in-house operating models to bring stability and predictability across processes, which helped drive continuous improvements while measuring business value. Each process went through the following stages to implement the changes even more effectively and with better project management:

- Conceptualization – process assessment, brainstorming, problem/opportunity identification

- Definition and planning – outlining the scope, responsibility assignment matrix, communication plan, and potential risks

- Execution – tracking status, quality checks, and results

- Performance – tracking efforts, costs, and performance

- Governance – ensuring reporting and governance throughout the cycle

Fran had also taken into account various roadblocks, including frequent changes in the approving authority, interdependences with the team, and various data constraints due to the M&A. To mitigate these, the team involved relationship management to drive governance and a strong cross-functional collaboration.

The cream of the crop

Fran and Emma's strategic endeavors had a visible impact that was recognized across Fran's entire organization. While she was able to save £2.3 Mn in revenue leakages, she also helped improve the cash flow by over £23 Mn and productivity by 40%. As an added benefit, she also helped improve the vendor relationship for her organization, and enhanced the payment accuracy with reduced supplier queries.

Key benefits

£23 Mn improvement in cash flow

£2.3 Mn savings in revenue leakage

40% improvement in productivity

The cherry on the top was when Fran won multiple globally acclaimed awards along with Infosys BPM, for her organization. With this program, Fran proved that how a strong collaboration with the right partner can end up in multi-fold benefits for everyone involved. With all the praise and confidence gained with this, Fran was very proud of her achievements.

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

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