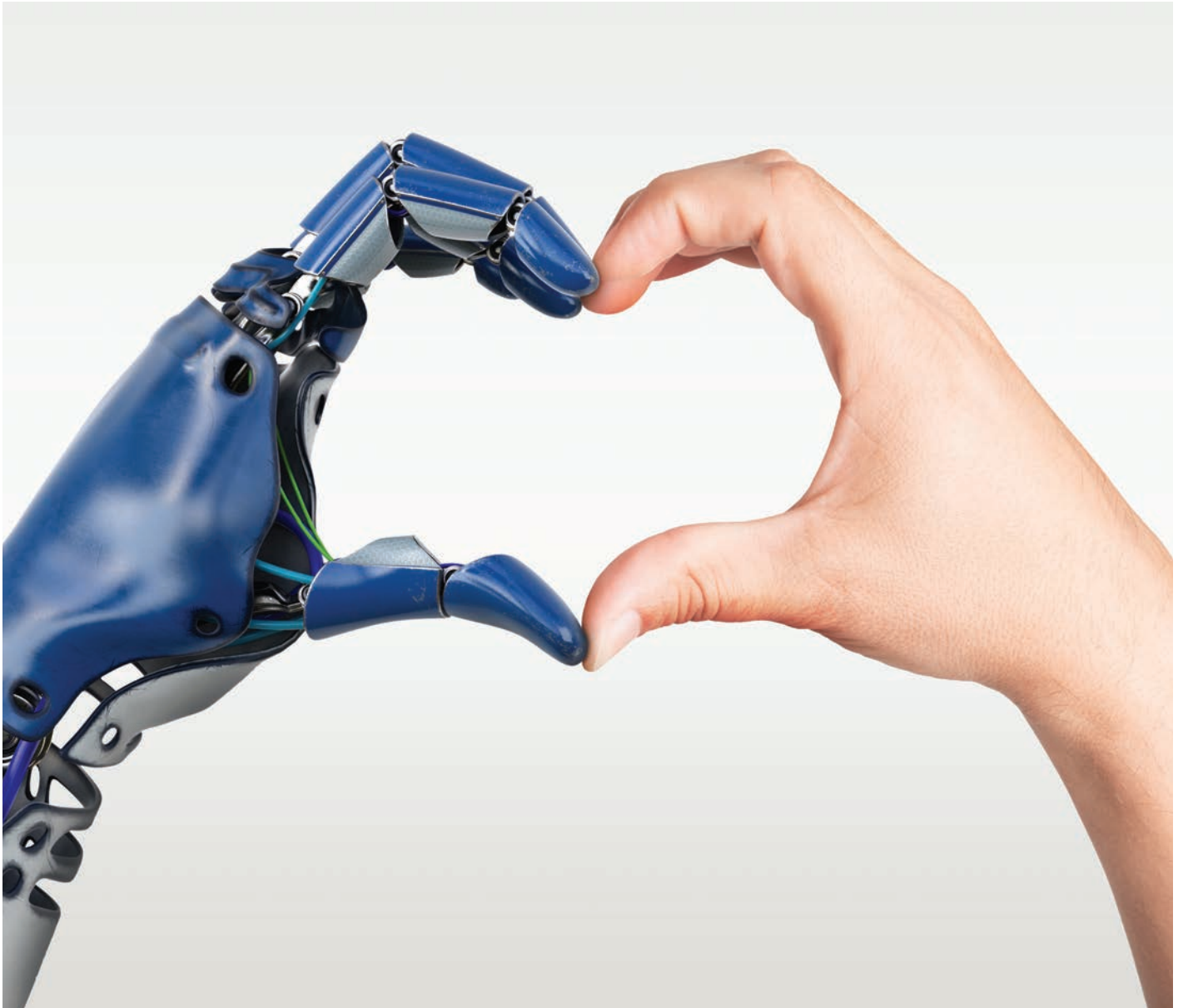


A TALE OF CUSTOMER DELIGHT, POWERED BY AUTOMATION

Summary

The head of service ops for a major European telecom leader had a towering customer service issue. His small service team of 70 agents were unable to tackle seasonal spikes in customer complaints. He partnered with Infosys BPM to automate the process and realize \$3 million in savings.



Service ops – a towering issue

It was in June 2018 and Spencer Cameron, Director of Service Ops for a global telecom company, was staring at a growing issue in his organization. Over the years, as part of cost reduction, the company was bringing down the number of service agents for B2B customer service. Now the number stood at 70. But there was the issue of seasonal spikes in customer complaints. With the current strength they were unable to cope with these spikes. To augment the problem, the process was massively manual, leading to human slip-ups.

As the head of service operations, Spencer

was responsible for over GBP 50 billion worth of business across Europe. He was handling the company's B2B service operations and was responsible for cost control. With the current setup, the company was losing money in bulk, so the management wanted Spencer to reduce operational costs by \$5 million, along with improving the time and accuracy of service ticket resolution.

Spencer knew that with the current landscape of social media overhype, one customer service fiasco could prove to be fatal to the company's overall reputation.

His customer service operation was a ticking timebomb. This worried Spencer immensely.

He thought intently about what to do to get this under control. The company had several technology partners, and Spencer believed that one of them might be able to give a fitting solution. He drafted a quick mail to the company's technology partners. The agenda was to achieve the stipulated cost savings and automate all possible manual tasks.

A bot-based solution

Sales Director from Infosys BPM Ganesh Anand was among those who received Spencer's email. Infosys BPM had over 18 years of relationship with the client and had been working on numerous projects. Ganesh was intrigued at the latest issue that Spencer was writing about.

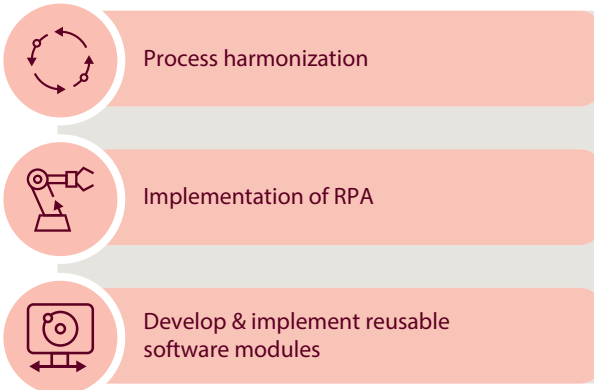
He immediately contacted Spencer to get further information.

Spencer spoke at length with Ganesh over the issue and told him about the management's mandate of cost reduction by \$5 million. He requested Ganesh to

examine the issues and develop a suitable solution to achieve the slated cost savings.

Ganesh studied the issue in detail and suggested an RPA-focused solution.

Approach summary



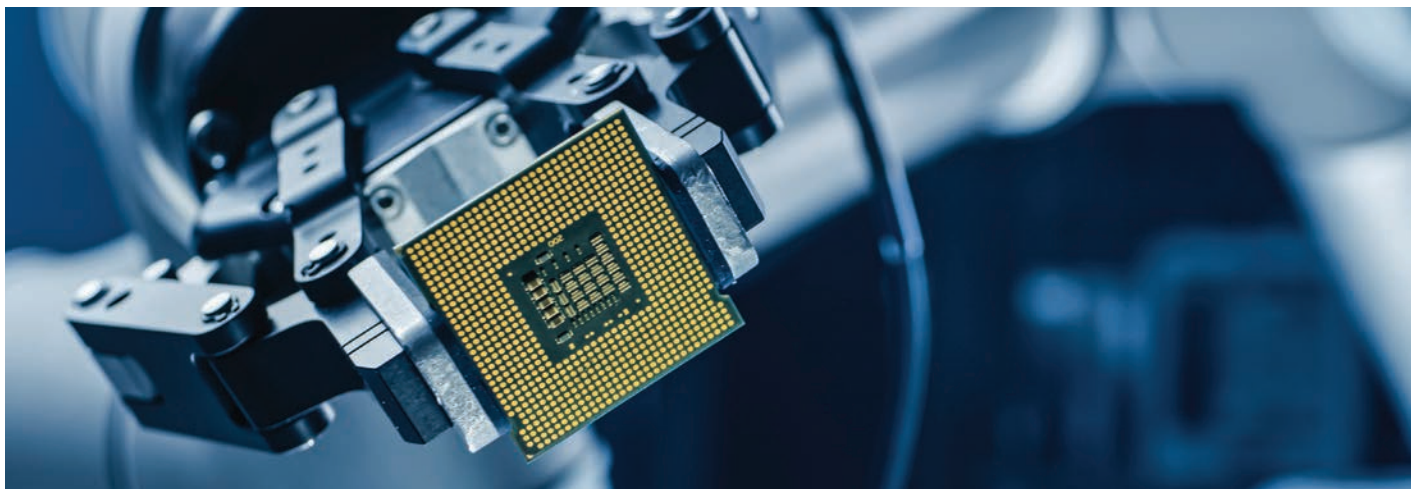
A worrying issue in the current process was massively manual steps that needed too many human interventions. Spencer wanted it to be tackled somehow. Ganesh assured that in the process harmonization phase, the steps within the process are categorized into the ones that can be automated and those that still require manual intervention. Redundant steps are eliminated bringing the overall process down to fewer steps than they originally had.

Eventually, the solution would be able to handle errors better and would provide higher scalability to handle seasonal spikes. Ganesh was able to project \$3 million in savings over 3 years' timeframe.

While Spencer was excited to see the blueprint, he had questions on the specifics of the project, such as the bot infrastructure to be deployed and use cases to be automated. Ganesh showed a plan to deploy over 40 market-leading

RPA bots in service operations, automating around 66 use cases. The team would also develop small reusable software modules for rapid deployment.

After evaluating all projected cost savings and proposed implementation plan, Spencer gave the greenlight to the project.



The moment of truth

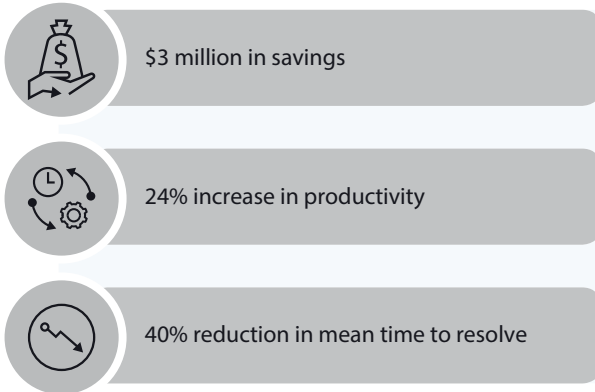
As Infosys BPM started the implementation, the major challenge they faced along the way was the bureaucratic approval process with the client. Various phases of the project, such as process harmonization,

needed high level approvals. And the project was getting stalled multiple times due to this stringent approval requirements.

Ganesh brought this issue to Spencer.

Spencer agreed to play the role of an orchestrator who would bring multiple stakeholders together and help with approvals as necessary. Due to this intervention, further hiccups were avoided.

Key benefits



Within 18 months, manual intervention was removed from 23% of use cases, fully automating them. Bots were working 24x7, so the issue of seasonal spikes in service requests could now be handled more efficiently. Still, the bots are not humans, so they can provide support only on pre-programmed use cases. For certain special cases, human intervention was

still required. This was handled through the "Human-ware" approach of Infosys BPM, where service agents would handle exceptional scenarios that bots are unable to handle.

By the end of the project term, Spencer calculated that the productivity had risen by 24% and the time to address each

request had come down by 40%. This level of efficiency improvement resulted in the projected \$3 million in savings. Post the success, the contract has now been extended for another three years from 2021 to June 2024 to bring further process improvement.

Spencer is now not only happy but a more successful man, as this project was pivotal for his promotion within his organization. Here's what he had to say about the project: "When Ganesh told me about RPA and how it can be helpful in mitigating the situation, I had my doubts initially. But I got him to illustrate the solution in detail to me. I gave a go-ahead since he managed to convince me. Now, I am extremely happy. The team gave absolutely phenomenal results!"

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

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