

CALLING ON THE BOTS

How an award-winning solution automated order delays away and delivered benefits worth \$3 Mn

Abstract

When Dan Becker, Head of Mobile at a multinational telecom giant, noticed frequent delays in order processing accompanied with a decline in customer satisfaction, he turned to Infosys BPM for help. This case details how Infosys BPM deployed an award-winning, strategic RPA solution that helped the telco reduce staff headcount by ~70, issue 100% of the orders on time, and significantly improve CSAT levels, ultimately delivering business benefits worth \$3 Mn.



When orders get put on hold

Dan Becker is the of Head of Mobile at a multinational telecom giant, that operates across 180 countries with over 400 CPs under its belt. He oversees its global operations and KPIs to ensure optimal order management and process efficiency. But as he soon discovered, these operations weren't nearly as efficient as he wanted them to be.

While sifting through the latest performance reports and KPIs, Dan noticed a declining trend in customer satisfaction levels due to frequent delays in order processing. Upon a closer review of the

operating system, he found that the delays occurred due to the extreme amount of complexity and manual effort required to process every order. These manual interventions would also lead to human errors in quality, further dampening the customer experience.

Dan felt the situation slip out of hand particularly in periods of low staffing and high order volumes. With the employees already overburdened and resources stretched thin, they would struggle to handle the sudden influx of demand, creating a pile of unprocessed orders.

Under pressure from the rising backlogs and dissatisfied customers, Dan knew that the situation needed immediate fixing. Since the company already had a long-standing customer support partnership with Infosys BPM across multiple lines of business, Dan didn't have to look far for a solution. He immediately set up a series of meetings with Akhil Badoni, the Infosys BPM Account Manager, where he briefed him on the situation, detailed the key challenges, and requested a comprehensive solution.

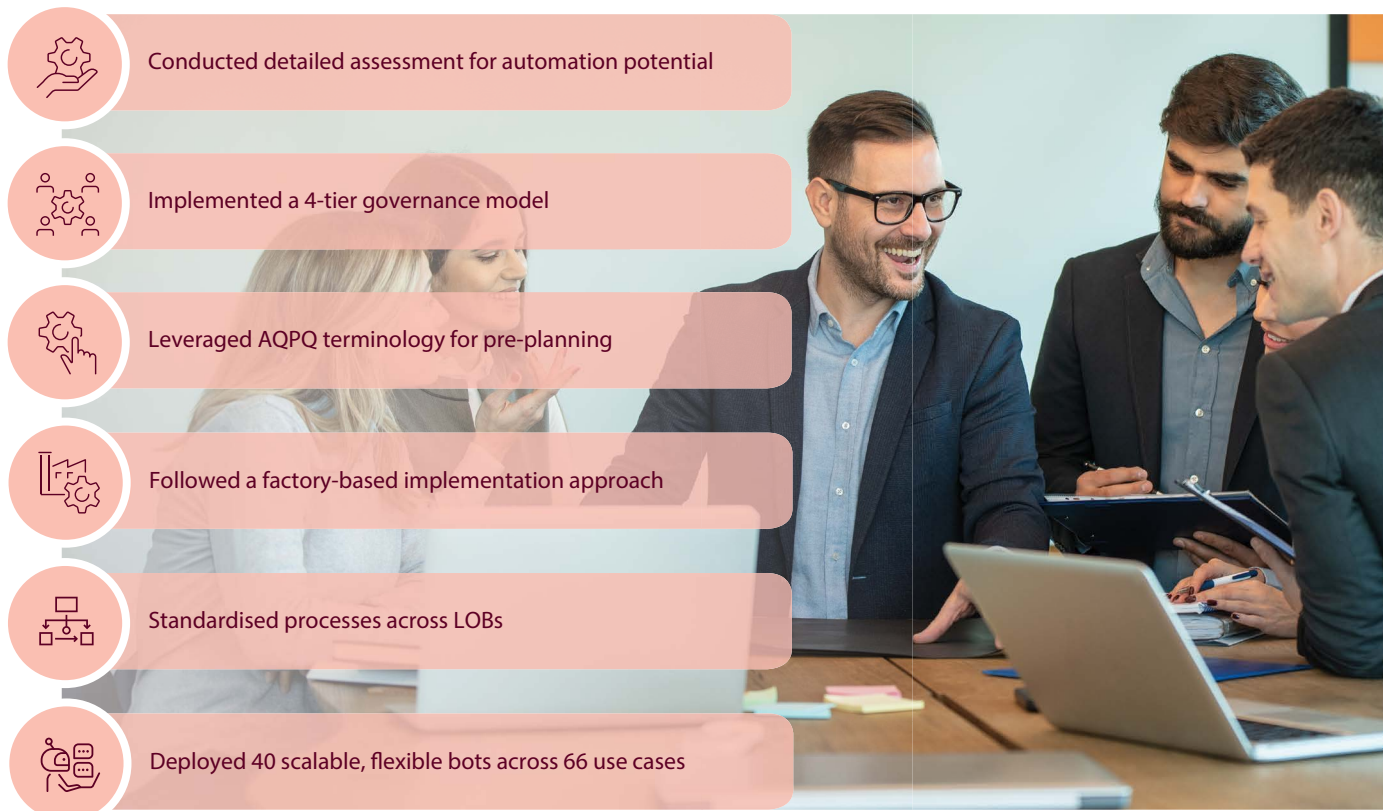
Dialing in an army of bots

Getting right onto the project, Akhil rounded up his team to perform an initial assessment of the company's existing operations and their bottlenecks. Through their analysis, the team discovered an automation potential of up to 70% across three key processes – broadband, IP voice, and managed ethernet access services (MEAS).

Akhil suggested Dan that a robotic process automation, with its high scalability and flexibility, would be a perfect fit for his needs. He also outlined how the automation would be non-invasive, not needing any changes to be made to any of the company's systems or applications. Convinced, Dan gave the nod for deploying the solution, and also agreed to establish a

robust governance structure for minimising roadblocks through consistent change communications throughout the project. To that end, Akhil set up a four-tier governance model, looping in the company's executives, stakeholders. and SMEs for regular review meetings and status updates.

Approach summary



With the communication channels in place, Akhil and his team then moved on to implement RPA using a leading automation toolkit. Pre-deployment, they used advanced product quality planning (APQP) to categorise and prioritise the different processes as per their use cases. They then took a factory-based approach, breaking down the extensive project into smaller, manageable goals for individual teams. Akhil also collaborated with Dan and other SMEs to establish specialised centres of excellence (CoEs) across the multiple LOBs, ensuring that each followed a globally harmonised operational framework. The

CoEs focused on automating critical system support functions including helpdesk, lead to cash, jeopardy management, MEAS, and more. Then, to reduce the implementation time, Akhil and the team developed small, adaptable modular codes that could be reused in various processes within the different LOBs. Overall, they deployed 40 bots across 66 use cases, each programmed with the flexibility to perform a wide range of activities.

Throughout all the stages of this process, Akhil made sure that Dan and other stakeholders had complete visibility

over every development. While some operational teams in the company were initially resistant to the automation and its impact on their jobs, Akhil actively stepped forward to resolve their concerns, demonstrating the advantages that the bots would bring them and assuring them of no adverse impact. Being mindful of the company's non-technical staff, Akhil and his team made sure to design user-friendly RPA tools that wouldn't require extensive IT support.

A hotline for customer satisfaction

The outcomes from Akhil and his team's RPA solution were no less than transformative. The bots effectively removed all human errors and helped Dan's team process

customer orders on-time, with 0 backlogs. Delivering on the 70% automation coverage promise, Akhil and the team induced a ~25% growth in productivity throughout

the organisation's order management operations.

Key benefits



Much to Dan's relief, the automation even proved to be a lifesaver during the pandemic, when the company had shut down its physical teams. The 40 digital workers entirely automated 23% of the use cases, eliminating the workload of almost ~70 staff, exceeding both, Akhil and Dan's initial expectations. Also, with the comprehensive process automation, the bots effectively handled all unexpected spikes in order volumes, seamlessly taking charge even during election periods when

the staffing was minimal. Through all this, the new system did wonders for the company's customer satisfaction, bringing up the CSAT levels by 27%.

Overall, the automation and process standardisation activities together delivered business benefits worth \$3 million over a period of three years. The project also contributed to several other value-additions which ultimately translated into \$600K worth in additional business

for Dan. Delighted with the outcomes, Dan applauded Akhil and the team, expressing his gratitude towards their diligent efforts and exceptional support, signing them on for further collaborations down the road. The icing on the cake for both the collaborators was when the initiative was soon recognised by a reputed industry body as the best transformation project of the year!

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

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