



SKILLFULLY UNLOCKING EFFICIENCIES

How improvement projects helped deliver substantial process efficiencies

Abstract

Infosys BPM deployed a team of skilled fulfillment agents to drive order management efficiencies for a \$2 Bn company that provides enterprise data management and security solutions. Optimization and automation helped reduce costs by 25% and helped drive significant process efficiencies.



Infosys BPM's client is a \$2 Bn+ market leader in enterprise cloud data management and protection. With over 50,000 customers, the client employs over 7500 staff and operates in over 35 countries.

The problem of low efficiencies

The client had in-house staff across its global locations who were responsible for handling various sales and fulfillment processes relating to over 10,000 orders annually. However, because of sub-optimal resource utilization the staff found it difficult to cope and as a result there was a high backlog of orders and an over 40% returns rate. Also, occasionally order volumes would spike to over 100%

of estimates which put a huge additional strain on the already overworked staff.

The client faced another significant challenge as well. A recent upgrade of its e-business suite to a newer version had experienced some data migration issues relating to customer databases, and these were having an impact on several of the order management processes.

These severe challenges were exacerbated

by low levels of automation in the processes. The percentages of automated bookings in the system were low caused by lower than estimated systemic auto-validation of fields. As a result, the client suffered from high order-to-cash cycle times as well as high processing costs and sought Infosys BPM's support to fix its system issues and bring in process efficiencies.

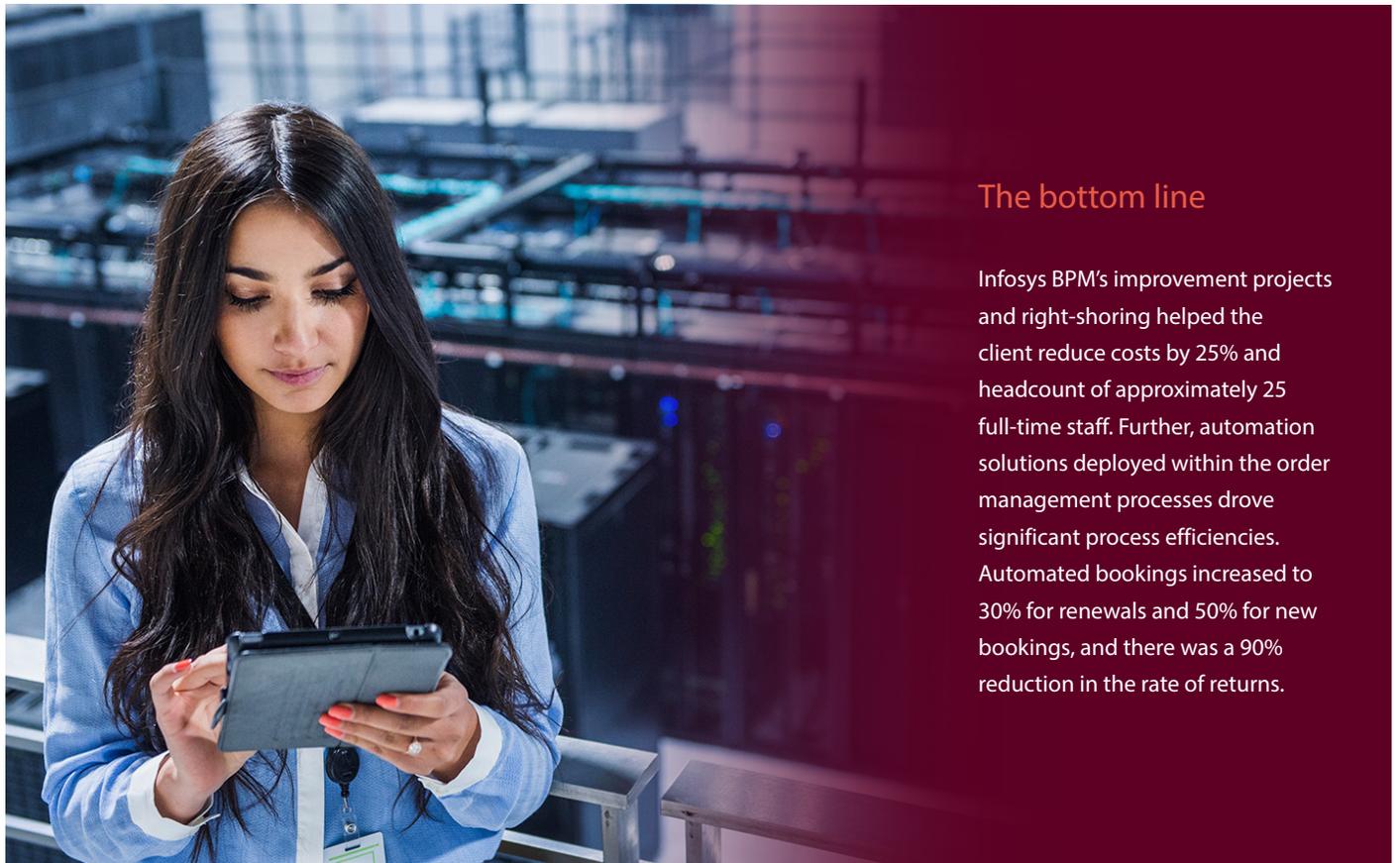
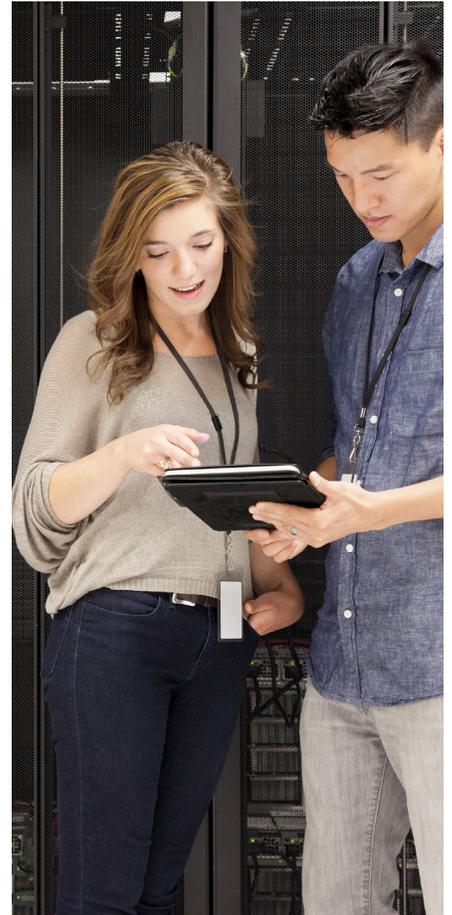
Solutions and skills for success

An Infosys BPM expert team first conducted a detailed root cause analysis to identify the reasons for low auto validation of order fields. In particular, it reviewed the client's billing schedule and analyzed its price jump issues which were the primary cause for the high rate of returns and resultantly a high processing effort. The analysis having led to the identification of the top contributors to these issues, the team chartered several projects aimed at fixing the system issues and improving data quality. This required close collaboration with the client's IT team, through conducting process walkthroughs, highlighting the identified issues, and suggesting potential solutions to address them.

The Infosys BPM team also created detailed documentation of all of the client's processes and sub-processes across its global marketplace. After building up this

detailed documentation completely from scratch, the team studied and identified process differences across geographies and suggested steps towards standardization and automation. The team also identified trends of the common issues being raised by different resellers and end-users and laid out a detailed plan of action to increase first-touch resolution.

Next, to help with cost-optimization, Infosys BPM deployed over 122 skilled fulfillment agents to be based out of an offshore delivery center in India who would handle work that was being done out of the client's offices in China. Along with this right-shoring initiative, Infosys BPM's carried out a capacity modelling exercise to identify cross-training opportunities. These efforts improved utilization levels, helped optimize the team size, and improved the capabilities of the team to handle spikes in processing volumes.



The bottom line

Infosys BPM's improvement projects and right-shoring helped the client reduce costs by 25% and headcount of approximately 25 full-time staff. Further, automation solutions deployed within the order management processes drove significant process efficiencies. Automated bookings increased to 30% for renewals and 50% for new bookings, and there was a 90% reduction in the rate of returns.

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