WINDS OF CHANGE...

Summary

When the CFO of a US-based technology conglomerate was faced with damaging revenue leakages due to backlogged orders, implementation of the OneOffice concept brought better visibility of data insights, higher efficiencies, and greater agility in accurately responding to end-user requests.

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The butterfly effect.

Kelly is the Chief Financial Officer at the US-based technology conglomerate, responsible for managing the company's core financial planning. In nearly a decade, Kelly led pivotal projects at the company to improve its financial performance and investor confidence, positioning it for sustained success.

In 2018, Kelly and her team found themselves firefighting a surge in order volumes that exceeded the combined team strength, resulting in frequent delays in service delivery and uncleared invoices globally, leading Kelly's team to write off $25 million in revenue leakages.

What was the problem?

An internal investigation revealed that due to reasons ranging from IT glitches, manual processes, bottlenecks in legacy processes, and improper categorization of incoming orders, several client requests were rendered without an invoice.

The complexity of the problems was not something Kelly could handle alone, and she was anxious to find trustworthy help. She turned to her team for direction. With proven results from previous digital transformation projects with Infosys BPM

to automate and streamline processes in finance and customer-facing functions, the team recommended us as the preferred vendor this time around as well.

Together with the Infosys BPM team, Kelly identified a services order backlog of over $3 billion with 7.4K orders on hold. The causes were identified as the following:

- Lack of governance in terms of tracking & ownership of the services orders that are open with or without holds for more than 90 days

- Process issues prevented auto-invoicing and entitlement for service orders that are booked

- Lack of visibility on orders that are falling back on schedule, and thus made the discovery of the issue difficult

- Service orders were not being invoiced due to certain gaps in processes. Additional technical glitches aggravated the matter
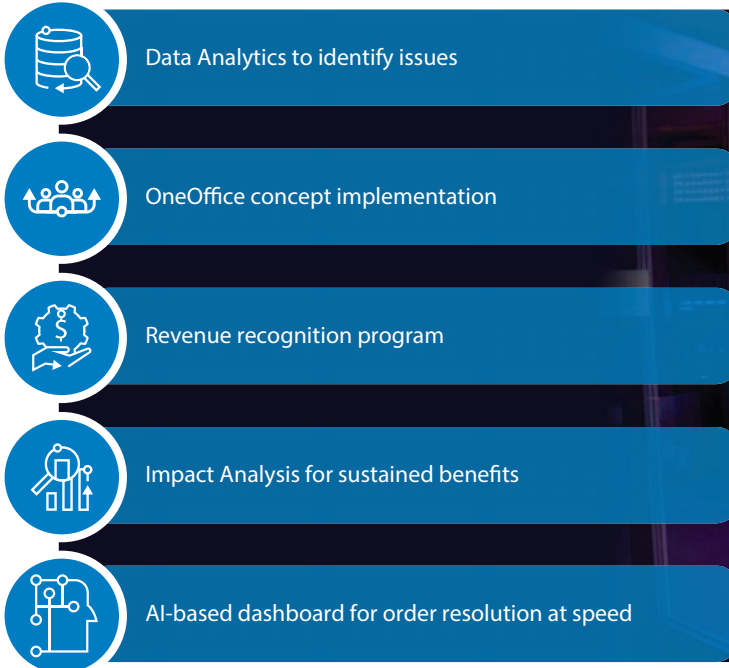
What was the approach?

Identifying the root causes of the persistent issue laid the groundwork for an overhaul. As a first step, periodic backlog reports for the stuck orders were created and analyzed using intelligent data-based analysis. The analysis yielded a wider scope for automation to improve process governance and best practices.

However, Kelly had her concerns. Improving the order pipeline processing without first fixing the aged backlog of orders could aggravate revenue leakages. Lack of visibility to the services order backlog, lack of governance and the follow-up process could render the project irrelevant. Technical, process, and policy issues, if not fixed, could potentially prevent the normal workflow of order fulfilment.

Approach summary

Data Analytics to identify issues

OneOffice concept implementation

Revenue recognition program

Impact Analysis for sustained benefits

AI-based dashboard for order resolution at speed

As a solution, the following collaborative approaches were adopted:

- Data analysis was leveraged extensively to delve deeper into huge disparate data sets, in a bid to identify the underlying reasons behind the persistently cropping issues of backlogged orders

- Revenue recognition and realization was fast-tracked by manually releasing the orders held up for over 90 days

- The need for cross-functional collaboration and intelligent, actionable data insights was prioritized, to resolve the issue of improper invoicing, along with comprehensive impact analysis for sustained value creation

- The aged order backlog was to be sorted first, while proactively identifying patterns where revenue could be at a risk. This formed the basis for the creation of process documentation and an AI-based dashboard for effective auto-creation of cases, monitoring of system functionality, and identifying system failures in advance

What was gained?

The time it took to effectively deploy the above solutions was a nail-biting wait for Kelly. A complex transformation structure and siloed processes created delays in integration. Technical glitches were also identified while testing the solutions, which, if not fixed, could have falsely doubled up the backlog.

Digital capabilities were employed to create a flexible, yet accurate workflow between different functions to deliver on Kelly's objectives.

Key benefits

Legacy issues fixed

Automation brought agility and accuracy at scale

Front-to-back visibility of data insights

Better user satisfaction

- Automation helped the client resolve issues and reduce backlogs for orders stuck in the system in a timely and accurate manner, without any delay.

- Several user issues that burdened the company's processes were fixed, ensuring better visibility of a customer's journey across all functions.

- Brought visibility to the services order backlogs through a dashboard implementation, with process visibility across functions for prompt grievance redressal.

The approach helped Kelly clear an order backlog worth $1.67 billion within a few days. There was also a marked improvement in the time taken to resolve issues, from 251 days to 55 Days. Having successfully delivered on a strategic corporate goal, Kelly is a happy soul now. Due to the agile and self-evolving nature of the solutions, Kelly continues to accrue benefits from the solutions. If you happen to ask her today what digital transformation did for her, the answer would probably be: "One Office", One solution.

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

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