

Case Study



Large, Multi Location BPO Program for Finance Operations of Everything Everywhere Ltd.

Abstract

With full service play being the preferred option for many potential customers, outsourcing has moved beyond simple rule based processes. Today, it includes complex decision based knowledge intensive processes along with IT and infrastructure services being outsourced together simultaneously.

This document focuses on how a large program for Everything Everywhere Limited was executed. A significant headcount, varied processes with different levels of complexity and resource requirements called for a sleek, efficient, risk free, cost effective way of transitioning the processes.

Client Overview

The company – Everything Everywhere Limited – runs two of Britain’s most famous brands, Orange and T-Mobile, and has a customer base of 27 million people: over half of the UK adult population.

Orange and T-Mobile continue as leading brands in the market, with each brand having its own shops, marketing campaigns, propositions and service centers. However, behind the scenes, the two brands are run by one company, with one team and one vision to give consumers instant access to the people, places and things they want, wherever they are.

This transition was a part of the initiative at Everything Everywhere Limited to realise synergies through moving to a consolidated outsource model before commencing consolidation of processes and operations.

Introduction

This case study lists some of the key challenges faced during the transition and some key attributes that made the transition (Project Mayflower) successful.

The transition was complex given the fact that 13 processes and supporting FTE were to be transitioned in a period of 6 months (Jan to June, 2011). An additional layer of complexity was that the processes were spread across 3 locations (Darlington, Bristol and Hatfield) in the UK (across offices of erstwhile T-Mobile and Orange).

Following processes were transitioned as a part of this project.

1. Customer Payments and Payment Controls
2. Credit Referrals
3. Cashbook Admin Payables and Receivables
4. Credit Control
5. Commissions
6. Revenue Assurance (TMUK and OUK)
7. Billing Integrity
8. Billing Operations
9. Partner Billing
10. Fraud
11. Procurement Reporting
12. Procurement Fraud Investigations
13. Procurement – Master Data Management (MDM)

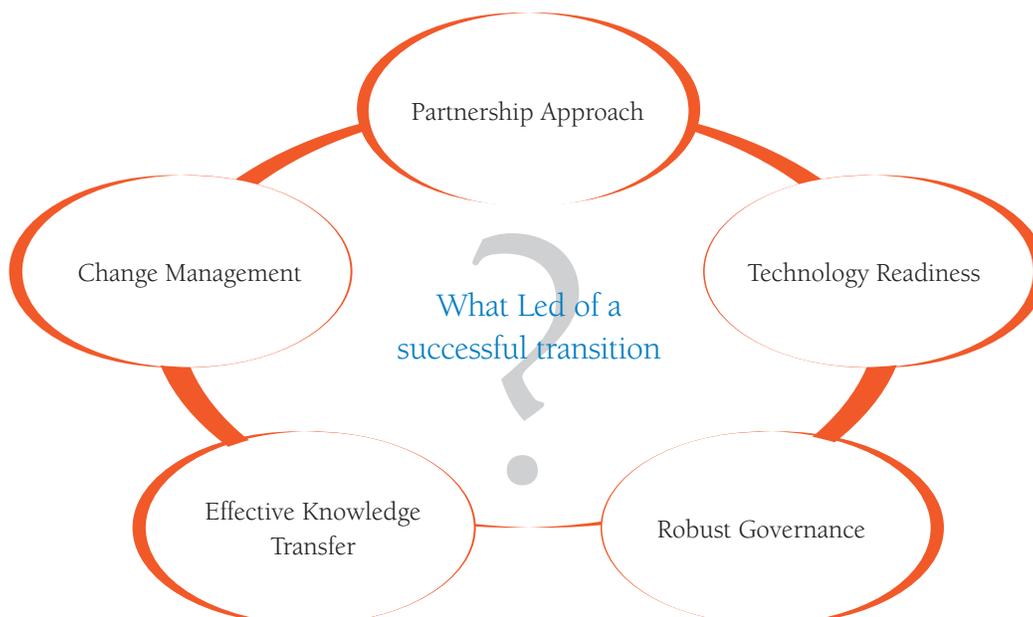
Challenges identified upfront during planning

- Simultaneously managing the operational KPIs of the existing outsourced operations at Infosys and the new transition meant that a strong back-up plan had to be put in place to backfill for resources who were moving from existing operations to the new project.
- With multiple stakeholders spread across 3 locations with varied experience in outsourcing, there was a requirement to have a consistent approach and methodology to ensure standardized delivery across locations.
- Anticipated resistance to such a large scale change immediately after the merger between T-Mobile and Orange. This was compounded by the fact that the Finance function at Orange had no previous experience of outsourcing.
- Everything Everywhere Limited offices spread across 3 locations meant that a consistent approach was required across all locations. Also a robust governance model needed to be deployed. This also meant working with a diverse organization across the processes, across different locations with varied process and operational maturity levels.
- Many processes like Revenue Assurance, Fraud Ops, Credit Referral required local market knowledge and contextual understanding before executing the steps in a process
- Need for a high focus on change management.

Infosys Approach towards Transition

Infosys implemented its rigorous transition methodology consisting five phases (Preparation, Planning, Execution, Parallel Run and Steady State) with defined activities, deliverables, roles and responsibility for each of the phases. The transition began with a detailed planning session to identify the key challenges that the teams anticipated. While some of these were basis the learning from a previous outsourcing project that Infosys did for T-Mobile (Project BSEF), some were based on the stakeholders' understanding of how the teams had reacted when the outsourcing initiative was announced as a part of a larger initiative to drive synergies. Also as a part of the planning phase, Infosys conducted detailed workshops at Everything Everywhere Limited locations in UK to understand the process, confirm assumptions relating to skill set required, process complexity and transition timelines. Looking at the new processes and the current knowledge residing in the TMUK team, it was decided to extensively use existing TMUK team as part of the transition. A detailed process was followed to identify resources that will go for knowledge transition from the existing team and a plan to backfill those resources. Benefits that were achieved by doing this included utilizing existing relationships with the team for seamless knowledge transfer, strong operational understanding and knowledge contributed to seamless transition. This was followed by detailed Process Definition exercise for each of the processes to define the to-be operating model, followed by onsite train the trainer, offshore training and offshore stabilization.

What made the transition successful?



Partnership Approach

The partnership approach between the Everything Everywhere Limited and Infosys teams was the biggest contribution to the success of the program. Both the Project teams worked in full sync with each other where the progress and issues were discussed openly. There was transparency from both the sides and the focus had always been resolving the issues then analyzing whose issue it is. All this created an environment of trust and helped the program being completed 1 week ahead of time.

Technology readiness

As with most projects of this nature, having the technology set-up ready for offshore use in a timely manner was critical. Given this the technology track was kicked off very early in the project which gave a longer lead time to complete this critical path activity. For ease of understanding and deployment, what was found easy to address the technology dependencies that were divided into the following different steps -

- Identify & List all applications required
- How will these applications be accessed from the off shored location - Citrix, & portability
- Connectivity requirements
- Hardware and software procurements & time taken
- Testing applications - Test cases, record time taken etc
- Single user test & load test - record time taken
- User acceptance test - login, navigation, appropriate access

Roles and responsibilities while designing the technology solution and implementation were clearly defined. A weekly connect with the technology teams for every process was found to be effective.

Robust governance

A document defining the different stakeholders, their roles and responsibilities -operational and functional was found to be critical to ensure smooth functioning of the teams. Once the document was prepared, a call was arranged with all key stakeholders to walk them through this document, clarify, and obtain sign off.

It was important to translate what was put into the Governance document to practice. Everything Everywhere Limited ensured that a strong governance model is put in place which resulted in quick decision making and issue resolution.

Weekly project level and program level review was critical to ensure that all projects within the program were moving in the desired direction and also look at opportunities to deploy

learning's from one project to another. The weekly project review was found to be effective where a standard deck for presenting information in a concise manner was followed.

A program level log called the RAID log [Risks, Action, Issues, Dependencies log] was deployed that helped all stakeholders gain a bird's view of Issues and challenges in the program and enabled appropriate and timely corrective measures & actions.

Effective knowledge transfer

A key factor to ensure success of a transition was in adopting the right onsite training model with correct number of resources to be trained onsite at Everything Everywhere Limited sites.

To ensure cost effective yet quick & efficient knowledge transfer mechanism without compromise to the quality, duration and learning curve, the assessment of the process complexity is important.

There were series of discussion between the two project teams involving the Infosys operation managers as well where complexities of every project was discussed and the length and number of resources for onsite training were agreed.

Another important task undertaken was to create an effective orientation for a strong foundation upon which the process knowledge can be built. Orientation training including understanding the employer and the client business on a high level and also an understanding of the basics such as cultural orientation, local market knowledge, customer base and understanding the complete life cycle and where the process in question features was found to be helpful.

Use of resources from existing TMUK team helped in achieving knowledge transition to the satisfaction of both (Everything Everywhere Limited and Infosys) teams. Prior knowledge of TMUK processes helped giving the Everything Everywhere Limited process owners confidence about the Infosys team's capabilities.

Change Management

The importance of Change Management based on Project BSEF transition experience was highlighted early in the project. Both the project teams worked on putting together a workshop for Everything Everywhere Limited members who were to take part in transition. The workshop talked about their roles, expectations during transition, transition approach and cultural aspects. It greatly helped them in understanding both the process and softer aspects. Post transition workshops were conducted to help retain staff understand their new roles and how to work efficiently with the offshore teams.

Highlights of the transition

- Overall Transition Planning exercise carried out by the both (Everything Everywhere Limited & Infosys) Project team at the beginning of the Project helped both the teams to be on the same page as to Transition Plan, skill set requirement, Risks and the mitigations put in place.
- 60% of the team to be trained onsite at Everything Everywhere Limited came from the existing T- Mobile engagement that helped with the process knowledge gathering and quality of training. Detailed backup plan ensured that there is no effect on performance of existing engagement.
- Excellent support by the Everything Everywhere Limited process owners and associates ensured that the Infosys team was comfortable and further enhanced the quality of onsite training.
- Change Management aspects identified early in the project and sessions collaborated by both the teams delivered for Everything Everywhere Limited associates part of the transition.
- The support provided by Everything Everywhere Limited during the offshore training and stabilization phase in terms of floorwalkers coming from UK, has immensely helped the offshore team in overcoming any process issues. 6 processes were cutover earlier than planned.

Benefits of Successful and on-time Transition

1. Business case delivered
2. Cutover of processes happened one week earlier than planned
3. Strong Relationship built between the Everything Everywhere Limited and Infosys teams.
4. Effective Change Management helping the retained organization to understand and appreciate the change in their roles
5. No drop in operational performance



Conclusion

By taking care of key factors and relationship that depends on trust and transparency, an organization can deliver a timely and right quality transition. This will also lay foundation for to start initiatives leading to greater process maturity and efficiency.

Client Speak



Tim Spence - Director of Finance Operations

Infosys BPO was selected based on the consistency of their performance since outsourcing the original T-Mobile Finance processes in March 2009 as well as key cultural, compatibility and commercial differentiators that best aligned to Everything Everywhere's goals. Once again, the way Infosys BPO has managed the transition process has convinced us that we were not wrong in our decision. The business case been delivered, with transition completing ahead of schedule despite some significant challenges and key KPIs have also been met. The Infosys BPO team in India is now working as an extension of the Everything Everywhere Limited Finance Directorate across our 3 sites in Bristol, Darlington and Hatfield.

James Cuthell - Senior Service Integration Consultant

Infosys have brought their experience, approachability and focus to produce a 'noiseless' transition. It's always a pleasure to work with Infosys due to the great people employed and the collaborative partnership approach which is something I strongly favor. We need to go forward together and work out where the opportunities lie from the ground up to improve our processes further. A great start to the expanded relationship.

Shane McLister – Project Manager

Key to the success of this project was building on an already strong relationship with Infosys. This was a focus at all levels of the engagement and was particularly relevant in the knowledge transfer phase. We already knew that Infosys were good at knowledge transfer but the ability to leverage existing relationships and knowledge of how processes worked contributed to a seamless transition that has met everyone's expectations.



About Infosys BPO

Global organizations depend on Infosys BPO Ltd, the business process outsourcing subsidiary of Infosys Limited (NASDAQ: INFY) to deliver measurable business value. Infosys BPO's strong focus on industry solutions, technology and a consulting based approach has created new engagement models to help clients build tomorrow's enterprise.

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