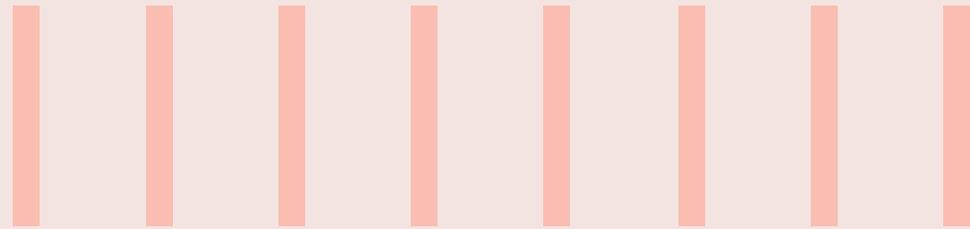




# SIGNALLING THE FUTURE OF CONTRACT LIFECYCLE MANAGEMENT

Infosys BPM transforms the process of contract lifecycle management for a leading global telecom company.



## Abstract

The client, a multinational telecom giant based in Australia, was at its wits' end due to contract lifecycle woes due to absence of historical data, dependency on its legal team, and a time-bound national broadband project being underway. Infosys BPM helped the client by setting up a legal team that achieved unprecedented improvement in contract management.



## Critical Challenges Faced by the Client

The client is a leading Australian telecom company with mobile services, retail fixed lines, and standalone voice services. They have presence in over 20 countries. Key mandate by this client included the following.

- Performing end-to-end contract lifecycle management of client's enterprise operations
- Supporting in the data migration from legacy contract lifecycle management (CLM) to new CLM and consulting in new CLM

- Enhancing and enriching the deliverables with respect to fund administration
- Consulting on new ways of working, including the selection of new CLM tools
- Perform contract drafting, redlining and baselining contracts and support on other ad hoc research tasks with respect to complex clause analyses and obligation tracking

The client wanted to bring efficiency to end-to-end contract management cycle

and enhance data analytics and migration.

Major challenges observed by the client included:

- The absence of historical legal data
- High dependency on legal, sales, pricing, and billing teams
- Limited time for completion and implementation of national broadband network project
- Introduction of new stakeholders due to organizational restructuring

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## The Infosys BPM Approach

The client has over 15 years of relationship with Infosys on various telecom and IT-related services. Infosys BPM leveraged the expertise of contract management attorneys to define and assess the client's contract management process.

The team performed a detailed analysis of the current process and identified various pain-points and bottlenecks. Further, the team consulted to achieve the best future state, taking into account the risks and the new way of working.

The Infosys BPM team baselined the data through controlled automation to define lead times, maximize SLAs, control spikes in work inflow, and analyze trends of productivity, to ensure streamlined process and enhanced customer experience. The team also supported the client to migrate from legacy CLM to a new CLM.

### Team Details

Infosys BPM brought in a highly skilled resource pool of 4-18 FTEs with legal

background and more than 2 years of experience in telecom contract management and good understanding in financial data, such as pricing, fund administration, spend conditions, and early termination charges. They took mandatory training from the client on various project aspects through a robust internal training schedule. In addition, they were thoroughly trained on cultural nuances and client values.

## The Value Delivered

The team was able to achieve 45.23% improvement in productivity in terms of reduced lead times on contract drafting and baselining. In addition, the team managed to bring down the end-to-end contract drafting time to less than 5 days.

The average inflow of activities was as follows.

- **Contract drafting:** Average drafting inflow from 5 to 10 drafts in a day
- **Contract administration:** 10 to 15 requests in a day

- **Analysis:** 5 to 10 requests in day
- **Fund administration:** An average of 20-25 requests in a day
- Occasional ad hoc research projects ranging for 1 month to 1 year

The team conducted daily and weekly meetings within themselves. Reporting meets with the client were conducted weekly in addition to steering connects every month. The team maintains a query log, robust automated production tracker for each activity, a QC mechanism and

defect management plan, and training modules for new and existing resources.

The team managed to complete 1600 contracts with exceptional consistency. In addition, they ensured 70% of tasks were completed with high efficiency. The team consistently completed the SLA requirement and KPI parameters with over 98% timeliness.

Key milestones of the project are outlined below.

2017-18: Transition and metamorphosis	2019: Transformation	2020: Continuous support in transformation, value-added outcome, and growth
<ul style="list-style-type: none"> <li>• Baselining and benchmarking of efforts</li> <li>• Effectively managing workflow spikes</li> <li>• Transparent reporting metrics</li> <li>• Client-Infosys leadership connect</li> <li>• Supporting onshore to streamline with CALMS transition &amp; implementation</li> <li>• Regular reporting and tracker maintenance</li> <li>• Enhancing with new CLM, standard templates</li> <li>• Creation of contract and clause libraries and reducing contract close-out time</li> </ul>	<ul style="list-style-type: none"> <li>• Aligning to the client's T-2022 vision</li> <li>• Enhancing support to contract managers</li> <li>• Reducing burden on client legal team</li> <li>• Value-added triage for reducing lead times in contract drafting</li> <li>• Completing contract drafting within 5 business days</li> <li>• Effectively managing stakeholders</li> <li>• Service delivery to service experience</li> </ul>	<ul style="list-style-type: none"> <li>• Timely completion of analytical research tasks</li> <li>• Supporting in enrichment &amp; enhancement of CALMS in fund migration/processing or creation of TIF/MOTIF/growth funds in CALMS</li> <li>• Exploring ad hoc research projects, contract analytical research tasks, complex clause analysis, billing inaccuracies &amp; fund administration</li> <li>• Consulting on the scope of fund administration tools integration to CALMS</li> <li>• Educating internal &amp; external stakeholders in understanding the fund administration process and correcting their errors</li> </ul>

## Learning for Growth

The Infosys BPM team also managed to learn a few new tricks along the way. The key learnings from this project are below.

- Drafting and review of complex and non-standard clauses in telecom
- Contractual implementation of government's national broadband network migration program
- Stakeholder management and establishing seamless coordination
- Exposure to financial tools in funds and billing administration



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