CASE STUDY

Infosys Streamlines Back Office Operations for a Leading European
Telecom Service Provider Enabling it to lower Total Cost of Ownership

Abstract

Infosys BPO provides the client with a flexible platform, equipping them with an improved business process model. This has resulted in faster Turn Around Time (TAT) and significant cost savings for the client.

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Client Profile

The client is one of the leading European Communications Service Provider to the retail consumer segment and Small Medium Enterprises (SMEs). The client offers a wide range of communication products and services including voice, data, internet and multimedia offerings. It has more than 18 million customers worldwide.

Background

The telecom industry is witnessing intense competition due to consolidation of operations, rapid advances in technology, quickly changing consumer preferences and flatter pricing structures. This has compelled the client to constantly evolve its products and services to stay competitive in the industry, which has aggravated their margin pressures.

The Challenge

The client decided to put in place, a program to outsource a broad array of back-office functions with the objective of reducing its total cost of billing operations. However, some of the challenges with such an initiative included:

- Identifying a business partner who could double up as an extension of the client's UK operations and also be able to uphold the client's brand values

- Bridging the cultural gap - to be able to create consistent customer experience standards across all processes

- Ensuring and improving quality of service:

  - Better control on revenue collection efforts by providing accurate order processing and credit management services to customers, thus maintaining higher customer satisfaction levels

  - Manage large volumes with effective resource deployment and faster Turn Around Times (TATs) for resolving complaints

- Creating a long-term scalable business model, overcoming increasingly complex business imperatives

The Infosys Solution

Infosys BPO instituted an Offline Helpdesk with approximately 300+ resources, to provide email support to the client's retail customer base. Rather than just focusing on labour arbitrage by providing support from a lower cost location, Infosys' solution is also based on the following imperatives:

- Focus on providing process improvements: Through a combination of process automation and process re-engineering tools and techniques. Infosys has completed a series of projects to improve efficiency and overall quality of service. Infosys approach towards process improvement is based on the following objectives:

  - Improve resource efficiency by eliminating repetitive manual tasks at client level

  - Reduce user-application interaction at client & server level using a single interface

  - Reduce backlog and increase transparency by detailed analysis and reporting of backlog

  - Infosys moved a step further, by focusing on owning the end-to-end processes of the client and supports the client in resolving process issues that may arise

- Cross Skilling of Resources: Through cross-training of resources across queues, Infosys has ensured that peaks and troughs in volumes as well as tails (backlogs) are kept in control through effective deployment of the workforce based on workload

Business Value delivered

Infosys BPO ensured a culture of continuous improvement, to help the client maintain its position in an extremely competitive marketplace. Infosys' intimate understanding of the business has allowed for process innovation resulting in significant improvements in operational metrics. This innovation discipline has helped us deliver superior client experience as summarised below:

- Exceeded client in-house productivity targets and have cleared 49% additional transactions (equivalent to over 6.6 million transactions) without any increase in the headcount. This has resulted in an estimated savings of £3.6 million for the client

- Completed several automation projects resulting in a headcount reduction of over 22%

- Cross-trained resources across different queues, that has allowed significant improvement in resource and seat utilisation. Specific campaigns run by the client are now grouped according to worktype, skill-sets, operating hours and

profiles. This has resulted in operational benefits delivered to the client such as:
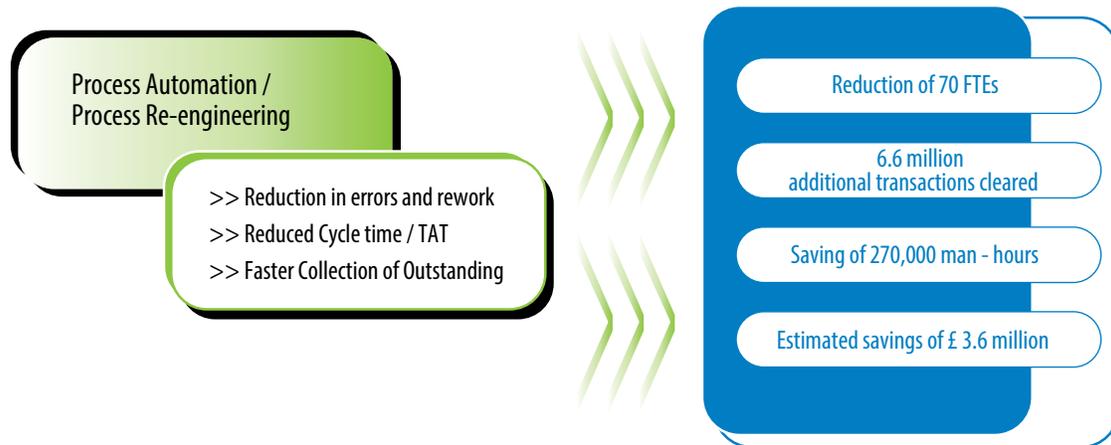
- Better Resource Management

- Motivation - visibility to advisors on other work streams and opportunity

to learn more, thereby addressing the problem of monotony

- Reduced backlog - immediate deployment of resources to handle crisis situations

- Faster roll out of new campaigns - engaging the current resources (buffer) having required skill sets for new campaigns and thereby reducing the ramp-up time

Transformation benefits delivered to the client

Process Automation / Process Re-engineering

>> Reduction in errors and rework
>> Reduced Cycle time / TAT
>> Faster Collection of Outstanding

Reduction of 70 FTEs

6.6 million additional transactions cleared

Saving of 270,000 man - hours

Estimated savings of £ 3.6 million

Client

SPEAK...

Partner Manager
Remote & Outsourced
Operations

"I would like to take this opportunity to highlight and recognise the achievements of the offline function in Bangalore for its outstanding achievements and contribution to the reduction of Volumes, tails and outstanding Debt.

The transfer of ownership of volumes have been achieved by the learning of process and the performance management of the queues and advisors to allow the migrations of work in to India with no increase to the billable headcount."

About Infosys

Infosys is a global leader in consulting, technology and outsourcing solutions. We enable clients, in more than 50 countries, to stay a step ahead of emerging business trends and outperform the competition. We help them transform and thrive in a changing world by co-creating breakthrough solutions that combine strategic insights and execution excellence. Visit www.infosys.com to see how Infosys (NYSE: INFY), with US$8.25 billion in annual revenues and 165,000+ employees, is Building Tomorrow's Enterprise® today.

Infosys BPO, the business process management subsidiary of Infosys, provides a broad range of enterprise and industry-specific services. We deliver transformational benefits to clients through our proprietary Process Progression Model™ (PPM). These benefits include cost reduction, ongoing productivity improvements and process reengineering.

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