



GAINING SPEED ON THE DIGITAL HIGHWAY

Abstract

Infosys BPM took an innovative approach to transform one of the key process workflows of an Internet giant, reducing turnaround time and creating ~\$500k worth of productivity improvements.



Infosys BPM's client is a global giant in Internet based products and services with revenues of USD 138 Billion. Millions of users globally depend on the client for their information flow.

The challenges of verifying information

In the business of information, speed and accuracy are business critical. Every day, the client adds new information submitted by users into its database — which is their primary process workflow — receiving close to 500k transactions per month.

All new information had to be validated and a decision taken to accept or reject it for database upload. This decision was

made based on sources available with the primary process and as per the defined policies. If the primary workflow team failed to make the decision, the transaction was classified as an unresolved referral and transferred to the downstream teams. On an average, 32% of transactions were sent downstream, resulting in a delay of up to 7 days in turnaround time (TAT), poor end-

user experience, and double the effort due to rework.

The Infosys BPM team was handling 19% of these unresolved referrals and the rest 13% went to another service provider. The requirement was to reduce the number of transferred transactions and also reduce the TAT.



Process reengineering to drive efficiencies

To meet the business objectives, the Infosys BPM team undertook a detailed process study. End-to-end process map and value stream flows were prepared to visualize the current state and identify steps that added no business value. Next, the team applied Lean concepts to identify improvement opportunities and key wastes. For instance, sending the same data to another team, waiting an extra 48 hours for the second team to review, and

32% of the data review being completely re-processed by another team, were all aspects of wasted time and effort. The team created future state value stream maps to re-engineer the end-to-end processes and eliminate these wastes. This required re-engineering the workflow to support editing of user-submitted inputs and re-routing the queue on the client's infrastructure.

The new transformed and consolidated process was analyzed for feasibility with a pilot evaluation that compared outcome accuracy using the as-is and to-be process flows. Assured of information quality in the changed workflow, the client approved the solution for implementation. As a result, 3 upstream and downstream processes were merged into a single process, delivered through a single service provider.



The benefits of a turbo-charged workflow

This process transformation helped the client eliminate unresolved referrals (from the earlier 32%), cut down the TAT, eliminate non value-added activities, and enhance end-user experience. The leaner

and faster process improved the efficiency by eliminating handoffs and brought in business benefits of \$500k through productivity improvements.

The increased acceleration the process

workflow gained through re-engineering is a testament to what a close, collaborative client-service provider partnership can achieve in terms of continuous improvements and business gains.

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