GOODBYE DISCONNECTIONS; HELLO SAVINGS

Abstract

Richard Brown, the Head of the Customer Services & Operations unit at a global IT and telecom company, had been incurring unnecessary expenditures due to "missed disconnections" for decades. Read on to find out how after partnering with Infosys BPM, Richard was able to bolster the effectiveness of his operations with the implementation of a neat RPA solution, reducing missed disconnections to under 2%, while also realising annual savings of over $3 Mn.
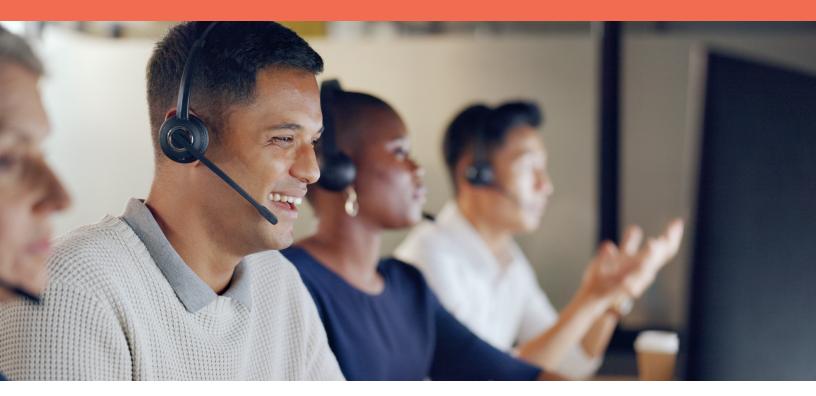
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Decade of missed disconnections

Richard Brown was heading the Customer Services & Operations unit at a global IT and telecom company. With a worldwide network in over 220 countries and territories, his company offered the integration of communication products and services to global enterprises. His role was to overlook the customer service operations they were providing as third-party vendors to telecom providers.

Most of the operational activities were running smoothly under Richard's leadership, save for a particular issue of "missed disconnections." Whenever the end customer was no longer in need

of a service from their service provider, Richard's company raised a disconnection request. However, there have been cases where the disconnection request had not been processed for several reasons. These lapses were termed "missed disconnections" – resulting in a discontinuation of billing to the customer, with Richard still incurring costs from the telecom provider.

Due to the complexity of their tools and processes, this problem had existed for over two decades. The accuracy of their data was disputable too. His next thought was on the cost they had incurred, and

how much had they overpaid their telecom suppliers over the course of the last few years. On further inquiry with his team, what came up worried Richard immensely. Based on missed disconnections cleaned up since 2014 alone, he had overpaid suppliers by $44 Mn, while spending a huge amount of time reworking them.

Richard knew he lacked an end-to-end process for managing missed disconnections. He was incurring unnecessary expenditures of $7 Mn per year due to this issue. He had to reduce the number of missed disconnections and save millions for the company.

Bolstering effectiveness with a patient bot

In the quest of finding a sustainable solution, Richard called Austin Davies from Infosys BPM explaining the challenge he was facing with the missed disconnections. Given Infosys BPM had been successfully delivering projects for close to two decades for them, Richard knew he would soon be able to put his concern to rest.

Austin suggested using the Prince2 methodology for the transformation project, dividing the project into smaller manageable and controllable pieces before tackling them separately. He also ran a detailed Pareto analysis of the disconnect process to identify the most crucial factors causing the issue. Upon completion of the

analysis, 82% of missed disconnections were identified to be due to human error, ambiguity in the scope of work, and lack of technical knowledge. Using these findings as his foundation, Austin designed a solution to reduce the cost leakage due to missed disconnections.

Approach summary

- Mapped end-to-end process flow to serve as a checklist.
- Deployed RPA as a control mechanism.
- Created a compliance dashboard.
- Set up a strong governance framework.

Austin closely worked with Richard and mapped a process flow and included it as a checklist, to avoid human errors. Austin proposed an RPA-based solution that served as an effective control mechanism. This was a collaborative effort in which Austin provided the algorithm for RPA, while Richard took charge of the implementation. They also created a compliance dashboard to help identify the sample population for auditing closed orders to ensure no disconnect requests were pending to be closed with the telecom provider. To help reduce human errors, 350 members were trained on the new and improved disconnect process flow.

Additionally, a strong governance structure was established with a project team consisting of experts from Infosys BPM and Richard's organization for weekly progress updates.

The payoff

Richard was elated upon witnessing the initial results of the new solution's implementation. Within the first month, missed disconnections had already reduced from 18% to 10%. And within the following 18 months, the missed disconnections plummeted even further to under 2%. This was a remarkable achievement for them, setting them apart from their competitors.

Key benefits

- Reduced missed disconnections from 18% to under 2%
- Realised savings worth over $3 Mn annually
- Avoided extra costs worth $950 K

Once again, Richard's next thought was on the cost he was incurring due to missed disconnections, and this time around what came up did not leave Richard worried. They were able to successfully save over $3 Mn annually. Additionally, they were able to avoid other extra costs, which helped save another $950 K.

The cherry on top was the ROI they received on the cost they incurred with the implementation of the solution – an impressive 31:1. The senior management team was left impressed by the efforts taken by Richard and Austin. As a result of the success, they were recognised for

implementing bots that consistently kept checking for missed disconnections.

For Richard, this was the end of an era of missed disconnections – what lay ahead was the payoff of their hard work.

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

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