



INFOSYS BPM ENABLING SMOOTH SAILING ON THE 'BIG DAY' WITH AN AWARD WINNING SOLUTION

Abstract

Infosys BPM utilized its robust technical and domain expertise to help the client with load balancing and backlog prevention through operations planning and robotic process automation (RPA). Read on to know how Infosys BPM won the NASSCOM Customer Excellence Award 2018 by overcoming the challenges for the client on the 'Big Day'.



The client landscape

The client is a North America based multinational banking and financial services organization. The client provides a broad range of retail, wealth, and investment banking products and services to its customers.



Challenges due to overdraft

'Overdraft' is a facility opted by the bank's customers, where an account will be said to be 'overdrawn' when its available balance goes below zero. Overdraft attracts charges and higher interest rates for the customer if money withdrawn is more than the authorized limit.

On the second business day of every month, also known as the 'Big Day', the Infosys BPM team receives ~800% more overdrawn accounts, when compared with daily average volume. This huge volume comes as result of critical monthly activities including loan repayment cycle, bill payments, and interest calculation. The

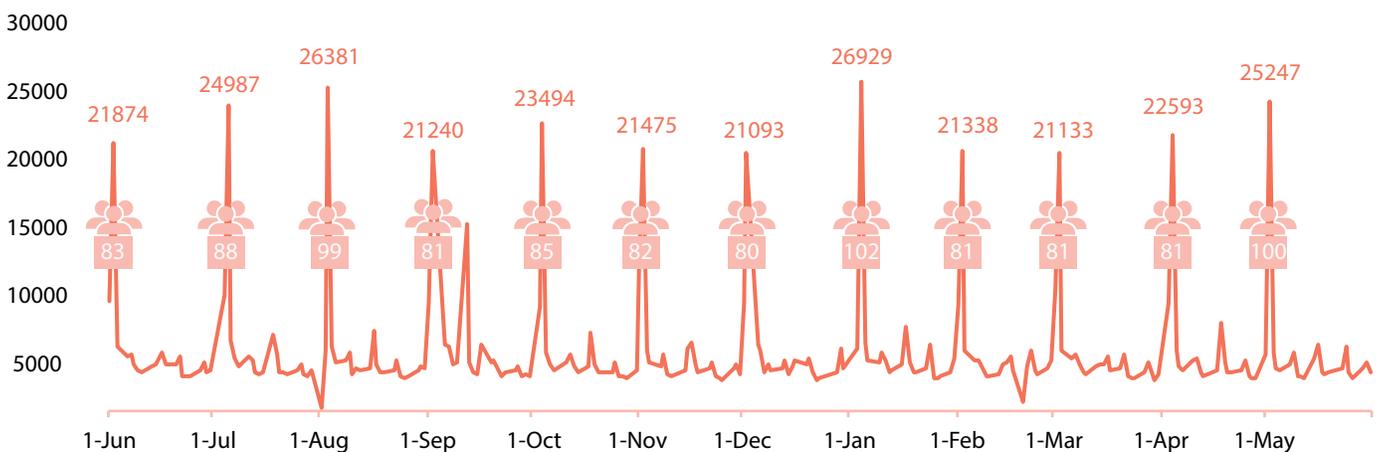
process has stringent deadlines and if not completed within the agreed time, it can lead the client to the following risks:

- Payments not being collected
- Money overdrawn by the customer
- Cheques either getting bounced or getting cleared incorrectly
- Operational and financial losses as well as loss of credibility

Hence, it gets critical to complete the process without any errors in the stipulated time. However, carrying this out on the 'Big Day' is quite a daunting task because of the following challenges:

- Stringent hourly cut off
- Quality to be maintained at agreed service level to mitigate any financial risks
- Requirement of a large trained and accountable resource pool (100+) to service the 'Big Day' volume against the available 15 FTEs

Daily Volume Trend - Overdraft team



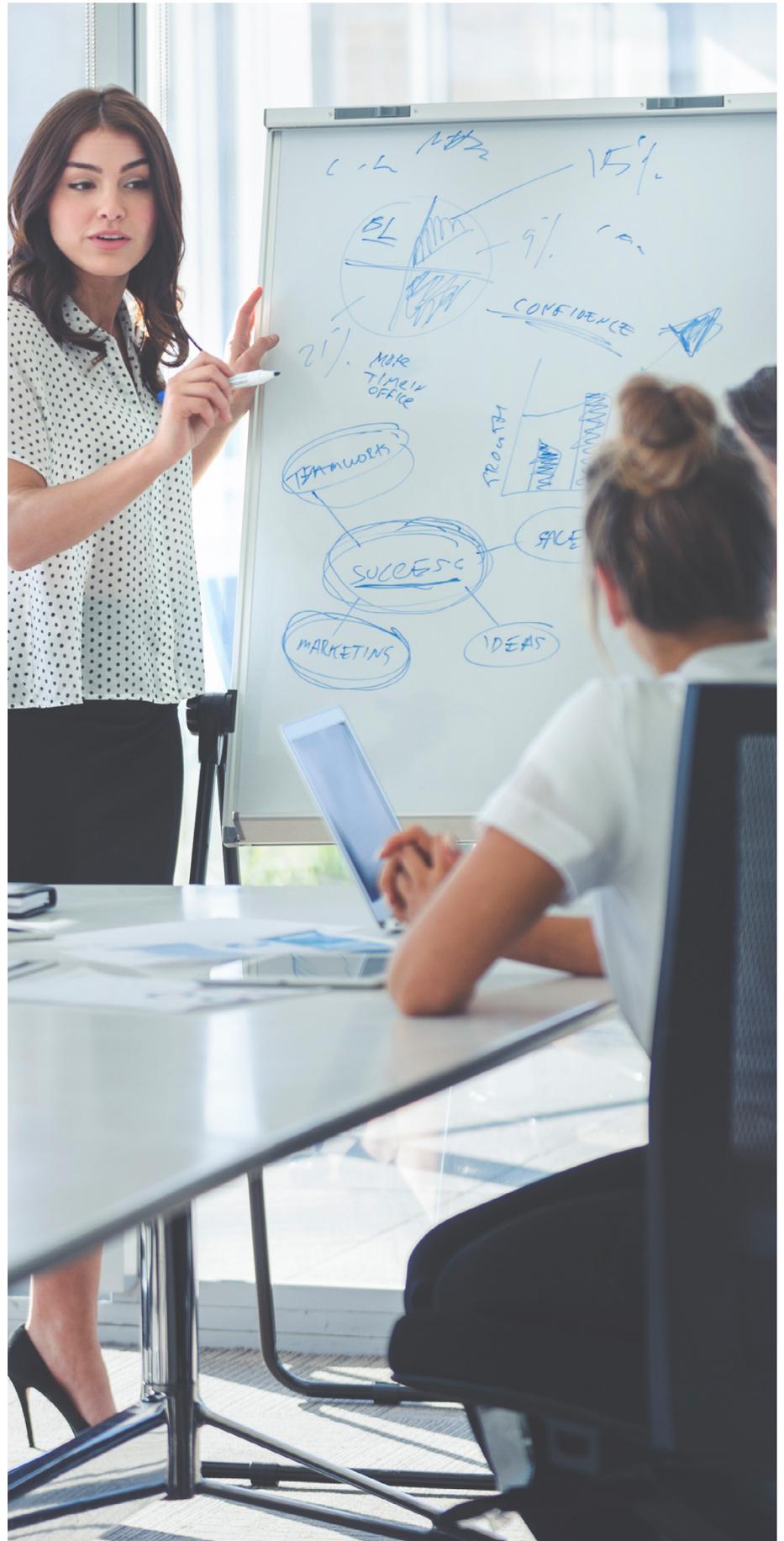
Overcoming overdraft challenges the Infosys BPM way

Infosys BPM worked with the client to identify and implement the solutions to overcome the challenges. The overdraft process involves covering the customer's overdrawn account by manual transfer of funds from the customer's bank account to the overdrawn account and/or cancelling customer payment which exceeds specified overdraft threshold limit. As a part of the overdraft process, the Infosys BPM team helps the client cover the overdrawn account by transferring the amount from customers' accounts and also provides overdraft facility as per the requests created by the branch.

The team took a thoughtful and innovative approach in identifying and implementing the solution, which involved a series of improvement steps such as:

- Building a cross-utilized resource pool of 135 FTEs
- Automating multiple steps within the process flow through the use of macro enabled tools
- Applying robotic automation for rule based processing steps

These steps enabled the team to manage volumes up to 800% more than that of normal days and also achieve 100% SLA with a consistent high quality output.





Methodology

The Infosys BPM team carried out the series of improvement steps in the following 3 stages:

- **Stage 1**
 - Cross trained 135 resources to create a resource pool for delivering efforts of 1080 man hours per Big Day
- **Stage 2**
 - Carried out process analysis for the lending services to identify the value added activities (VA), value enabling activities (VE), and non-value added activities (NVA)
 - Leveraged the time and motion tool to capture the time spent on the various activities
 - Implemented multiple macro-based automation tools
- **Stage 3**
 - Implemented 25 shared virtual machines to eliminate human effort

Load balancing

The team took the following steps to address the key challenges:

- **Effort estimation:**
 - Analyzed the FTE requirement for a usual day (13) and for the 'Big Day' (80-102)
- **Activities segregation**
 - Segregated the activities depending upon the criticality of the tasks between the regular employee and cross-trained employee
- **Resource planning and cross training**
 - Segregated duty and cut offs for all the processes within process analysis to identify people available for cross training
 - Identified FTEs based on the tenure for the process fitment
 - Planned overtime based on the received volume to meet the timelines
- **Training**
 - Created a pool of trainers who could train the team members

on ongoing basis to avoid any business impact

- Planned a monthly refresher session for the existing cross-trained resources before they are aligned to manage the Big Day volume
- **Automation**
 - Identified automation opportunity for tasks including process steps and reports
 - Created shared virtual machines for the core team members
 - Drove successful usage of existing automations with the real-time floor support of existing developers
- **Controls**
 - Ensured that the team meets the quality SLA
 - Prevented any financial exposure due to errors, further strengthened by adding additional quality audit (QA) staff for providing audit coverage on the Big Day
 - Addressed the learning needs with live monitoring
 - Addressed processing defects with high audit coverage

Lean- Load balancing approach through cross training



Technology implemented solution:

- Utilized Windows API to develop point automations to interact with the application, which helped validate the information and act as per the given logic
- Built automation on object based logic, which helped ease the repetitive steps

Processing Efforts:

- The Big Day volume peak ranged between 21133-26381, and thus needed 80-102 FTEs as compared to 13 FTEs on usual days, bringing the FTE deficit to 67-89
- The monitoring quality audit needed for the Big Day was between 25 to 34 QA as compared to 2 on usual days
- The team processed on an average ~91000 overdraft requests per month, with the Big Day volume ranging between ~21,000 to ~27,000 as compared to usual day's average of ~2000-3000
- ~800% more volume processed on the Big Day as compared to normal days' volume





Business value delivered

The Infosys BPM solution not only helped the client to overcome the Big Day challenges, but also helped to increase its revenues by increasing the successfully handled Big Day volumes without creating any backlogs. The solution further resulted in the following benefits to the client:

- Financial risk mitigation - prevented the backlog build-up of 12800 transactions to support the business by taking up additional volume up to 7 FTEs annually without increasing the billable head count
- Achieved process accuracy of 99.5%
- Increased the overall efficiency by 40%
- Reduced the average handling time by 50%, thereby dropping the Big Day dependency from 135 FTEs to 75 FTEs, and saving 5760 man hours which were further utilized in clearing the volume peak
- Streamlined reporting which led to proactive volume and resource management
- Automated processes which helped in driving zero defect processing
- Exceeded the QA performance and complied on the timeliness metrics irrespective of the same being measured on an hourly basis

Infosys BPM received multiple accolades from the client for this solution, especially for the series of improvements that the team carried out. This robust and effective solution helped Infosys BPM receive the prestigious NASSCOM Customer Excellence Award in the NASSCOM BPM Strategy Summit 2018. This award is a testament that by knowing the business dynamics, accurate forecasting, appropriate skill hiring, and timely reviewing along with a good coordination with the counterparts can help overcome even the toughest of challenges.

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