## **CASE STUDY**



# THE MAGIC OF Engineering managed Services for BPM

#### Abstract

When Derek Geere, Senior Operations Manager at an American agricultural equipment manufacturer, found inefficient and errorprone workflows beginning to impact production line efficiencies, he sought Infosys BPM's help in transforming his process workflows. This case details how Infosys BPM, using a centralised managed services model, helped achieve 60% reduction in manual efforts and a 30% reduction in errors, leading to a 7/7 CSAT score and long-term improvement in production line efficiency.





#### The production line puzzle

Derek Geere is a Senior Operations Manager at a leading American agricultural machinery manufacturer that operates in multiple countries worldwide. He is primarily responsible for overseeing the company's production workflows and addressing any operational issues that arise. As a part of this role, he manages several batch jobs, ensures timely reporting, while maintaining efficiency levels throughout the production process.

The manufacturing giant was in the middle of a high-growth phase, with a rising need for cost-effective and consistent production support. For Derek, this created an increased pressure to manage the multiple production batch jobs while ensuring optimal efficiency.

However, this was no simple task. Over time, occasional errors in the production workflow would arise, presenting challenges to the production process and causing delays. With a vast and distributed operational structure to manage, Derek faced the difficult task of addressing these issues while striving to maintain high efficiency levels. Despite his best efforts, the existing inconsistencies and limited visibility in the workflows made timely reporting a challenging endeavour.

Recognising the need to address these

operational challenges to enhance the production line, Derek began searching for a comprehensive process transformation solution. He carefully outlined his requirements and issued a global RFP, seeking external support. After reviewing several proposals, he chose Infosys BPM as his partner for the project. He arranged a series of meetings with Ria Mahajan, the Infosys BPM Project Lead, where he explained the production workflows, discussed the operational challenges, and sought her assistance in improving the manufacturing giant's production line efficiency with an upgraded process flow.

#### Finding the missing pieces with managed services

With the project requirements clearly outlined, Ria gathered a team of diverse field experts and set right to work. She appointed 20 professionals at Infosys BPM's delivery centre in Pune, India to support Derek's requirements through a managed services model. Together, the team began implementing a comprehensive plan to dive deep into the existing workflows, identify key areas of concern, and carry out a structured operational overhaul. After multiple rounds of discussions with Derek, Ria and her team decided to deliver the managed services via four primary focus areas. First, the team took over managing the manufacturer's core production activities. They standardised and set up processes to handle workflow requests for 25 different activities that Derek received through emails and a project management platform. They then established standard operating procedures (SOPs) to create manufacturing and engineering bills of materials (MBOM/ EBOM) and provided regular online support to update material specifications on Derek's SAP dashboard. Although Derek initially hesitated to agree with the transition, worried about potential operational disruption, Ria's consistent support and detailed explanations allayed his concerns and eventually secured his buy-in. Subsequently, Derek also tasked Ria and her team with managing the company's local engineering change management (ECM) creations while reviewing the existing ECMs globally.

#### Approach summary



Along with this, the team also took endto-end ownership of error management across 17 business units. They analysed all rejection emails and extracted logs from SLG1, an SAP code used to maintain application logs. This helped them identify and fix recurring issues in the company's SAP and other software systems. The team also collaborated closely with various stakeholders to study specific challenges and set up a segregation-based system to prioritise and resolve issues faster.

Next, Ria and her team focused on handling multiple batch work activities to ease the pressure on Derek's stretched resources. They took over around 100 types of batch activities related to material extensions, staff changes, task closures, and several others.

Finally, the team stepped in to streamline the machinery manufacturer's elaborate

reporting activities, covering over 1,160 types of reports. They set up processes to extract real-time data from SAP and Tableau and update it to Excel in a predefined format that fit Derek's preferences. With the new reporting structure, Ria also introduced a layer of metric-driven performance monitoring to keep all team members aligned and accountable across the workflows.

#### Picture perfect ending with a smoother production line

With the setup of the new managed services model, Derek now enjoyed a centralised support system that delivered consistency and cost-efficiency across the manufacturer's globally distributed engineering operations. Ria and her team's efforts for this transition showed clearly in terms of widespread efficiency gains and process improvements.

The new SOPs and process automation helped automate 90% of the labourintensive EBOM to MBOM conversion operations, drastically streamlining and speeding up the entire workflow. Across the board, the automation efforts helped Derek bring down manual efforts by nearly 60%, while also enabling a 30% reduction in operational errors.

### Key benefits



Over time, Derek began seeing a visible difference in the way his team operated. Reports started coming in on time, batch jobs ran efficiently, and production delays became a worry of the past. The manufacturing giant was able to maintain a steady Customer Satisfaction (CSAT) score of 7/7 for over three consecutive years — bearing testimony to the project's consistent results year after year. For Derek, what started as a need to rescue his production line ultimately turned into a long-term operational win!

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



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