



A SUCCESSFUL TRANSITION IN THE FIFTH GEAR

Abstract

Head of Digital Business at a leading US-based publishing house, Jillian Davis had recently implemented new digital intake activities in a bid to raise sagging customer satisfaction levels. However, this soon led to an unexpected spike in customer service survey reporting and call tracking operations, pressuring the company's resources. With customer satisfaction levels at further risk, Jillian decided to outsource the digital intake activities within a tight deadline of one month. This case details how Infosys BPM took on the challenge and executed a remarkable on-time transition, handling 40% of the volume spike, thereby increasing customer satisfaction levels.



A mounting workload and a tight deadline

Jillian Davis is the Head of Digital Business at a leading publishing company that operates across 30 US markets. As the publishing house reaches millions of readers every day, Jillian oversees the effective delivery of its outsourced digital business functions including media strategy, customer service survey (CSS) reporting, call tracking and more.

Running through reports received from the company's customer support team, Jillian noticed a concerning decline in customer satisfaction levels. As a response, Jillian decided to implement digital intake activities across the organisation to streamline the process of capturing user

feedback and better address customer queries. While the move initially allowed for quicker responses and improved service quality, it soon led to an unusual uptick in the volume of CSS reporting and call tracking activities. The company lacked the resources to take on the sudden increase in workload — which eventually had the team struggling to maintain the response times, further impacting the overall customer satisfaction levels.

Recognising the urgent need to free up her resources to handle their high work volumes, as well as to enhance the customer experience, Jillian decided to look for a partner to manage the

company's digital intake operations. However, the mounting pressure on resources and sensitivity of the operations meant that Jillian had to execute the transition within just one month, while also maintaining existing service quality levels. Having earlier worked with Infosys BPM for the organisation's programmatic unit activities in 2022, Jillian thought of extending the partnership to include this new project. So, she immediately fixed a meeting with Suresh Iyer, the Infosys BPM team lead, and briefed him on the situation and her challenges while underlining the tight project deadline.

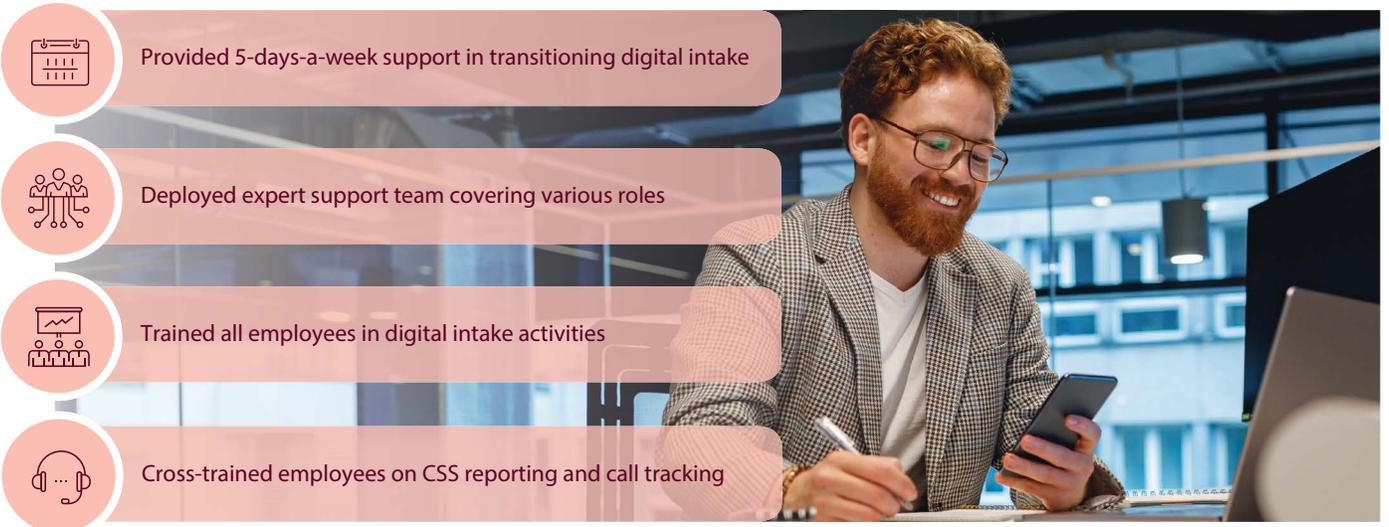
Building an active support system

With the clear project brief from Jillian, Suresh immediately rounded up his team of experts to dissect the requirements and develop a detailed strategy for a quick and effective transition. Before diving headfirst into the project, the team listed the pain points and problems Jillian's team faced in the existing digital intake processes.

Working with insights from the quick evaluations, Suresh and his team devised a proactive 5-days-a-week delivery model to execute the transition. Over this period, Suresh deployed a dedicated team of experts – consisting of process specialists, quality control leads, shift-in-charges, assistant managers, and senior managers – for managing different aspects of the

operations. Noting the urgent nature of the project, he further supported this delivery system with skeleton support during the weekends, in case of any issues or concerns. Throughout the course of this project, Suresh set up weekly meetings with Jillian, where he kept her on the loop with frequent progress reports, while she delivered regular updates on the customer satisfaction levels.

Approach summary



Provided 5-days-a-week support in transitioning digital intake



Deployed expert support team covering various roles



Trained all employees in digital intake activities



Cross-trained employees on CSS reporting and call tracking

With the delivery model in place and working, Suresh and his team went ahead and organised comprehensive training sessions for all team members, equipping

them with the relevant skills needed in digital intake activities. Finally, they also set up extensive cross-training programs, ensuring that every employee was able to

work on the different CSS reporting and call tracking tasks, as and when required.



Perks of on-time transition

With their agile approach, Suresh and his team proved highly successful in completing the transition within the tight one-month deadline. Working closely

together, they enabled Jillian's team to handle the unusually high volume of call tracking and CSS reporting tasks on time, and that with high quality. The effect of their

timely support reflected in a remarkable growth in customer satisfaction levels, much to Jillian's delight.

Key benefits



Suresh and his team's cross-training efforts also played a significant role in handling the volume spike, streamlining the company's customer-facing operations. For context, the training programs helped

handle up to 40% of the surge in CSS reporting and 20% of that in call tracking.

Setting the track for further development, Suresh even identified some new

productive automation opportunities and sent them out to Jillian for approval. As it develops, this partnership is definitely one to grab the media's attention.

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

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