



SEEKING HELP, FINDING SUCCESS

Abstract

Eric Ross, the Chief Transformation Officer at one of New York's largest and fast-growing performance marketing firms, was mandated to find a rapid-scaling solution to meet a significant rise in demand for services. Though outsourcing was novel, Eric brought Infosys BPM on board for end-to-end management of marketing operations. This case study details the ease with which Infosys BPM transitioned processes to offshore delivery centers, helping the company to scale rapidly and successfully meet demand.



Moving into uncharted waters

Eric Ross is the Chief Transformation Officer at a New York city headquartered, independent performance marketing firm. The company is one of the largest brand accelerators across streaming TV and prominent digital channels, managing over \$3Bn in spends for its clients across media outlets such as Google, Facebook, and Amazon. Eric had been recently hired into the company with the specific objective to induce rapid, non-linear growth in its operations. Eric had the green light to leverage outsourcing and automation to service the rising demand. Along with

improving operational capabilities, he was mandated to grow market share, lower cost to serve, and sustain the competitive edge.

On studying the business's operational history for optimal solutions, Eric noted the growing operating costs that had kept pace with the linear growth trajectory, as well as the other serious challenges to scaling processes. Complicated execution tasks were limiting the strategic bandwidth of staff, leaving them unable to focus on core advertising and growth. As a result, attrition was at a high 25% and hiring and

retaining key personnel was becoming difficult.

The challenging situation called for external support, but outsourcing was new to the organization. This meant that Eric had to look out for a reliable partner to help scale up the company's diverse digital marketing solutions without disruption. The search for a suitable partner ended with Eric entrusting Infosys BPM with the job, and in June 2022, a team headed by its veteran transformation specialist Karan Singh came on board.

Mapping the transition

Having understood Eric's objectives and challenges in depth, Karan launched the association by preparing his company for operational transition and outsourcing. To test the waters, he started a pilot program with a team of over 35 Infosys BPM marketing specialists working across the service lines of paid search, paid social, analytics, and lifecycle marketing. Impressed with the pilot implementation's results, Eric soon gave a thumbs-up to Karan to scale up the program. Karan then

prepared the strategy plans for an offshore team with an eventual strength of over 150 staff who would expand the service portfolio to include display, programmatic, marketplaces, SEO, creative, client ops, and influencer marketing.

Then, to accelerate the transition, Karan applied a systematic three-phase approach designed to optimize the company's marketing operations in a standardized manner. In the first phase, Karan and

his team leveraged outsourcing and automation assessment frameworks to segment processes apt for the initial transition wave. Moving on to the second phase, he orchestrated extensive workshops to define the to-be process models and build detailed documentation on the tasks involved. Building on this, the third phase focused on hiring, with account- and task-specific onboarding of personnel.

Approach summary



Despite the challenges of sourcing the right skillsets within a short time period of just twelve weeks, Karan and his team successfully hired over 30 additional marketing specialists to ramp up the offshore team's activities. The new personnel working out of Chennai and Bangalore in India, were organized to work in Eric's preferred time zone and trained as per his processes. Karan also closely collaborated with Eric to set up their necessary work infrastructure and access privileges to company systems.

The offerings built on the 3 service lines touched on earlier in the pilot program—namely, paid search, paid social, and lifecycle marketing. For the paid search service, Karan's team utilized industry-leading tools like DV 360, DS3, and Kenshoo among others for the end-to-end management of, and insights into, search campaigns. In paid socials, the tools included LinkedIn advertising and Facebooks Ads Manager for campaign sizing, pacing, and reporting. Finally, for optimal lifecycle marketing, Karan

deployed email coding and messaging production using adaptive tools like Klaviyo, Braze, and Criteo.

Ultimately, though the lack of documentation within the company's marketing teams and the generally fragmented account setup posed a challenge, Karan and his teams successfully worked around these to achieve optimized marketing operations and benchmarked service level agreements. They accordingly executed their tasks, extending adequate support to aid a proper transition.

An improved ecosystem

The three-phase approach quickly transitioned work to Infosys BPM's

marketing specialists who effectively met the rapid growth in demand with optimal

marketing operations and a managed service model.

Key benefits



Eric soon began enjoying the benefits of working with an experienced BPM partner. To improve the responsiveness of the offshore team, Karan had transitioned them from a manual to a ticket-based system and had introduced live dashboards to actively monitor SLAs, average handling times, and delivery schedules. These, and Karan's institution of an internal auditing program involving peers and team leaders

greatly simplified management of the digital marketing processes and Eric was soon able to realize a 100% accuracy in his campaign setups. Also, with a 99% adherence to ticket-handling SLAs, the BPM partnership proved highly beneficial for all the service lines.

The previously fragmented and unscalable processes were aptly transformed into

a high-growth environment delivering operational excellence at reduced costs. What satisfied Eric the most was that the success of the initiative, had finally empowered the company's team members to focus on their core advertising and growth activities, with Karan and team now pressing forward the standardization and automation journey.

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

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