



SOLVING A MERGER MYSTERY WITH AUTOMATION

Abstract

Jon Millers, Head of Transformation at a global mass media conglomerate, was looking to enhance its labour-intensive metadata management processes. When a merger-induced spike in metadata volumes further pressurised resource efficiency, Jon immediately turned to Infosys BPM for help with automating his processes. This case details how Infosys BPM deployed an end-to-end automated media solution and organised cross-training programs to successfully manage the increased work volume, reduce turnaround times, and deliver lasting business value.



Rise in work volumes

Jon Millers is the Head of Digital Transformation at a global mass media conglomerate. The media giant produces over 1 million metadata records in 32 different languages across 140+ countries annually, and Jon oversees the effective automation of its master data management (MDM) and other outsourced business functions.

While supervising his digital supply chain and metadata management operations, Jon received several complaints from his IT department relating to the technical difficulties they faced in connecting to the organisation's virtual desktop infrastructure. Even when they did end up establishing a connection, the network

would always run slow, causing operational delays and affecting productivity levels. On top of this, Jon discovered that a substantial amount of metadata management tasks required extensive manual inputs, leading to frequent errors that mandated a quality assurance (QA) sampling process for every single task.

These issues aggravated when the company underwent a significant merger, triggering a substantial spike in metadata volumes. The sudden influx of work escalated the pressure on Jon's operations personnel, who were already stretched thin. Moreover, the organisational restructuring introduced new business requirements that necessitated additional

support to meet business goals.

Amidst this period of change and increasing workloads, Jon recognised an urgent need to identify transformation opportunities and enhance the organisation's MDM processes. Since the company already had a long-standing partnership Infosys BPM, which helped to manage and maintain its metadata via the Infosys Media Platform, Jon didn't have to look far for a solution. He immediately called on his Infosys BPM SPOC Adit Ghosh and brief him on the situation, discussed potential remedies, and enlisted his support for bringing about a comprehensive transformation.

Enter process automation

Getting straight onto the mission, Adit assembled his team to dive deep into the project requirements and develop a solid

strategy for the digital transformation. The team spent some time in assessments, gathering insights from Jon and his team

to understand their pain points and the bottlenecks in the metadata management processes.

Approach summary



After their detailed process evaluations, Adit and his team decided on a multi-pronged approach for the transformation, involving process re-engineering and automation. They started off the project with implementing an end-to-end automated media solution for eliminating all manual tasks from the workflow. For this, the team developed robust robotic process automation (RPA) solution with the ability for bots to read inputs from Excel

spreadsheets and automatically feed the necessary updates onto the organisation's SAP system.

Then, to support the execution of the RPA solution, Adit deployed dedicated teams for managing the metadata content over a 5-day period with an effective span ratio. Moreover, since most of this work occurred during the pandemic, Adit spoke with Jon and set up a hybrid work environment, migrating the staff to a work-

from-home (WFH) model. He also worked closely with his team to maintain strong internal governance during this period, while establishing a structured workflow throughout the offshore organisation.

Finally, Adit initiated a comprehensive cross-training program, equipping ~95% of Jon's team with the ability and skillsets to handle multiples lines of businesses and a diverse range of tasks.

A climax with digital productivity

Adit and his team's strategic automation and digitisation solutions proved to be a giant success within the company's evolving organisational structure. To Jon's delight,

the RPA solutions, process improvements, and cross-training programs all significantly helped handle the spike in work volumes within impressive turnaround times (TAT).

The automation solutions also minimised the manual inputs required, allowing Jon to free up the headcount and cut operational costs.

Key benefits



One of the most remarkable achievements of the project was the seamless migration of 100% of employees from in-office to the WFH model during the pandemic. Adit and his team were able to carry out the shift within just 48 hours, without requiring the attention of higher authorities.

This project further enhanced the existing partnership between the media giant and Infosys BPM, which had already involved the closure of more than 20 projects worth a staggering \$1.33 Mn over the last seven years. The combined effect of Adit and his

team's previous efforts and this automation project successfully saved an astonishing 118 FTEs for the organisation. It's safe to say, this partnership is definitely one for the big screens!.

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

For more information, contact infosysbpm@infosys.com

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