CAN YOU FEEL THE CHANGE IN THE AIR?

Summary

When David King, Customer Development Excellence Lead of a leading multinational CPG company, was entrusted to transform the customer development (CD) function of the company's ANZ market, Infosys BPM joined hands and identified ~AUD $9.5 million worth of opportunities in the form of offshoring and digital transformation.

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Scratching the surface

How often have you realised the need to free up time for employees in core customer-facing roles — such as customer account managers, and sales managers — from performing administrative, repetitive, and time-consuming activities? And did you ever felt the need for manual, repetitive, and rule-based tasks to be replaced with robotic process automation (RPA) to save time and costs? This was the dilemma faced by David in the company. As a customer development (CD) excellence lead, he oversaw enabling an 80/20 organisation. David's core strategy was to centralise repetitive or administrative tasks as well as to identify opportunities for digital interventions. This included bolt-on automation to help support the in-flight or ongoing technology that was getting implemented and transform the CD function overall. Such a transformation was essential to overcome the underlying challenges that the function faced in terms of revenue loss, fragmented processes, poor visibility on return on investment (ROI), and lack of bandwidth among account managers given the amount of time they were spending on admin tasks.

This was merely a tip of the iceberg. Another major challenge for David was to improve a few of the tactical elements in order to expedite the transformation journey in the CD function. As was the case, there were impediments that David had to overcome. The sales team that managed the CD function spent around 40% of their time on mundane administrative and data entry tasks. This excess focus impacted the customer-facing time (CFT), which resulted in non-adherence to timelines, non-standard ways of working, lack of coordination among teams, complex reconciliation, a limited view of budget consumption, configuration errors, and a lack of evaluate methods to measure performance.

One step at a time

Approach summary

- Defined the future operating model using Infosys BPM Business Transformation Services (BTS) frameworks such as 'Risk-Fit Analysis,' 'Business Value Assessment,' and 'Business Risk & Change Management'

- Implemented a high-level transition plan and identified opportunities for transformation including automation and offshoring

David began evaluating solutions to the challenges so that he could prioritise them accordingly. He wanted to explore whether his team possessed the bandwidth and relevant domain expertise so that industry best practices could be implemented. When that school of thought proved futile, he turned to external vendors and checked whether anyone had the expertise to evaluate the end-to-end processes in a wholistic manner, spanning functions from promotions planning to finance processes of deductions and claims management. He zeroed in on Infosys BPM for this transformational journey. As a vendor for the company since the past 10+ years,

David felt that Infosys BPM would be the right partner with expertise in source-to-contract for supplier operations, data lake and analytics products, supply chain technology, employee experience, and logistics control tower.

Once Infosys BPM was on board, David and Jason, the client manager of Infosys BPM, collaborated to define the target operating model in the CD function. To elaborate, a target operating model defines the scope of the project that can be outsourced, insourced, or nearshored. As such, a client hires vendors to define the target operating model, and in this case, the client selected Infosys BPM to define the target

operating model for their CD function. To smoothen out the process, Jason carried out an assessment of the client's CD function over a period of 6 weeks. He used proven frameworks and tool kits to expedite the assessment and brought FMCG industry domain knowledge to the fore and defined the global processes for the David's CD function. In this scenario, tool kits are assets — such as maturity model, business value articulation framework, risk-fit framework, and so on — that help in expediting and supporting the consulting assignments. Jason wanted to identify opportunities for transformation including automation and offshoring.

Bring out the confetti

In terms of automation, David and his team were already in the process of implementing a whole suite of technologies including the core TPM ERP. Nevertheless, both the client team and the Infosys BPM team collaborated and worked on enhancing the CD function. Jason and his team identified about AUD $9.5 million worth of opportunities in the form of offshoring and digital transformation.

Jason also defined a gold standard level 5 CD to-be processes, complete with process maps, which incorporated technology interventions, planning, execution, financial management, and post-promo analysis. In addition, at the end of the project, Jason created a day in the life of a customer account manager (CAM), which depicted the end-to-end TPM flow that spanned across all the towers, from promotions planning and post-event analytics of the promotions. In other words, a CAM helped David get clarity on the activities that a salesperson should focus on. David and his team were impressed by the enhancement in the processes and the outcomes. As an icing on the cake, Jason and his team got the downstream business in the form of TPM processes, which was outsourced to Infosys BPM.

Key benefits

- Identified AUD $9.5 million worth of opportunities in the form of offshoring and digital transformation

- Defined gold standard level 5 global CD to-be processes with process maps

- Created a day in the life of a customer account manager (CAM), depicting the end-to-end TPM flow spanning across all the towers

Names have been altered to preserve privacy of the people involved.

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