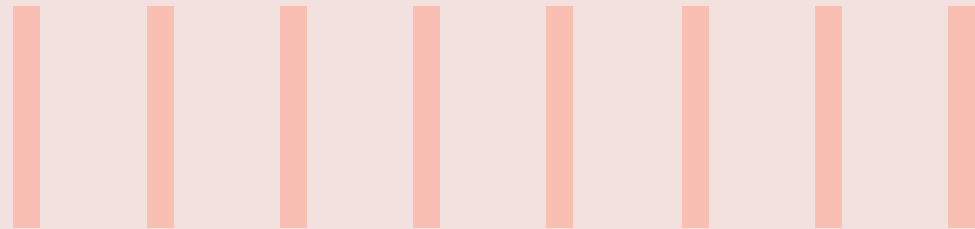# TRANSFORMATION WITH THE RIGHT INCENTIVES

How transforming the incentives payment validation process improved partner experience and reduced costs for an American multinational technology giant.

Abstract

Infosys BPM re-engineered and automated the payments process for an American Multinational Technology Company leading to 80% reduction in effort and 100% accuracy in payments validation

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Infosys BPM's client, an American multinational technology giant, develops, manufactures, licenses, supports and sells computer software, consumer electronics, personal computers, and related services.

Inefficiency can cost you

Enterprise Incentives is one of the client's biggest programs generating high revenue from the partner incentives space. Infosys BPM's team, operating from Manila DC, handles partner incentive program for the client's channel partners ensuring the client's partners are paid accurately and on-time. They validate payments of around $1B per year and also resolve incorrect or missing payment queries from partners.

The payment validation process was completely manual and error-prone. This reduced the efficiency of the Infosys BPM team as each line had to be manually reviewed. The evidence was collected from four locations in different formats and data discrepancies were rampant. In addition, poor quality historical data required payment backlogs to be manually managed for monthly revalidation, mandating additional effort from the team. Also, the client's team performed a few manual calculations that were not captured in the monthly overrides process due to system issues.

This dependence on manual interventions was impacting overall payment timelines and accuracy, especially since the process was complex and time consuming. Reducing dependency on manual overrides would improve partner experience by streamlining the payments process and making it faster and more accurate.

Infosys BPM proactively identified the problem and proposed a solution to the client.

A continuous improvement approach

The client wanted to reduce the overall effort by 90% on the end-to-end payment validation process and improve the payment accuracy. Infosys BPM carried out a detailed assessment of overrides and the payment validation process. To enhance the end-to-end process with more system controls in place, the team took the following approach.

They harmonized, streamlined, standardized, and automated the processes and re-engineered the entire override process. Evidence from four locations was centralized at one location; this helped eliminate repetitive tasks from multiple locations. Infosys BPM deployed Lean Methodology to remove the non-value added (NVA) steps in the re-engineered payment validation process. The team also implemented a solution to identify old payment records eliminating the need to maintain backlogs in excel files. The solution was deployed on Azure and used MS Power BI for reporting.

It pays to validate

As a result of this exercise, the client realized 100% accuracy in revenue calculation. Accurate payments removed the need for multiple back and forth discussions on payment related disputes, improving partner experience. Process automation also led to 80% effort reduction and eliminated 11% missing override risks while improving productivity.

Finally, the additional steps were rolled out to other regional operating centers (ROCs) leading to global benefits.

This project re-affirms that fact that the quest for 'Continuous Improvement' in existing processes utilizing Lean/Six-Sigma methodologies and engaging partnership with all concerned stakeholders leads to impactful outcomes and huge benefits to all parties involved.

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