



CAN HOURS BE TURNED INTO MINUTES?

Summary

When Alan Thorn, Head of Global Business Services for one of the world's largest consumer packaged goods (CPG), wanted to transform the trade promotions processes, Infosys BPM undertook an end-to-end transformation of the TPM operations by elevating TPM effectiveness and user experience with the use of analytics and rich UI forms and interfaces, which resulted in 50% more volumes being handled without increasing the team size.



Siloed ways of working

What would the world be if all the manual processes were automated and the workforce more productive and efficient? An ideal world, for sure. But, in the real world, things in Alan's team didn't go according to plan with employees spending more time on inefficient, admin, and manual activities. These resulted in low productivity and impacted the scalability of the business and the customer-facing time of the sales account managers. As the Head of Global Business Services (GBS), Alan was responsible for identifying new scope for centralisation/outsourcing. Alan faced the exact similar situation in the

trade promotions processes, such as core teams spending significant amount of their time on internal and admin-related activities, disconnected systems and tools, disparate data sources, manual reports and analysis, untrustworthy data, non-standard and inconsistent processes, and lack of central support structure.

One of the key areas that Alan was focusing on was to streamline the business processes and improve the turnaround time (TAT) for trade promotions management (TPM) support towards vendors, which clocked at a whopping 48

hours. Alan and his vendor teams used to work on multiple shifts to support the clients in different geographies. This resulted in inefficient and ineffective way of managing promotions, payments, disputes, etc. Additionally, the existing transaction data entry process was error prone due to disintegrated systems and processes. Alan was also hampered by the fact that the reports and analysis of pre- and post-promo analysis were manually entered on Excel sheets, which led to lack of real-time visibility in promotion performance.

Our savior is here

Approach summary

- Transformation program
- A unified platform
- Standardised processes



Alan was searching for the right partner to own the business processes and transform them to the best-in-class processes using all the experience and the best practices a vendor can offer. With 14+ years of award-winning partnership with client's GBS, Infosys BPM had partnered with the client from the early stages of evolution of GBS and created an industry-leading showcase in the CPG industry, delivering top 5 percentile performance on cost, quality, innovation, and value creation. With the strong relationship between the client and Infosys BPM, Alan felt that the vendor was the right choice and he immediately connected with Andrew, the representative for the vendor.

Alan and Andrew collectively performed a deep-dive assessment of the processes using bottom-up and top-down approaches in identifying the pain points. Over the course of the transformation program, Andrew recommended a to-be process design where all the activities were stitched into a single, seamless process by the implementation of a unified data platform and APIs to connect different tools and applications. Process standardisation and harmonisation initiatives made subsequent automation projects more effective, and in some markets, Alan was able to realise their goal of touchless operations.

During the implementation of the project, like any global organisation, there were quite a few challenges such as resistance from certain markets to adopting to new ways of working, local legal and compliance requirements, lack of data around volumes and handling times, discrepancies in data, competency of subject matter experts, challenges in defining the scope, change control management, technical issues/compliance, project management, and so on. To overcome these challenges, Andrew collaborated with Alan and his team to work on the solutions and in prioritising the markets for automation and other transformation initiatives.



Turning the tide

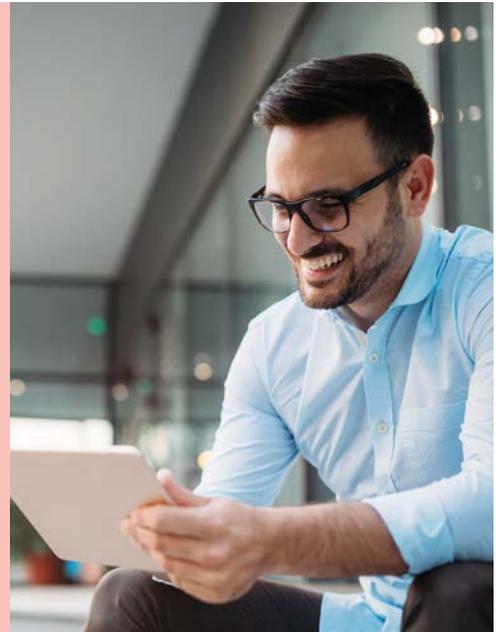
With the Infosys BPM team running an automated 21-hour shift instead of the previous 9-hour shift, it resulted in 50% higher work volume without any corresponding increase in the size of the team. This resulted in zero errors and scalable and integrated operations as well as elevating TPM effectiveness and user

experience by the use of analytics and rich UI forms and interfaces. The TPM support TAT, which took 48 hours to complete before the transformative changes, now took less than 15 minutes. In essence, UI forms and interfaces helped in automating and simplifying the processes and were used to upload, extract, and download

information seamlessly without and/or minimal human intervention. Alan and his team were delighted at the visible progress and expressed their happiness on witnessing the streamlining of the processes as well as making the processes touchless.

Key benefits

- Reduced TAT from 48 hours to <15 minutes
- Automated 21-hour shift instead of a 9-hour shift, resulting in 50% higher work volume without any increase in team size
- Implemented zero-error, scalable, and integrated operations
- Elevated TPM effectiveness and user experience by the use of analytics and rich UI forms and interfaces



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

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