

Case Study 2

Digital
Transformation
to rationalize
cost and
improve
operational
efficiency

Overview:

An Asian company having its client base in US and Europe and providing back office services to its clients was looking at ways to improve process efficiency.

Background:

As the company was providing a suite of services, there was an opportunity to rationalise several processes. Management wanted to evaluate the processes, identify the ones, which had the potential of deriving maximum returns and automate them. But given the complexities, it wasn't straight forward to find the areas which needed a strategic correction.

Ground work:

By doing a deep dive in to the processes and understanding the nuances, we came up with our recommendations. We decided to focus on the daily deliverables, given the maximum ROI.

We spent time with the team to understand the details of the process, the supply chain, the end deliverables and the problems that team was facing.

Challenges:

The process which had to be automated was not only complex but also had direct dependency on three other teams and was receiving feeds from at least two external sources. Any delay by anyone in the supply chain had a direct impact on the timeliness of deliverables to their clients. The short window for processing led to stress within the teams and manual errors.

Secondly, there was no formal process of communication between these teams to say that each of the teams had completed their task. So, the staff had found workarounds to check if everyone in the supply chain had completed their tasks. This led to staff spending unwarranted time on the process.

Thirdly, every report was run manually after the three teams complete their processes. The employee was effectively idle until the reports were run.

Our Approach:

Based on the findings, we devised an approach to:

- Address the communication gap between the teams
- Use Artificial Intelligence to run certain processes
- Do away with redundant practices

Results:

We simplified the process by creating a workflow for the entire supply chain and leveraged technology to reduce manual intervention. This made the process 30% more efficient than before and allowed the employees to focus on the analysis than processing the job. The outcome was delivery of better quality of deliverables and in turn, happier clients.

This change was very well received by both the management and the teams involved in the process.