



How Infosys BPO sensitized managers across levels to  
**Understand and solve customer challenges**

An enParadigm™ Client Story



## Client Context

Infosys BPO, the business process outsourcing subsidiary of Infosys Limited, is an end-to-end outsourcing services provider. Having an employee strength of more than 35000, the company focuses on delivering result-oriented benefits through reduced costs, ongoing productivity improvements, and process reengineering to its clients.

Raghavendra K, Head HR and Smita Murthy, Head – OD approached enParadigm to scope out needs across various levels of managers. Multiple discussions were conducted with various stakeholders such as Practice Head, SBU Head & AVP Technology Solutions Optimization, Practice Lead, Principal - OD and Senior Lead OD.

enParadigm, designed and delivered customized interventions across senior management, client facing managers, operations leaders, and HR leaders, to address the identified needs in an end-to-end manner.



## Challenges Identified

### THINK LONG TERM



Senior Management needed to step out of an execution mindset, and think about long term impact of their decisions on the health of the business

### UNDERSTAND CUSTOMER NEEDS



Client facing managers and their operations counterparts needed to understand customer pain points and identify opportunities instead of focussing only on productivity and attrition

### MANAGE PEOPLE EFFECTIVELY



HR managers needed to bridge the gap between business unit needs and talent management, and dovetail the capabilities of HR centres of excellence such as L&D, compensation & benefits etc, towards business unit goals

### MANAGE BUSINESS HOLISTICALLY



All managers needed to step out of their functional silos, look at the bigger picture, and develop a customer centric mindset for growing business with customers

## Intervention Objectives



### SENIOR MANAGEMENT



Identify key levers to drive long term profitability after analyzing market dynamics and competitor moves



Build service differentiation and unique position in the market



Break functional silos and align managers across functions to execute corporate strategy effectively



Imbibe the importance of customer focused decision making and build process competence



## Intervention Objectives

### CLIENT FACING MANAGERS



Understand customer pain points and identify opportunities to drive business



Mature as trusted partners with a holistic view of the client's side of the fence



Navigate key client roles and drive cross-selling and up-selling opportunities



Align internal operations to customer concerns and drive effectiveness at work

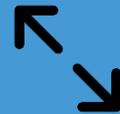
# Intervention Objectives



## HR MANAGERS



Understand role of sub-functions in HR across C&B, OD, Recruitment, BP HR etc



Align HR initiatives and decisions to business needs by knowing the larger picture



Relate to challenges faced by business managers and have business conversations with them confidently



Understand business and talent levers and develop a coherent employee value proposition

# Intervention Objectives



## OPERATIONS MANAGERS



Make decisions with a holistic view of operations



Consider financial and customer impact of every action



Integrate well with other functions to drive value to the customer



Put structured focus on resource planning and service quality

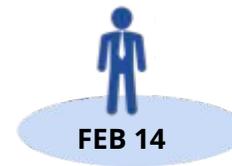
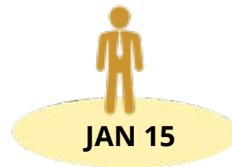


## How We Planned And Executed The Interventions

9 Batches

156 Participants

4 Types of Interventions



**SENIOR MANAGEMENT**

Client operation heads and Senior leaders with 15+ years of experience  
Leading a business or function

**CLIENT FACING MANAGERS**

Client operations Leads  
Senior domain consultants  
Pre-sales managers

**HR MANAGERS**

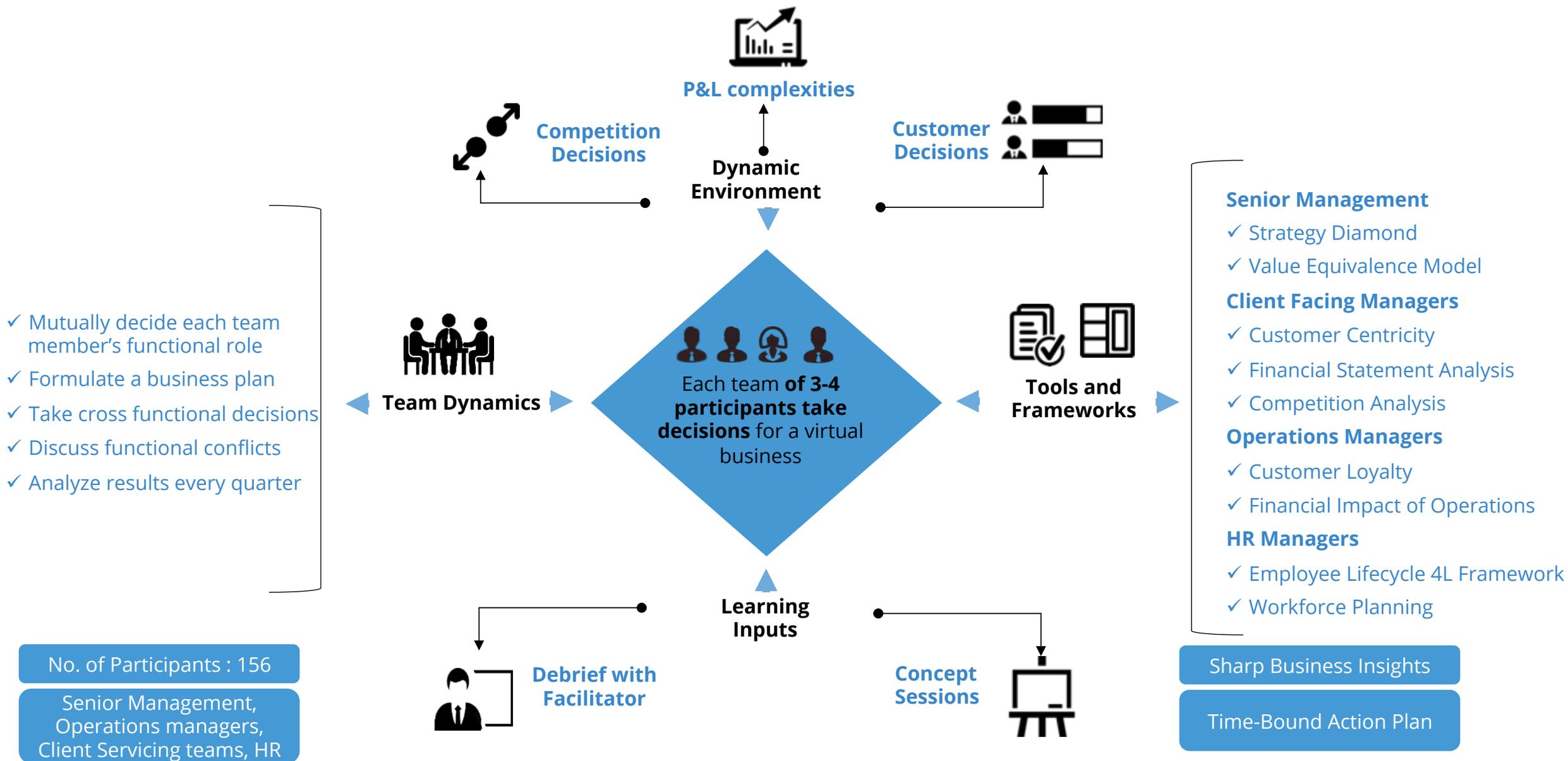
BP HR Managers  
Corporate HR functions  
With 8+ years of experience

**OPERATIONS MANAGERS**

Managers and senior managers across operations and delivery functions



Simulation Experience



- ✓ Mutually decide each team member's functional role
- ✓ Formulate a business plan
- ✓ Take cross functional decisions
- ✓ Discuss functional conflicts
- ✓ Analyze results every quarter

No. of Participants : 156

Senior Management,  
Operations managers,  
Client Servicing teams, HR



## Post Six Months Impact

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*I am working more closely with my peers now. The quality of my sales decisions & decisions at operation process level have improved. Due to this, we are coming out with much more clear outcomes.*

*I am also reading my P&L on a quarterly basis and post the intervention, I can correlate my decisions to other functions and look at it from a business perspective.*

Lead- Client Services and Operations

## Senior Management



*He has been assigned with a new role (client relationship) and he is doing it quite well and is much more confident. Client focus has also improved a lot. He is also able to connect well with the operation.*

Participant's Reporting Manager  
Business Head - India Business Unit

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*Cross-functional relations have improved and it has helped us in RSP ( a new opportunity which involves pricing, space management etc, and other functions / units). These cross functional decisions taken by us have helped us to arrive at common goals.*

Lead - Client Operations & Services

*We have a utilization metric that we track internally and post the intervention, we have been able to improve it from 65% to 75% over the past six months*

Delivery Manager  
Tech Solutions Implementations

## Senior Management

*We have formulated strategies for multiple regions over the past six months. For eg: Regional Strategy for America.*

Associate Group Manager - Planning & Assurance

*I now analyse business cases looking at the financial statements. The intervention has given me better clarity. It has also definitely improved my cross functional relations.*

Associate Practice Manager - Customer Service

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*It has helped me in my level of conversation with other leaders, earlier I couldn't cover all aspects. Now my meetings with potential clients / leaders has improved a lot as I can look into the financial aspects as well.*

Principal Consultant - Banking

*After the intervention, I wanted to develop a unique value proposition for our products. I'm currently working on one software called Tableau and am in the process of deriving a unique proposition for the same.*

Practice Lead - Knowledge Services

## Client Facing Managers

*After the intervention, I wanted to formulate a solution to maximise customer perceived benefit and ensure all small solution elements are aligned to the winning theme / strategy. I have been successful.*

Principal Consultant



*Yes, he is definitely doing it (value proposition for the customer). 1-2 deals have gone to the final stage as well. He handles a team of 350 people and is utilizing his strategic skills for driving a solution proposition.*

Participant's Reporting Manager  
Principal Consultant



## HR Managers

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*I have been able to implement the long term aspect through a talent development project I am involved with. Instead of working on a short term basis I have been able to plan for the long run.*

Lead - Organization Development

*With regard to workforce planning my involvement levels have gone up and I'm able to forecast the demand more efficiently. As far as the planning activity is concerned there is restructuring of cross-functional processes going on internally. However, I'm able to plan accordingly and appreciate the cross functional aspects.*

Senior Lead - Organization Development

*I am now able to partner with business. My team and I work on filling positions based on business requirements both internally and externally. Sometimes we find it hard to fill positions externally as the candidates might not have the skills sets that we are looking for. In such cases, now we are able to efficiently allocate resources internally to meet the business needs.*

Lead - BPHR



*He is able to forecast and plan resources more effectively than before. Overall I am happy to see improvement.*

Reporting Manager  
BPHR Anchor

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How Abbott PPD aligned managers to profitability and cash-flow across three levels



How Häfele Drove Business Transformation With Interventions across Three Levels Of Management

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We partner with businesses to bridge performance gaps within the leadership team or below. Using R-E-I as a methodology and customized simulations as tools, we help you drive valuable and actionable insights, and enable your team to create measurable impact.