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Accelerate Cash Flows by Faster Order Processing

Managed Digital Transformation to reduce Order-to-Activate (O2A) cycle time and increase new business wins

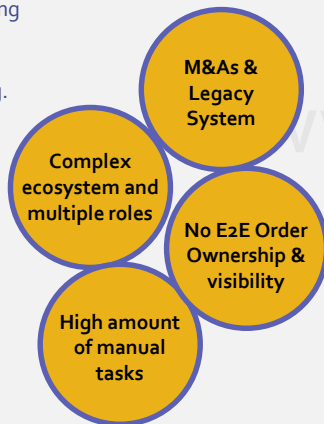Credits | Prakash Ramakaimal   Antony MVLS   Rajesh Khanna   John Kingsly   Abhay Goyal

Most DSPs are Challenged With Increasing Inefficiencies in Order to Activate (O2A) Process

Elongated cycle time, delayed revenue realization, and higher cost – common struggle of every DSP!
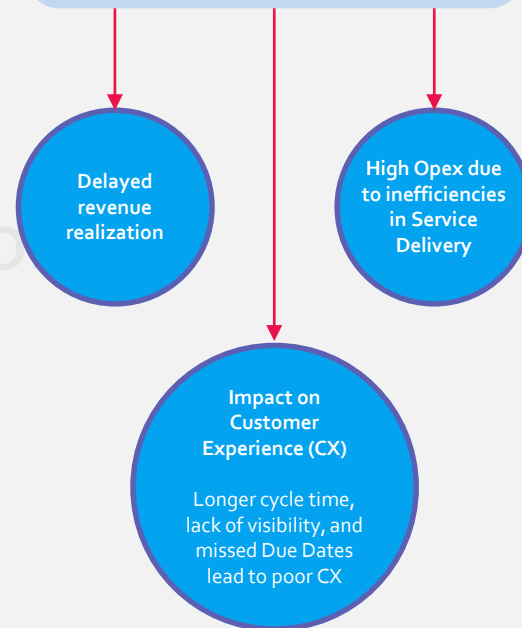
Key Challenges in O2A Process

→

Business Impact

- Multiple siloed CRM, Ordering, Fulfilment, Billing and Activation systems

- Multiple roles/teams – e.g. it takes 15+ teams to traverse through 55+ systems to complete one order!

- M&A's introduce additional stacks, newer product lines, and integration challenges

- Legacy systems that are not built to support new channels, newer IP-based products & services

M&As & Legacy System

Complex ecosystem and multiple roles

No E2E Order Ownership & visibility

High amount of manual tasks

- The Higher number of manual tasks in O2A.

- Complex and customized orders reduce automation potential

- Multiple roles – no E2E ownership for order completion

- Lack of E2E order tracking tools

- Siloed goals

Delayed revenue realization

High Opex due to inefficiencies in Service Delivery

Impact on Customer Experience (CX)

Longer cycle time, lack of visibility, and missed Due Dates lead to poor CX

DSPs can't get what they want without shifting to a new outcome-focused service delivery model

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Typical Outlook of DSPs' O2A – Siloed Systems and Teams, Lack of E2E Process Visibility and Order Ownership, Multiple Handoffs, Elongated Cycle Time

As-Is Factory Set up

Site survey → Order validation/ entry Team → Project Co-ordination team → Design team → Order Provisioning → Dispatch team → Field technicians

Order activation team ← **Team N**

Order to activation journey

Most of the DSPs have **15-20+ teams/roles** in O2A process

Major challenges observed in O2A process with multiple teams

| Multiple hand-offs | Queue wait time | Re-work due to wrong input data | Delayed RCA due to dependencies with other teams | No E2E order visibility | Order delay due to each team's defined SLAs |

DSPs need to assess various transformation approaches and choose the right one which is outcome focused and provides long term benefits

Typical Approaches Employed by DSPs for O2A Process Transformation

Outsource Operations

Outsource the entire process to a 3rd party and give them full ownership

Some guaranteed cost saving

No guaranteed process transformation, lacks long term benefits

- No guaranteed cycle time reduction and productivity improvement due to high levels of complexity

- Vendor might give price discount to continue operations

Leverage External Consultant

Hire consultant to analyze and recommend improvement ideas

- No active participation from Operations team leads to *an Ivory Tower* approach which is not pragmatic

- Operations team is too busy with day-to-day tasks and these transformation/improvement ideas never gets implemented

Managed Transformation

Partner works together with DSP to optimize and transform the operations holistically

Guaranteed long term sustainable benefits

- Operations and transformation initiatives are done in parallel - helps in realizing expected benefits sooner

- Ongoing process improvement - with operation team's active participation

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RECOMMENDATION

Managed Transformation Model promises to deliver *long term sustainable business benefits* such as cycle time reduction, accelerated revenue, enhanced customer experience and OpEx savings.

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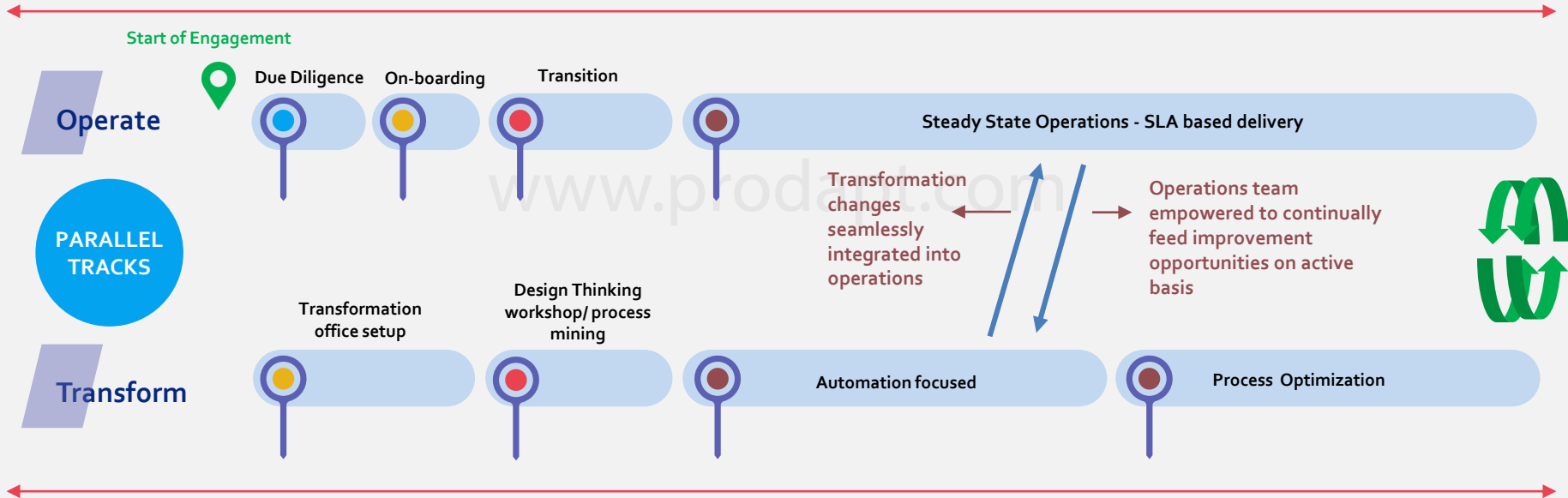# Managed Transformation Model – Operate and Transform Service Delivery

Parallel workstreams leveraging Lean/6 Sigma for continuous improvement

Operations — function-based teams transformed to **goal-oriented Agile team** (Scrum leads and Service Delivery Managers)

Transform — Process mining, process optimization and automation

Start of Engagement

Operate

Due Diligence — On-boarding — Transition — Steady State Operations - SLA based delivery

PARALLEL TRACKS

Transformation changes seamlessly integrated into operations ← → Operations team empowered to continually feed improvement opportunities on active basis

Transform

Transformation office setup — Design Thinking workshop/ process mining — Automation focused — Process Optimization

Accelerating digital innovation in Service Delivery requires the right set of *transformation levers* presented in the upcoming slides!

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Managed Transformation Levers for E2E Process Visibility and Efficiency Improvement

Levers for
Managed Transformation
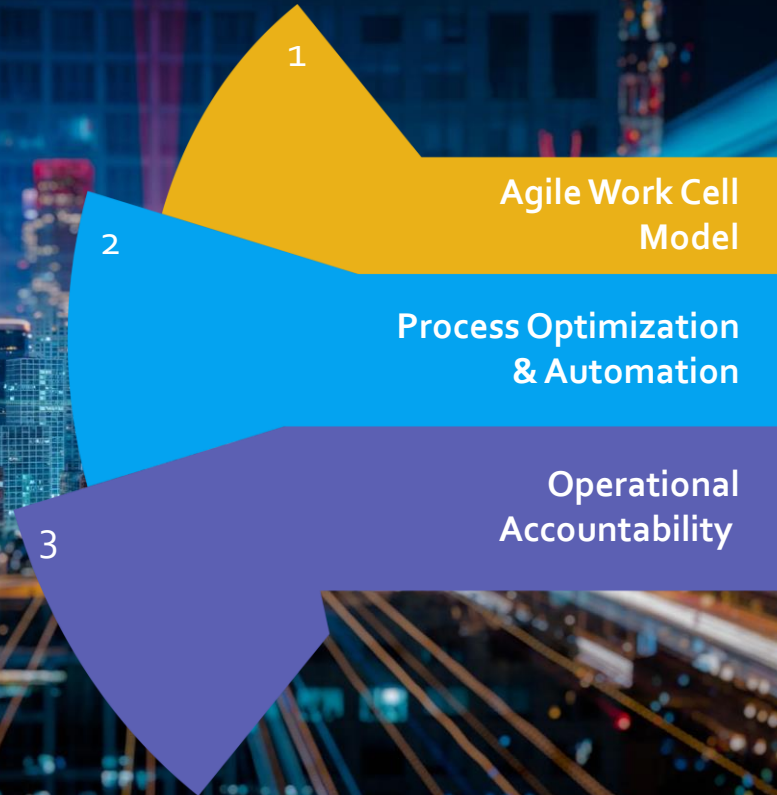
1 Agile Work Cell Model
- Role consolidation, scrum team
- Handoff reductions
- Reduce/Eliminate wait time

2 Process Optimization & Automation
- Process Mining
- RPA, AI-ML, NLP
- API Integration

3 Operational Accountability
- Order Visibility Dashboard
- Transaction Lifecycle Master (TLM)

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Agile Work Cell – Function Based Teams Transformed to Goal-oriented Scrum Team

Empowered Scrum Teams –Roles Consolidated, With E2E Order Ownership

AS-IS Model

| SD - Order Management | SD - Order Provisioning | Dispatch & Activation |

Sales › Sales Support › Site Survey › SD - Order Validation › SD - Order Processing › Project Coordination › Design Engineering › Order Provisioning › Test & Turn-up › Dispatch › Activation › Field Engineers

Lack of E2E order visibility, multiple handoffs & limited span of control cause elongated cycle time

Consolidating multiple functional roles into one!

Agile Work Cell Model

TO-BE Model

Sales › Site Survey › Service delivery Manager (SDM) › Core Service Delivery Manager › Field Engineers

E2E management of each order by the agile work cell team ensures better control, transparency & eliminates handoffs

| **Agile Work Cell reduces cycle time by 30%** | Scrum stand-up calls to drive focussed execution | Hand-off reduction through consolidated role -Service Delivery Manager (SDM) with end-to-end ownership | Increased span of control for SDM ensures complete visibility and higher speed | Reduce rework and queue waiting time |

Agile Work Cell Model helps in reducing 70% of the touchpoints in the O2A operations for the DSPs
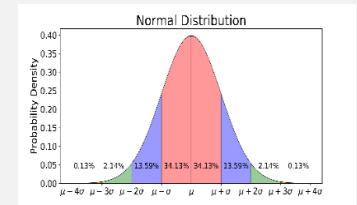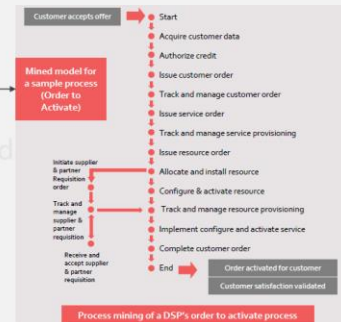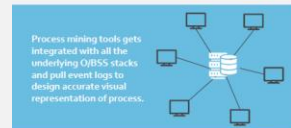
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Process Optimization and Automation

Analyze the current performance, identify cycle time elongation factors, set target intervals, identify & implement improvement opportunities

1 **2** **3**

1 **Data driven process analysis**

- Use **process mining** to perform deep analysis
- Obtain insights on performance (current intervals) and process variances

2 **Identifying Improvement opportunities**

- Use Design Thinking Workshop to identify key improvement opportunities
- Categorize opportunities against business impact (high/medium /low) with level of effort to implement (high/medium/low)
- Set new baseline targets (short and mid-term)

3 **Prioritize initiatives to drive Ops towards goals**

- Process re-engineering and automation
- RPA to automate manual tasks. Low effort, high impact opportunities are quick wins
- Hyper automation levers like NLP integration, Human-in-loop, AI/Computer Vision can improve straight-through-processing by up to 80%

Process mining of a DSP's order to activate process

Process capability based target setting

- Design thinking and process mining helps in identifying use cases including high value ones for immediate implementation
- Process Optimization & Automation saves business ~40-50% of the cost per sales order on an average and helps in reducing cycle time drastically
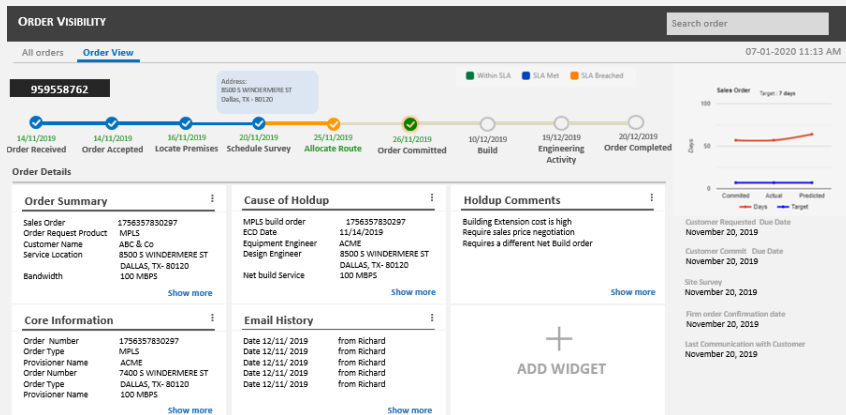
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Operational Accountability

Order Visibility Dashboard empowers SDMs with E2E visibility of each order with milestones & updates, **Transaction Lifecycle Master(TLM)** tool helps in governance, performance tracking and reporting
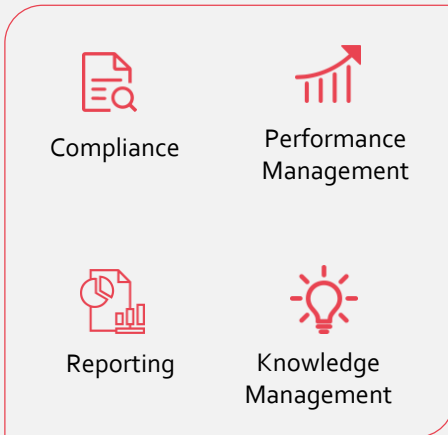
Order Visibility Dashboard

Provides **a simplified view of order journey** and actionable insights for Agile team (SDM and Scrum leads)

- E2E view of order details (summary view and particular order view)
- Summary of particular order, customer info, service location, where order is stuck, email history with customer etc..
- Milestone view in color codes (e.g Blue- completion with in SLA, Amber – order is stuck)
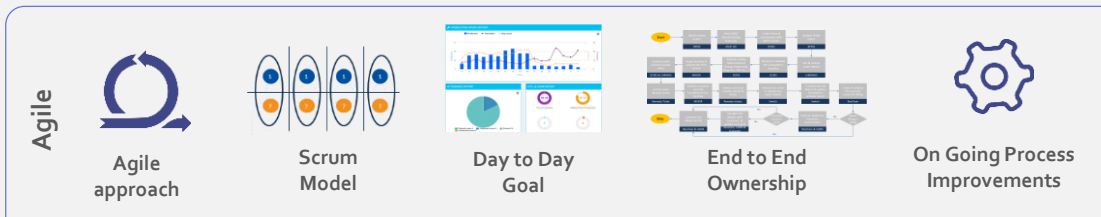- Productivity reports: team-wise or individual SDM-wise

Transaction Lifecycle Master (TLM)

TLM tool helps in better governance and enables Service Delivery Manager(SDM) in key activities

- Compliance
- Performance Management
- Reporting
- Knowledge Management

Benefits

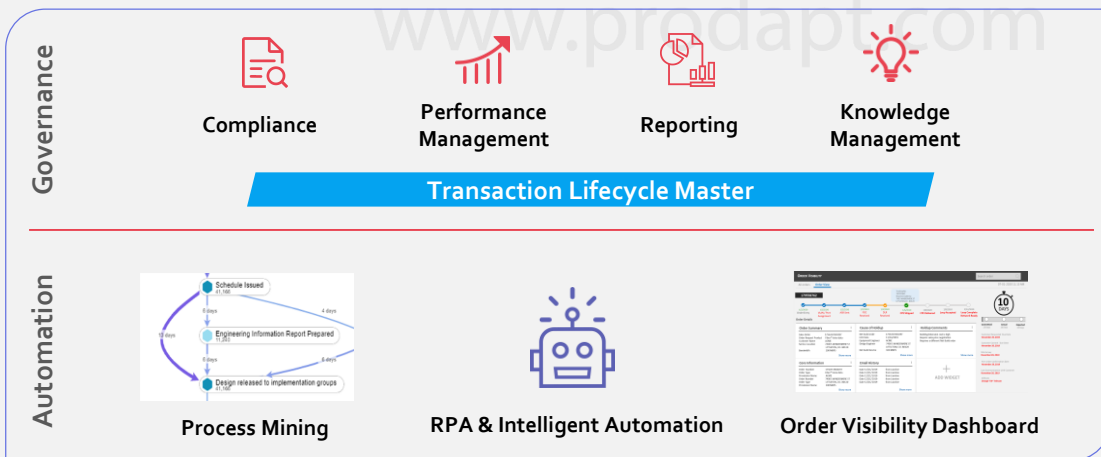| Predict order completion time | Monitor order failures in real-time | Make faster response to customers |

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Future State of a Leading DSP's Service Delivery Operation, post Managed Digital Transformation

Operations

Agile

Agile approach

Scrum Model

Day to Day Goal

End to End Ownership

On Going Process Improvements

Enablers

Governance

Compliance

Performance Management

Reporting

Knowledge Management

Transaction Lifecycle Master

Automation

Process Mining

RPA & Intelligent Automation

Order Visibility Dashboard

Key Business Benefits

O2A cycle time reduction — 50%-70%

OpEx savings — 40%-50%

Productivity increase — 2X

Enhanced Customer Experience & New Business Wins

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