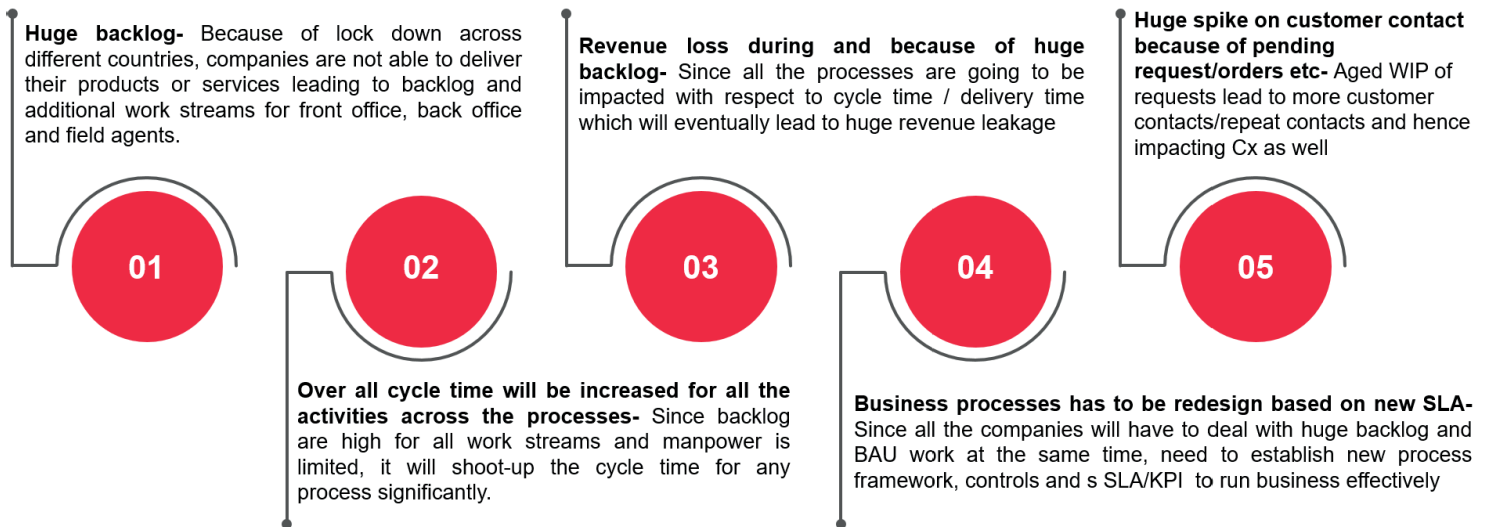# BUSINESS SUSTAINABILITY POST COVID-19 CRISIS

WHITEPAPER

Tech Mahindra

While entire world is now busy to figure out the business continuity plan during COVID0-19 situation, there are lots more challenges to overcome while the crisis is over. It seems that the financial crisis to multiple SMB or SOHO players will make it impossible for them to sustain their business. Whereas big players will struggle to bring their business back to BAU mode as it was before COVID-19. This paper is to focus on the key areas which will help small to large scale companies to overcome COVID-19 crisis faster,, have an alternate plan in place, ensuring sustainability and continuity of business

WHAT ARE THE KEY CHALLENGES BUSINESS WILL FACE POST COVID-19 CRISIS:

Huge backlog- Because of lock down across different countries, companies are not able to deliver their products or services leading to backlog and additional work streams for front office, back office and field agents.

Revenue loss during and because of huge backlog- Since all the processes are going to be impacted with respect to cycle time / delivery time which will eventually lead to huge revenue leakage

Huge spike on customer contact because of pending request/orders etc- Aged WIP of requests lead to more customer contacts/repeat contacts and hence impacting Cx as well

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Over all cycle time will be increased for all the activities across the processes- Since backlog are high for all work streams and manpower is limited, it will shoot-up the cycle time for any process significantly.

Business processes has to be redesign based on new SLA- Since all the companies will have to deal with huge backlog and BAU work at the same time, need to establish new process framework, controls and s SLA/KPI to run business effectively

While **all the challenges are going to arrive and are unavoidable for the organizations,** it also creates a **huge opportunity area for the service providers to take the lead and help their customers to mitigate these issues in efficient manners.** Following section will demonstrate what are the key actions to be taken to reduce the impact / challenges post COVID-19 crisis and how those will help client organizations and how service providers can help their partners.

WHAT ARE THE KEY STEPS NEEDED TO AVOID ABOVE MENTIONED BUSINESS CHALLENGES

Platform led digital process mining: Build end to end business view of process in short time in a centralized platform to monitor end to end cycle time, activity wise cycle time, benchmarking between processes / sites, variations in terms of process health, attributes and time dimensions. While organizations can think about traditional / manual process mining, however that's not going to help them at all to overcome this situations. Traditional process mining involving side by side and substantial human efforts has lot of manual time and effort dependency, is complicated and, not centralized. In this situation, tool based digital process mining is the only tailwind which can help the organizations to map their process and identify key action areas or hot buttons of their process and enhance immediate basis.

Trigger real time business alerts: Build business rules to trigger automated alerts from centralized platform in case of SLA breach. This will help organizations to be notified any SLA breach in BAU work which could eventually be added in to the backlog. Also it will help to prioritize the work in most effective manner. Automated prioritization rules can be set in based on business drivers

Accelerated automation: Identify automation areas faster and deploy quickly to deliver rapid output. process mining complement discovery of automation opportunity area, building up business case and delivering ROI in faster and accurate manner.
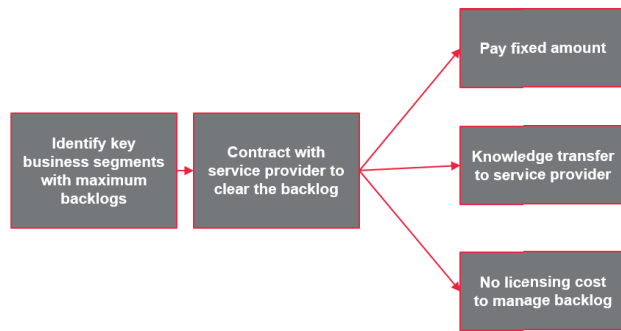
Outsource of business processes: All backlog need to be attended to and closed to mitigate the impact on Cx, working capital and revenue cycle. There could be possibility of rapid projects to outsource the work in bulk on outcome based model to ensure mitigated Cx impact and revenue loss. While complete outsourcing can create more economical damage (losing jobs of their own people) to their own countries economy, however contract / bulk basis back log outsourcing can save their organization and sustain their countries economy (retain existing jobs for their own people) at the same time. Multiple business models can be evolved here as in outcome based approach, transformation led delivery outcome, direct contract basis. Some of them are mentioned in document below

Companies needs to build the above mentioned capability within their own organization which is quite challenging at the current situation. The other option is to find a partner who has right people, process and technology and proven their capabilities to manage any kind of business crisis in the past with multiple vendors.
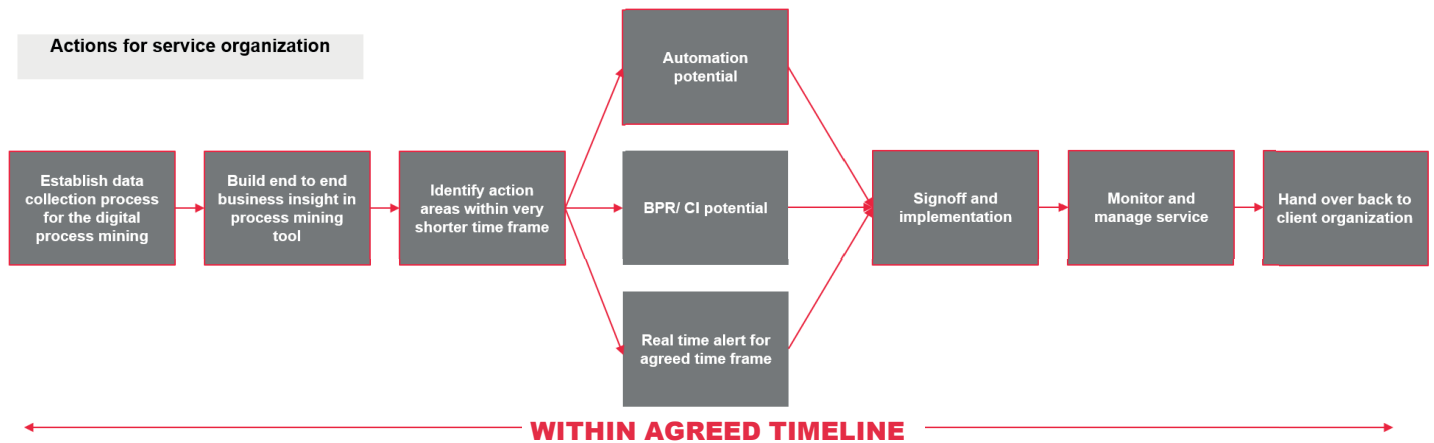
WHAT CAN BE THE MOST EFFECTIVE BUSINESS MODEL?

Following diagram is to demonstrate the most effective business model between a client and service organization.
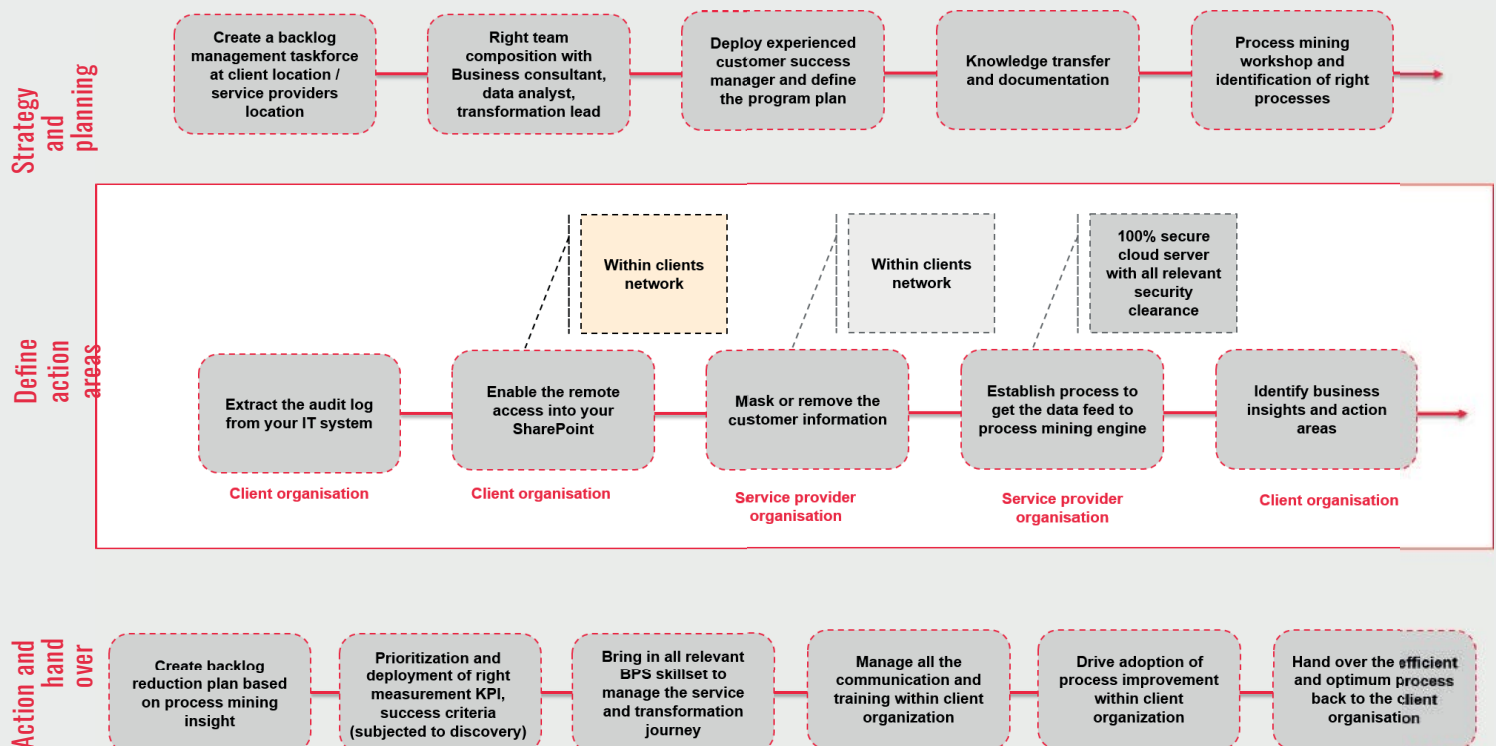
ACTIONS FOR CLIENT ORGANIZATION

```
Identify key          Contract with
business segments  →  service provider to  →  ┌─ Pay fixed amount
with maximum          clear the backlog       │
backlogs                                       ├─ Knowledge transfer
                                               │  to service provider
                                               │
                                               └─ No licensing cost
                                                  to manage backlog
```

Actions for service organization

```
Establish data      Build end to end     Identify action       ┌─ Automation potential ─┐
collection process  business insight  →  areas within very  →  ├─ BPR/ CI potential    ─┤→  Signoff and     →  Monitor and      →  Hand over back to
for the digital  →  in process mining    shorter time frame    └─ Real time alert for   │   implementation      manage service      client organization
process mining      tool                                          agreed time frame     ┘
```

← WITHIN AGREED TIMELINE →

OPERATING MODEL FOR THE SERVICE PROVIDER ORGANIZATION?

The right fit operating model is very important to sustain the business model between client and service provider organization. While both of them needs to ensure right governance and compliance between both the parties, it is also important to keep both the transparency and reliability of service along with partnership mindset. Following model will help to give a view of the operating model which can help client and service provider organization together.

Strategy and planning

```
Create a backlog       Right team           Deploy experienced   Knowledge transfer   Process mining
management taskforce   composition with     customer success  →  and documentation  →  workshop and
at client location / → Business consultant, → manager and define                        identification of right
service providers      data analyst,          the program plan                         processes
location               transformation lead
```

Define action areas

```
                    Within clients          Within clients      100% secure cloud
                    network                 network             server with all
                                                                relevant security
                                                                clearance

Extract the audit   Enable the remote    Mask or remove the    Establish process to   Identify business
log from your IT  → access into your   → customer information → get the data feed to → insights and action
system              SharePoint                                  process mining engine  areas

Client organisation  Client organisation  Service provider      Service provider       Client organisation
                                          organisation          organisation
```

Action and hand over

```
Create backlog        Prioritization and    Bring in all relevant  Manage all the        Drive adoption of    Hand over the efficient
reduction plan based  deployment of right   BPS skillset to        communication and     process improvement  and optimum process
on process mining   → measurement KPI,    → manage the service   → training within     → within client      → back to the client
insight               success criteria       and transformation     client organization    organization         organisation
                      (subjected to           journey
                       discovery)
```

WHERE THIS MODEL CAN FIT ONTO ANY ORGANIZATION

Following are the areas where this model can fit into and deliver significant business outcome.

Campaign To Lead	Campaign To Lead	Campaign To Lead	Campaign To Lead	Customer Move / Porting	Usage To Payment	Product Lifecycle
Sales Forecasting	Customer Relationship Management	Customer Service (Request To Answer)	Request To Change	Incident MGMT (Problem to Solution)	Termination To Confirmation	Bill Claim Handling
Resource Development (Construction)	Logistic / SCM	Supplier Relationship Management	Procurement	Maintenance Field Service	Contract Management	Cash Collection

Support Processes

Accounts Payable	Transactional Cash Management	Asset Management	Travel & Expenses	Master Data Management	Human Resources	ITSM

KEY BENEFIT OF THE ABOVE BUSINESS MODEL

Key features

- Platform led digital process mining
- Trigger real time business alerts
- Accelerated automation
- Part time Outsource of business processes
- Fixed cost

Key benefit

- No worry about backlog and focus on BAU business
- No worry about backlog and focus on BAU business
- No complete outsourcing and job loss for client organization
- Significant reduction in back log in shorter time with fixed price
- Limited cost for infra or any improvement drive
- Real time and continuous alert system to bring up the SLA
- Complete transformation and optimum process handover

Current crisis situation encourages and institutionalize better coordination and collaboration between parties engages across upstream and downstream businesses to bring in scalability, stability and flexibility, While it's creating business opportunity for the service providers, it's important for them to stand on the trust that their client has shown to them. Let's look into some of the key benefit of the above model and see how these will help both the organizations:

No worry about backlog and focus on BAU business: While client organization can focus on the BAU business, service provider can manage backlog and bring in

No complete outsourcing and job loss for client organization: While the backlog or aged orders are going to be unavoidable situation for the organizations, they need right manpower and technology support to clear the existing backlog and mitigate further upside. The organizations may look for the service provider or partners to help them out. That's where they can bring in Outcome based/Fixed contract based Service model backed up by transformation

Significant reduction in back log in shorter time with fixed price: Most of the organizations may not have the same capability built as a practice for driving digitally enabled transformation practice s. Hence they need to find a partner to help them out in this situation and outsource the backlog work. Service provider can use digital process mining to uncover whitespace and gap areas for improvement drive and quick wins to reduce backlog in most effective and efficient way. Also with the right technology like- Automation, process mining, CI/BPR and right manpower, service provider can achieve set clients goal and help them to sustain.

Limited cost for infra or any improvement drive: As part of the operating model service provider will identify the improvement areas within the process and drive transformation within the backlog scope. Which can act as POC for the BAU process and can be absorbed in to BAU process later-on this replication can save huge cost on improvement drive and client organization will be able to transform their process at cost effective mode. Only specific technology change/implementation or deployment of certain license based tool may needs A different commercial model that can be mutually agreed between client and Service provider

Real time and continuous alert system to bring up the SLA: While reduction in backlog is the key aim, it's also important to ensure that no upside to backlog should be created as part of BAU fall back. Real time alert can help the organizations to ensure that no more SLA breach should continue

Complete transformation and optimum process handover: While service provider will reduce the given backlog, they will uncover multiple improvement opportunity with the help of process mining tool and implement multiple change in the process. These will be a key take way for the client organizations. Client organization will be handed over optimally transformed processes

SO IN SUMMARY
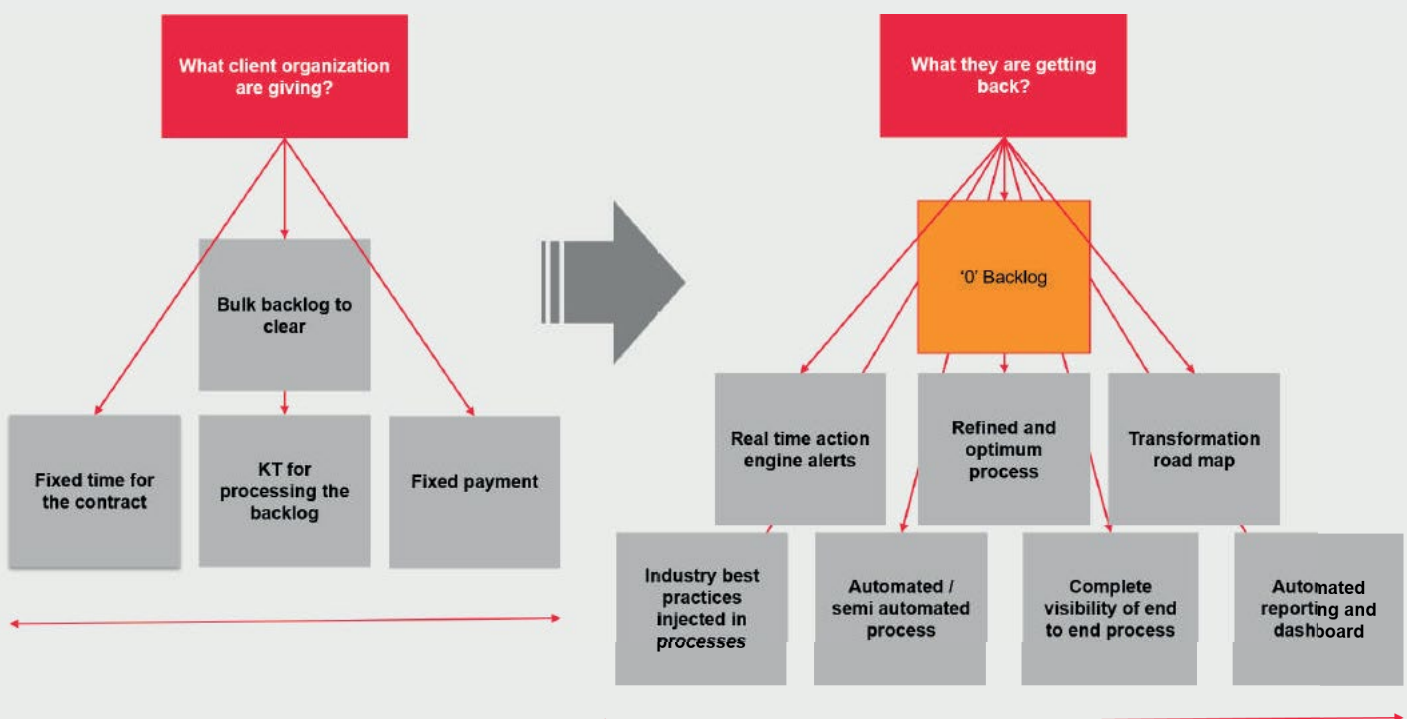
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12+ years of industry experience in Business Process Service and Consulting. Currently working with TechM BPS as a Business Consultant and responsible to define transformation strategy, solutions and value proposition for large enterprise deals. Key personal for capability development and go to market strategy   of digital process consulting practices along with global roll-out and delivery of the digital process consulting practices, cross vertical consulting programs and consulting revenue Also Responsible for building automation / RPA capabilities, go to market strategy and presales activities.

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Rahul Agarwal is working as an Enterprise Consultant with BTS team at TechM BPS and is responsible for managing Telecom vertical along with driving BPM, Process Mining, RPA, Digital and IoT practice. He has an overall experience of 14+ years and has played multiple roles within organization contributing towards business transformation and solution capability building. He is Six Sigma Black Belt and Lean Certified and his expertise lies towards driving end to end digital transformation program for clients across multiple verticals and domain. His expertise also includes driving end to end RPA assessment and CoE set up for the clients, lean as a managed services, working on go to market approach for the new solutions and capability, driving next gen Solutions and incubating new offerings along with alliance and partner driven framework.

TechM as a market leader in service industry has built a strong capability and operating model including their people process and technology. Please feel free to connect At **BPSBTSProcessDiscovery@TechMahindra.com.**

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