

Process Review & Transformation for an ICT services provider

THE AVALON EDGE

Client Situation



The client, a publicly traded tech service provider in the Middle East, offers a wide range of ICT services beyond telecom which includes IoT/M2M, digital services, VSAT, cloud, network and business continuity solutions, data center and ICT systems integration

Key Challenges



Challenges in Process Prioritization

Difficulty in prioritizing high-impact processes from a portfolio of over 50, leading to resource misallocation and missed opportunities to optimize critical value-driving workflows



Increased Time Requirements Due to Workflow Complexity:

Current workflows were bogged down by multiple approval layers, causing delays. Heavy manual intervention adds to the inefficiency, making the process time-consuming



Inconsistent Adherence to Process Guidelines:

A lack of adherence to process guidelines, driven by unclear responsibility assignments, often leads to errors and discrepancies in request submissions, such as document issues or information mismatches



Limited Operational Visibility:

Lack of visibility into process performance and attributes, hindering progress monitoring, bottleneck identification, and informed decision-making

Business requirement

Identify critical processes with significant business impact

Enhance operational efficiency to reduce lead time and accelerate fulfillment

Strengthen operational effectiveness through improved process control and innovation

Develop an end-to-end tool that promotes a culture of continuous improvement



Intervention

Process Criticality Assessment



•Deployed our proprietary **Process Criticality Assessment Framework** to tackle process prioritization. This helped the client identify key processes that align with their strategic goals and offer significant value through optimization.

Optimization of process health



•We assessed performance using **Avalon's Process Health Index Framework** and standard KPI methodology. By analyzing critical processes, we identified improvement opportunities and enhanced automation and integration, reducing manual interventions and significantly boosting process efficiency

Enhancing Process Effectiveness



•We assisted the client in **defining and documenting organizational processes and guidelines** to improve adherence and reduce discrepancies. We also developed strategies like an **OLA Rationalization strategy** and helped innovate new processes to meet critical business needs, ensuring agility and effectiveness

Fostering a Culture of Innovation



•We provided an end-to-end **Business Process Management (BPM) kit tailored to the client's needs**, fostering continuous improvement and innovation. This solution integrated innovative practices into daily operations, driving ongoing development and supporting sustained success



Our Impact



Direct cost savings of **~\$9 Million** from time efficiency achieved from process improvement over 2 years



In 2021, the equivalent to **46 Full-Time Employees (FTE)** was freed up from 12 critical processes, and in 2022, an additional **47 FTE** was freed



Boosted the working capital by **~\$14 Million** through improvement in invoicing processes over 2 years



12 critical processes are now continuously monitored and improved



80+ Major Implementation corrections with innovation of **20+ new processes in two years**



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