

## Defining internal processes to streamline business in a reputed and growing KPO

**The evolution and maturity of the Indian BPO Sector has given birth to yet another wave in the global outsourcing scene: KPO or Knowledge Process Outsourcing**



The success in outsourcing business process operations to India has encouraged many firms to start outsourcing their high-end knowledge work as well. Cost savings, operational efficiencies, access to a highly talented workforce and improved quality are all underlying expectations in offshoring high-end processes to India

India has a large pool of knowledge workers in various sectors ranging from Pharmacy to Research & Development. This talent is soon being discovered and tapped by leading businesses across the globe resulting in the outsourcing of high-end processes to low-wage destinations. Hence Knowledge Process Outsourcing involves offshoring of knowledge intensive business processes that require specialized domain expertise.

### Challenges in KPO

KPO delivers high value to organizations by providing domain-based processes and business expertise rather than just process expertise. These processes demand advanced analytical and specialized skill of knowledge workers that have domain experience to their credit. Therefore outsourcing of knowledge processes face more challenges than BPO (Business Process Outsourcing). Some of the challenges involved in KPO will be maintaining higher quality standards, investment in KPO infrastructure, the lack of talent pool, requirement of higher level of control, confidentiality and enhanced risk management

**An offshore KPO unit of world's leading wealth management and global financial major retained ECS to streamline its processes**

ECS's assessment of the services rendered to the customer revealed significant opportunities to solidify the internal processes with an objective to enable the customer for a smooth future growth.

### Key Challenges facing the company were:

- Internal policies in development stage, thus becoming person rather than process dependent
- Absence of clearly laid out processes and policies for existing and new employees
- Absence of a quality management system to calculate and review the key metrics for each department/function
- Absence of updated process flow documents and diagrams for functions
- The above, leading to lack of clear communication and understanding between departments about the service standards to be followed and roles and responsibilities to be shared

**ECS assisted the client in defining and documenting the internal processes and policies and setting up the key metrics and service standards to be followed**

A dedicated team of ECS consultants and client members representing all functions worked on the following processes:

- HR
- Corporate Administrative Services (CAS)
- Procurement
- Finance
- Transition
- Security

The effort involved interviewing the process owners, understanding process details, mapping the mutually discussed As-Is and To-Be process, defining the key metrics and service level standards for each process.

Discussing the processes thread bare and questioning different possible gaps in the existing process, resulted into the mapping of revised policies and procedures in a person and situation independent manner.

During the study, grey areas especially among the departments regarding the data and information exchange points, were clearly brought out and sorted with the assistance of leadership team.

While defining the key metrics for a process, brainstorming with all the key process owners was conducted. The expectations from the internal customer departments were also factored in. The inputs from the leadership were then taken to finalize the metrics. Processes and responsibilities for capturing, calculating and escalating the key metrics and the results were clearly defined at this stage

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### Contact for details

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**ECS** is a premier management-consulting firm in India. Its consulting practice covers Strategy, Operations and Human Resources.

### IT & BPO services

IT and IT Enabled Services (BPO) are one of the fastest growing segments of the Indian Industry and they bring with them a new set of challenges. ECS leverages its strength in the services industry coupled with its strengths in Process Management, HR and Change Management and Quality Deployment to help this emerging sector.

ECS's pioneering work in the Outsourcing sector allows its customers to maximize their savings through creating a strategic plan to support offshoring, select processes for offshoring in line with an overall offshoring strategy, cultural familiarity with the offshore location, appropriate model for offshoring in line with organisational objectives, reduce time and effort spent in implementation, effectively defined SLA's and monitoring mechanisms , and , monitor and control to guard clients interests.

We partner all our clients from concept to implementation. Value proposition from ECS includes the due diligence and detailed insights, managing and planning for risks, lower overall cost of implementation, top management buy in through business case presentations, comprehensive offshoring strategy, hands on implementation support, higher total value to organisation, speedy delivery of savings, and , being vendor agnostic

Some of our leading partners include **ICICI Infotech, GE Capital, WNS Global, Hughes BPO, MSource, Prudential BPO**

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