

The Infosys logo, featuring the word "Infosys" in a blue, sans-serif font with a registered trademark symbol (®) to its upper right.

Win in the flat world

## Modular Internal Efficiency Improvement – An innovative way to achieve efficiencies and successful projects - **Ravi Agarwal**

**Australian Institute of Project Management 2008 Conference**

National Convention Center, Canberra, 12-15 October, 2008

“The contents of this document are proprietary and confidential to Infosys Technologies Ltd. and may not be disclosed in whole or in part at any time, to any third party without the prior written consent of Infosys Technologies Ltd.”

© 2008 Infosys Technologies Ltd. All rights reserved. Copyright in the whole and any part of this document belongs to Infosys Technologies Ltd. This work may not be used, sold, transferred, adapted, abridged, copied or reproduced in whole or in part, in any manner or form, or in any media, without the prior written consent of Infosys Technologies Ltd.”

# The Journey



**Efficiency Drivers & How to sell it**



**Creating & Delivering value thru' Efficiency**



**Case Studies**



**Key Takeaways**



**Conclusion**

Infosys®

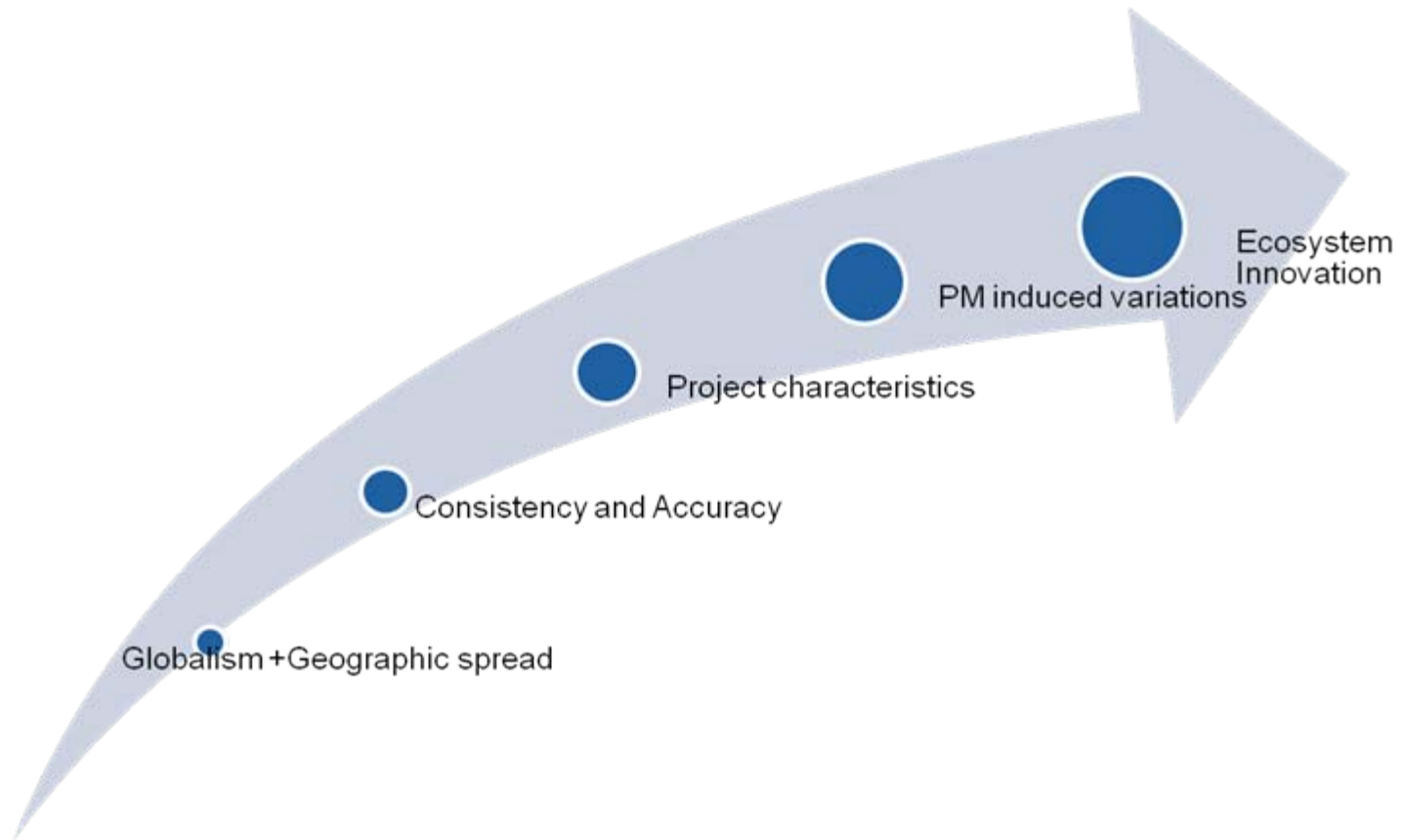
Win in the flat world



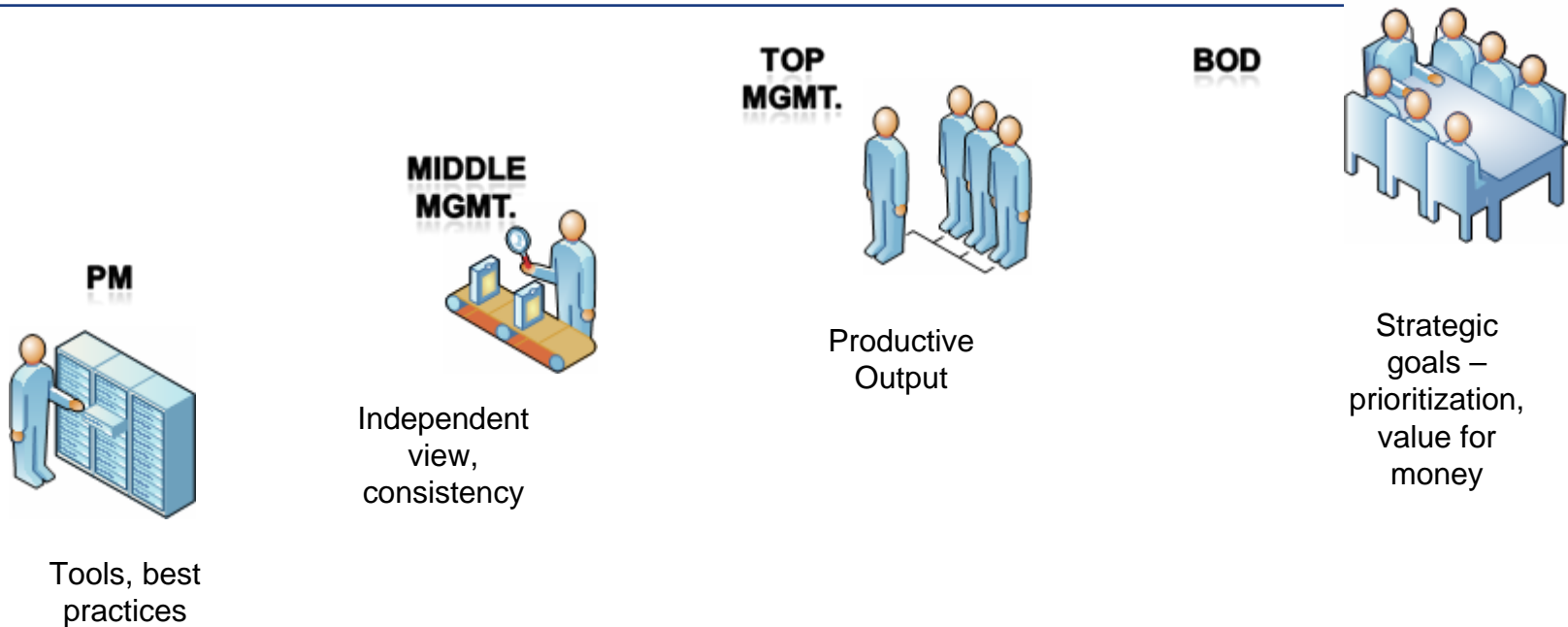
Part 1

Efficiency Drivers & How to sell it

# Drivers for improving efficiency (modular approach)



# Selling the Value of Modular approach – WIIFM?

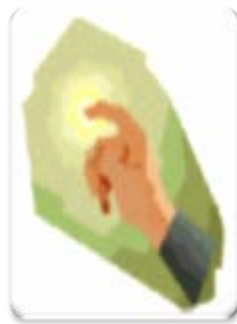


## Objectives

- Help create value within the limited bandwidth that each individual has
- Manage consistency and clarity
- Improve Organization capability in ecosystem management

Infosys®

Win in the flat world



Part 2

Creating & Delivering Value thru' modular approach

# Efficiency – Plan and set a goal

## Need Identification

- Desired Goal of Improvement in internal efficiency

## Stakeholder Context

- Survey, Questionnaire, Discussions
- Best practices capture mechanism

## Goal Setting

- Stakeholder involvement
- Clarity of the end result, success criteria

## Team Identification

- Team members, timelines, Authority

## POC

- Measurement mechanism, Reporting Forms

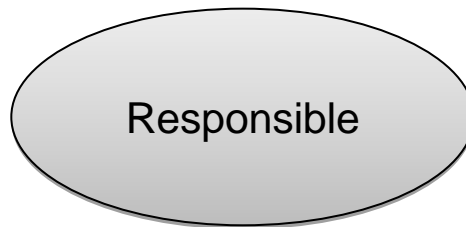
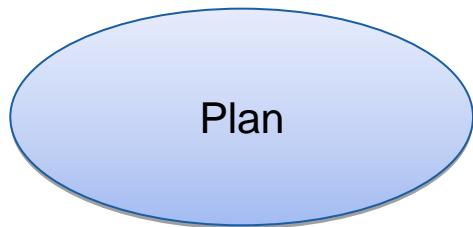
Positioning

Measuring



# Efficiency - Strategization

Imperatives	Structure and Plan
Management by Objectives	Identification of the key metrics for improvement, not all Optimization, Productivity
Reduced follow up with the team and by the seniors	Awareness sessions, Communication framework, hand outs, poster cut outs
Optimal consensus based standardization	Sharing of benefits
Focus and emphasis on Tools, Reuse, Productivity and Automation	Eliminate redundant/manual tasks , Focus on reuse
Identifying the right skill set for the task thereby ensuring the right grooming	Structured Continuous improvement in skill sets, X → X+1 efficiency
Lot of emphasis on improving the basics and knowing why	Changing team members, why it is being done and the final impact – know the end results
Focus on effective elimination of redundant trackers and spreadsheets	Reduce the number of spreadsheets periodically by “X%”
Set the right expectations – have fun while working	Celebrate small wins, Humane touch, Clear Discipline

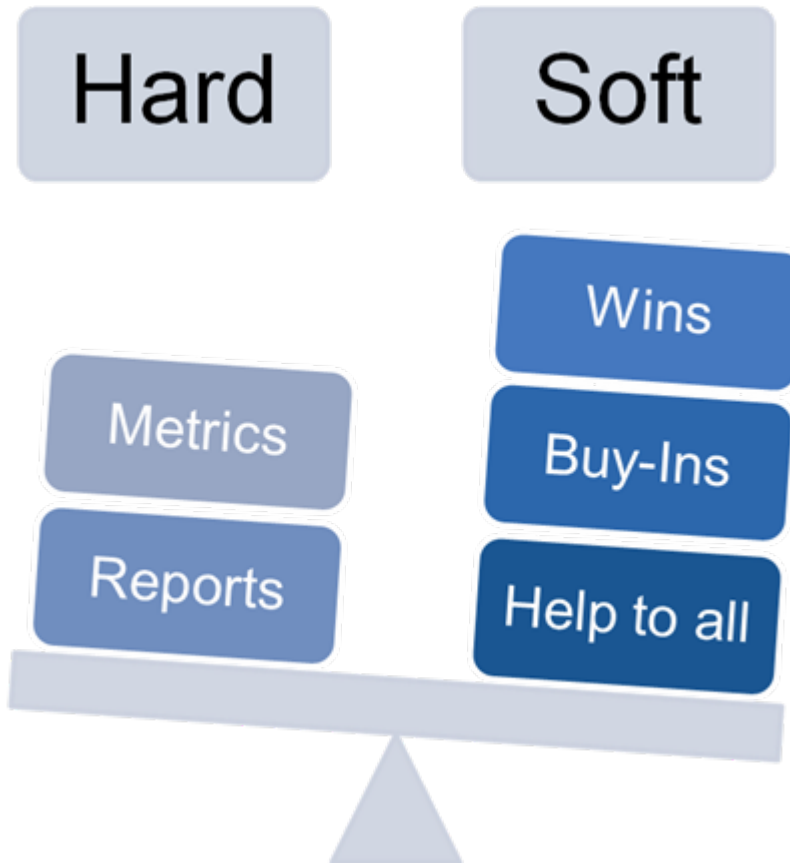


# Efficiency – Actionize, Measure and Track



Select right modules

Manage & meet targets



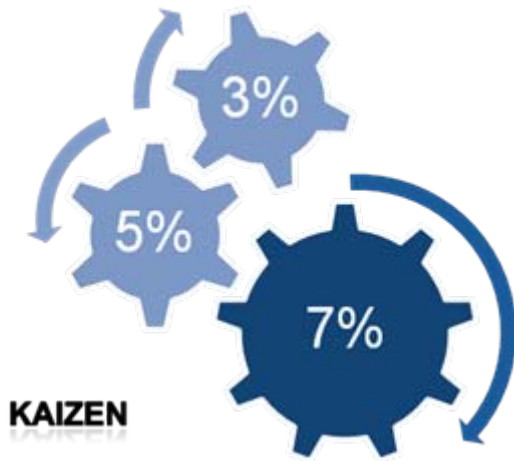
# Efficiency Improvization – Track Card

Idea Actionized	Benefits (Qualitative)	Benefits (Quantitative)	Strategy Module	Related Reference
Idea A	This is for qualitative benefits	XYZ	D	<a href="http://sparsh">http://sparsh</a>
Idea B	This is for qualitative benefits	ABC	A	<a href="#">Project B Best Practices</a>
Idea C	This is for qualitative benefits	DEF	D,E	<a href="#">K-Shop</a>
Idea D	This is for qualitative benefits	GHI	C	<a href="#">NA</a>

Adopting a structured approach towards improvement  
- The Strategy Team Experience comes handy

# Efficiency Improvement – The Mantra

- If you can, keep it simple
- Ask the question why this is needed!!!
- Understand the concept and end usage before implementation
- Every output should be an input to something else, otherwise it is of no use
- Discuss when the work is started, the moment all agree, follow discipline to take it to the logical closure on time
- You don't like follow ups and we don't like to follow up
- Suggest ways of improvement and its ok if we fail
- Understand and appreciate that workload needs to be distributed and manageable and in times of concerns from the employee – revisit the same



## **Kaizen principles for continuous improvement**

- Process – Results - Actions
- Big picture
- Non-judgemental assumption analysis

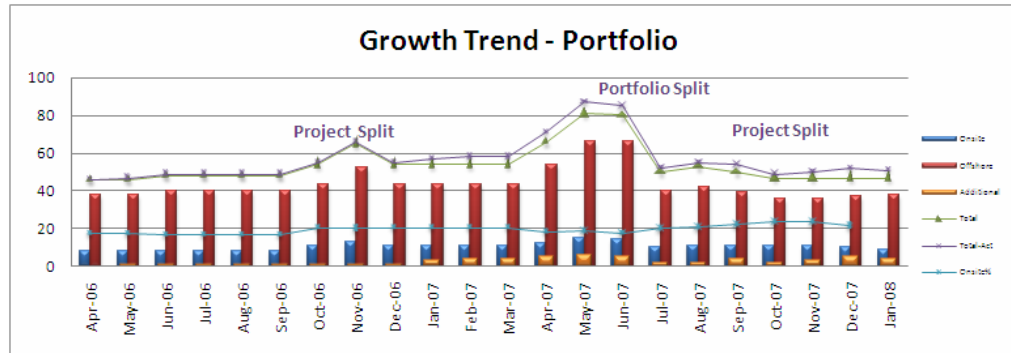
Infosys®

Win in the flat world



## Part 3 Case Studies

# Lean and Mean Operations Group



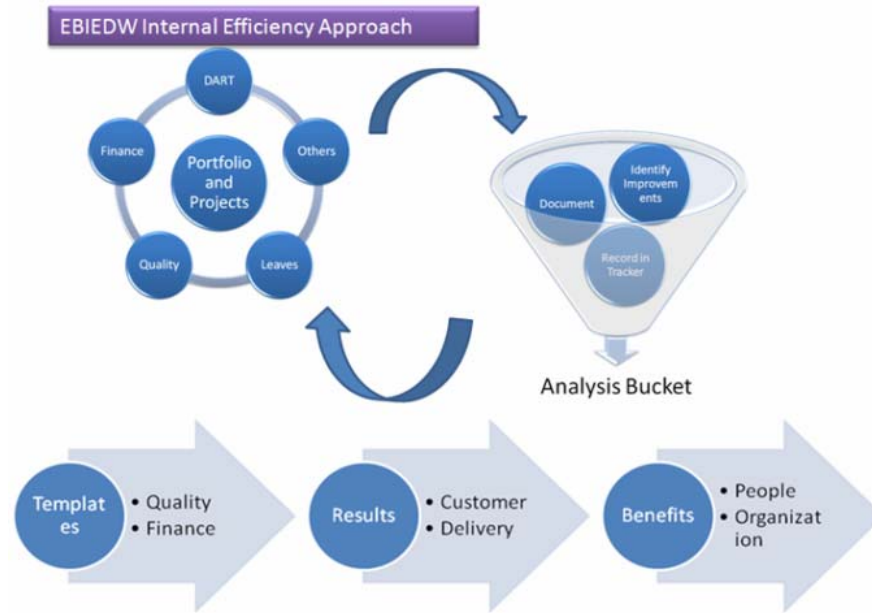
**Lean and Mean Operations Group** – The group was formed specifically to improve the efficiencies in a portfolio team

- Short term – Assess, recommend, reduce inefficiencies
- Long term – Robust mechanisms to enable successful results

## Sample metrics

- Total # of spreadsheets implemented for updates
- # of tools – standardized – used
- Quantitative benefits achieved in each module
- # of best wins celebrated

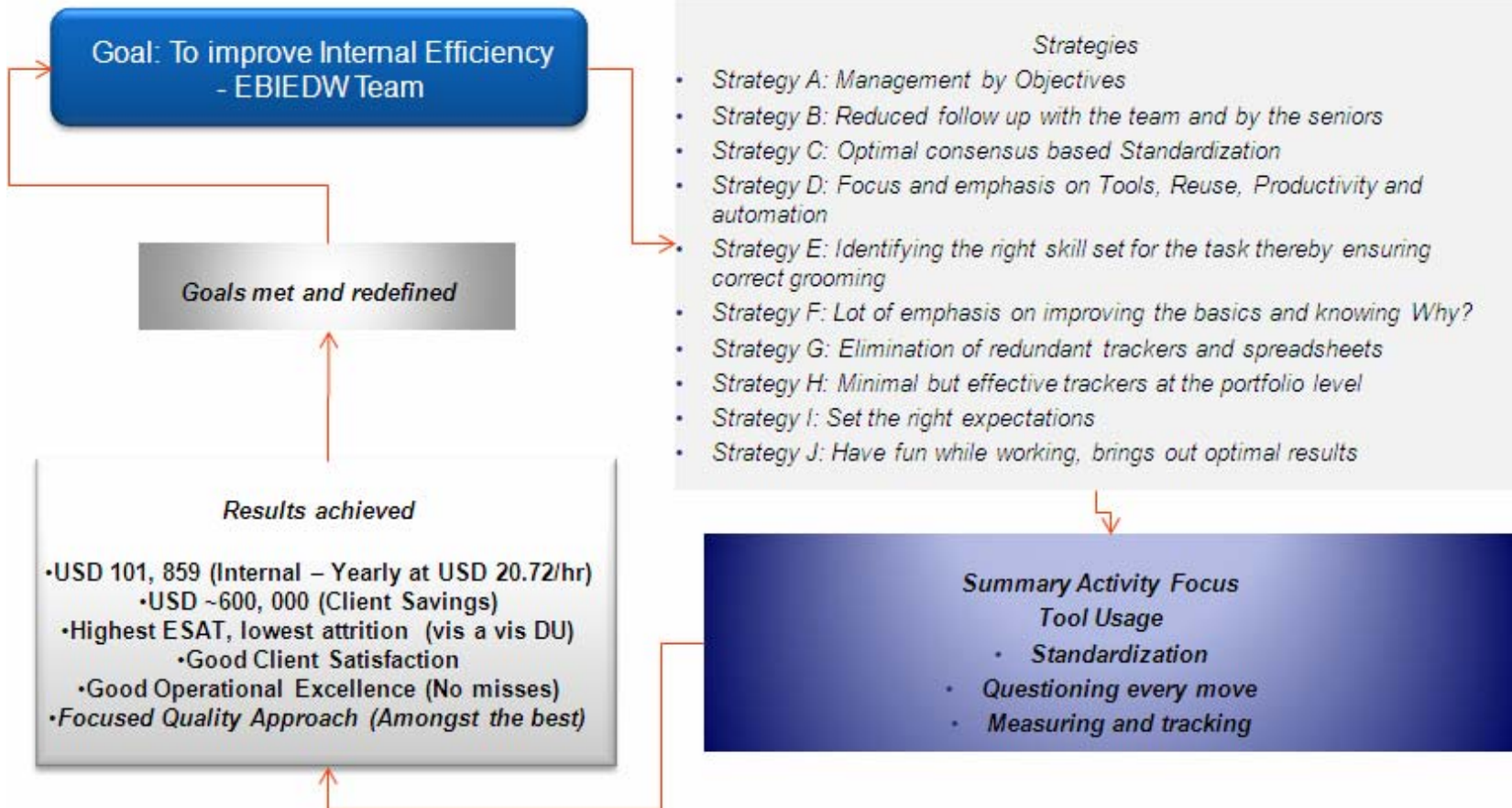
# Approach and Results



## KM Journey - Adopting Strategy A,D,F



# Approach and Results



Infosys®

Win in the flat world



## Part 4 Key Takeaways

# Common pitfalls & Critical success factors

Pitfall	Success factor
<b>Fill and Forget</b>	<ul style="list-style-type: none"><li>✓ Intermediate redefinition of objectives</li><li>✓ Control on the numbers</li></ul>
<b>Micro-management</b>	<ul style="list-style-type: none"><li>✓ Targeted follow up</li><li>✓ Share best practices</li></ul>
<b>Senior mgmt does not perceive value add</b>	<ul style="list-style-type: none"><li>✓ Sensitize about slow and gradual improvements</li></ul>
<b>Credit grabbers</b>	<ul style="list-style-type: none"><li>✓ Seek and partake in credit - optimally</li></ul>



Infosys®

Win in the flat world



Part 5  
Conclusion

# Benefits of Modular Approach

---

- Structured approach for eliminating inefficiencies
- Delighted customer due to reduced defects
- Focussed areas of attention at any point in time
- Expert availability
- Enhanced precision and accuracy
- High Predictability
- Increased probability of success
- At Infosys, there is a special SEPG team bring about improvements at the organization level. Projects form their own teams to eliminate inefficiencies and improve productivity

# Conclusion

---

- Catalyst for ecosystem innovation
- Holistic view of all redundancies, issues and risks
- Optimizing value & strategic alignment of projects
- Key portfolio managing decision that enables the achievement of an organization's strategic goals



# References

---

- Project Experiences at Infosys
- Infosys Sources (<http://www.infosys.com>)
- <http://www.kaizen.com>
- Team's experiences across a portfolio over a time span of 6 months.
- Ravi Agarwal, Srividhya VS, 2008. Delivery Excellence through PMO
- <http://sotc.iso.org/livelink/livelink/3553366/APG-AuditContinuallmprovement.doc?func=doc.Fetch&nodeid=3553366>
- [http://www.uis.unesco.org/i\\_pages/indspec/efficiency.htm](http://www.uis.unesco.org/i_pages/indspec/efficiency.htm)
- S.Chandramouli and S. Rajarajan, 2008 Project Manager as value Chain Consultant, PML 2008

Located at Hinjewadi on the North-west suburbs of Pune

# Pune Development Center

[www.infosys.com](http://www.infosys.com)



**Ravi Agarwal, PMP**  
**Senior Project Manager**  
**Communications, Media and**  
**Entertainment Division**

[Ravi\\_agarwal@infosys.com](mailto:Ravi_agarwal@infosys.com)

"The contents of this document are proprietary and confidential to Infosys Technologies Ltd. and may not be disclosed in whole or in part at any time, to any third party without the prior written consent of Infosys Technologies Ltd."

"© 2006 Infosys Technologies Ltd. All rights reserved. Copyright in the whole and any part of this document belongs to Infosys Technologies Ltd. This work may not be used, sold, transferred, adapted, abridged, copied or reproduced in whole or in part, in any manner or form, or in any media, without the prior written consent of Infosys Technologies Ltd."