

# Innovation & Quality for Higher Competitiveness of Companies

Devender Malhotra & Shalabh Srivastava  
Wipro BPO

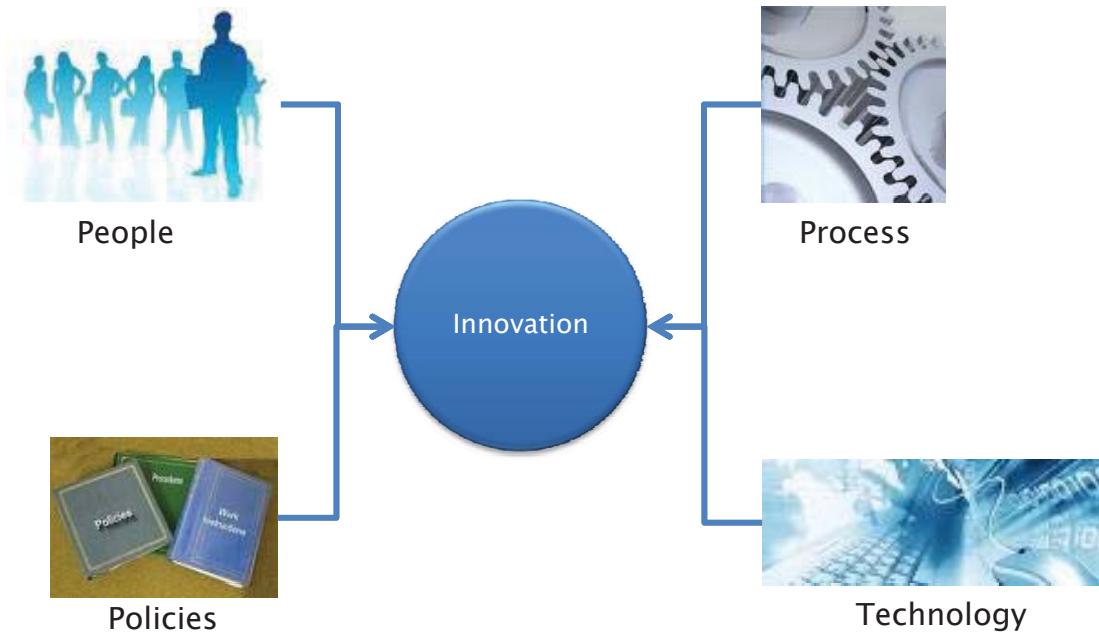
## 55<sup>th</sup> EOQ Congress as World Quality Congress “Navigating Global Quality in a new Era”

### Identify the Common Factor



\*Most Innovative Companies of Year 2010

# Innovation - Not just Technological Breakthrough



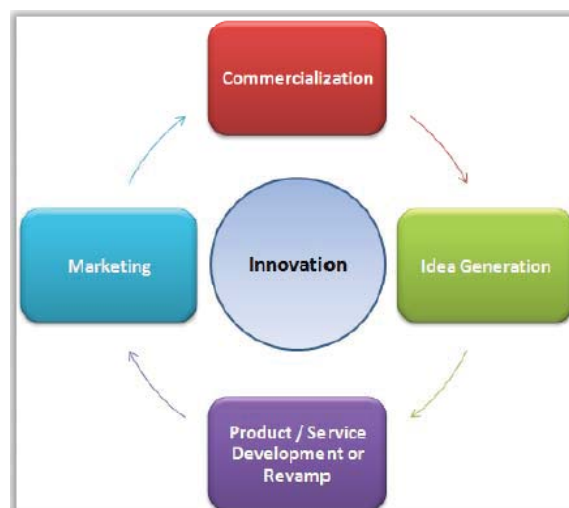
Innovation is not just a technological breakthrough. Innovation can be related to People, Process, Policy, Technology, Practices and many other factors

# Innovation is a Cyclic Process...



Innovation is not a linear process, it is a cycle.

- An idea without development or execution is only a dream and belongs to an individual or group of individuals only with no influence on others
- An idea developed or executed with no market acceptance is just an invention. Business does not gain from Invention only
- A well accepted product or service in market need to be commercialized and scaled up to right proportions to attain maximum business benefits



# Innovation Model for a BPO



## People Innovation

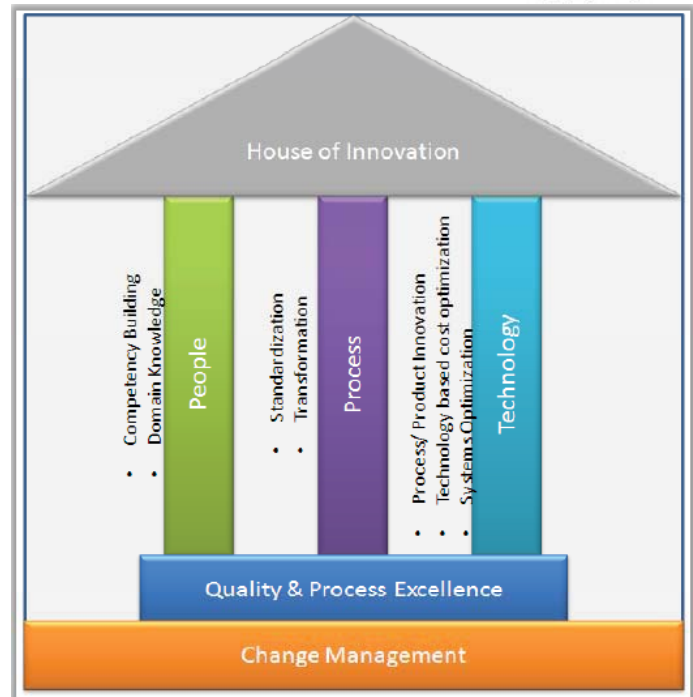
- Competency Building
- Domain Knowledge Enhancement
- Knowledge Management

## Process Innovation

- Customers come for “Cost” but stay for “Quality and Innovation”.
- Business Process Transformation
- Business Process Standardization

## Technology Innovation

- Cloud Computing, Platform based offerings.
- Self Service, Voice Recognition, OCR
- Virtual Chat
- Business Analytics - Text, Speech, Social Media
- Multi Channel Analytics for real time assistance to customers and agents



Innovation and business excellence mean change and hence, change management is important to ensure that these changes are governed and accepted by the larger organization

# People Innovation -Knowledge Management



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## Retention of Tacit Knowledge

- Attrition is the biggest challenge faced by any Indian BPO today. Knowledge Management is key to ensure tacit knowledge is retained and capitalized within the organization.
- KM is a business term and a unique concept that involves People, Processes and Technology.
- In practice in several leading organization since a decade.
- KM encourages knowledge sharing, re-use and collaboration.
- Helps in developing people competency and shorten the learning curve of new team members.
- Provides the ability to react instantly to business opportunities and thereby enable successful partnering with customers
- The complete knowledge life cycle is based on and supported by 3 pillars - People, Business Processes and Infrastructure, and derives inputs from tacit and explicit knowledge

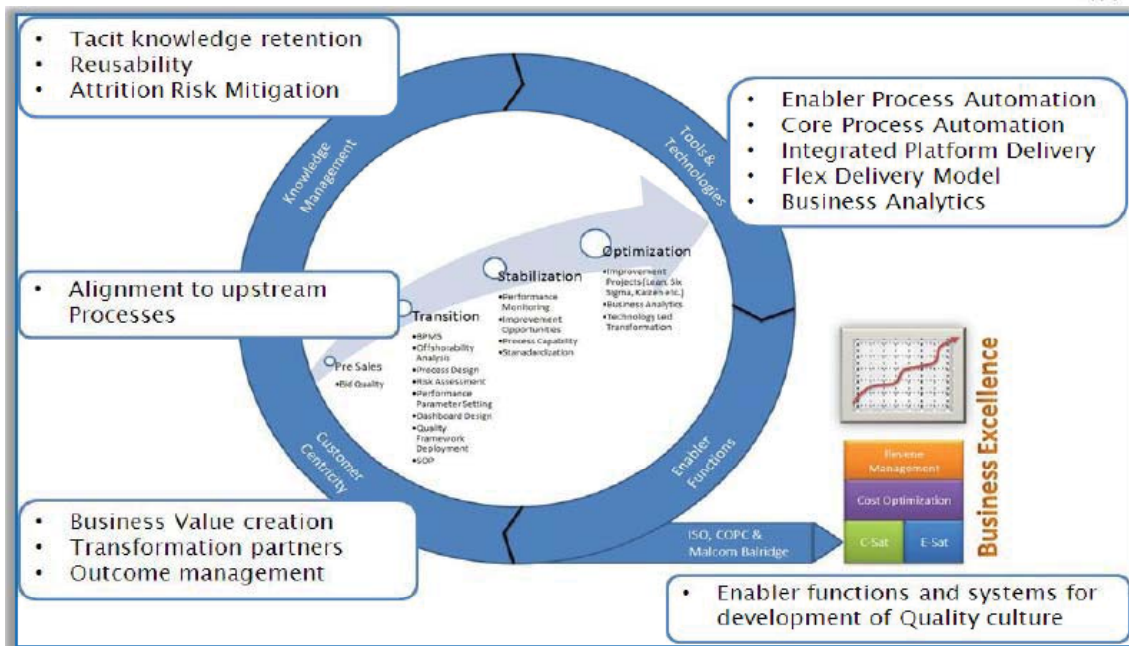


## Dilbert on Processes...



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# Business Excellence Model Supplements Innovation



Innovation provides one time edge to the organization in the market place and business excellence ensure long term sustenance and business benefits from such initiatives.

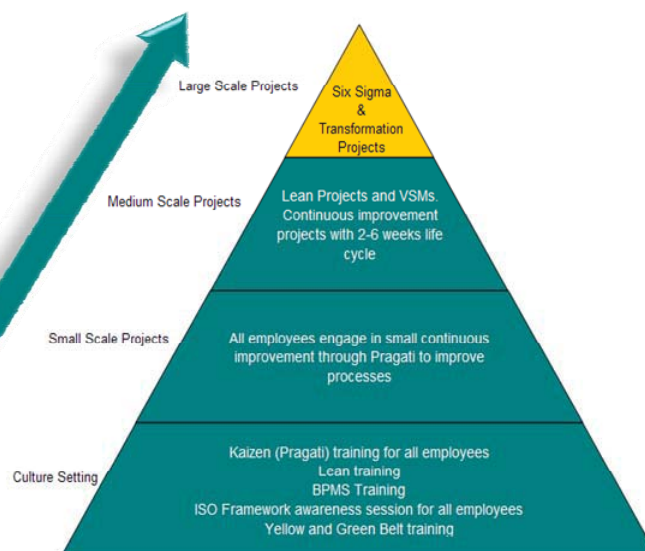


# Process Excellence Supplements Business Excellence

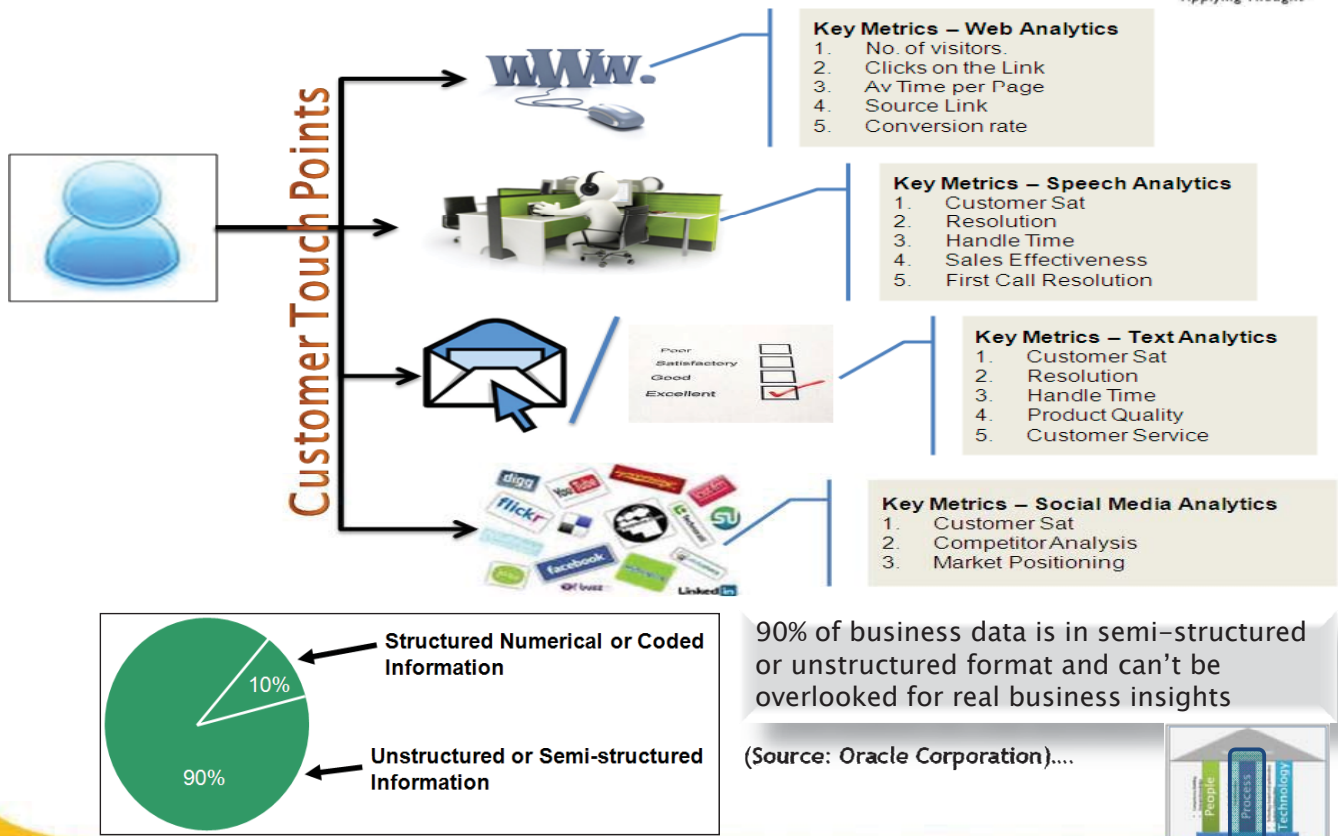


Process excellence starts with incremental innovations through methods such as:

- **Kaizen:** A quality initiative involving implementation of ideas to help improve work performance and become more efficient
- **Continuous Improvement:** An ongoing process, focusing on improving customer satisfaction through continuous and incremental improvements to the processes
- **Lean and Six-Sigma:** Quality methodologies to improve processes through eliminating waste and reducing variation



# Business Analytics is the new frontier in Process Excellence

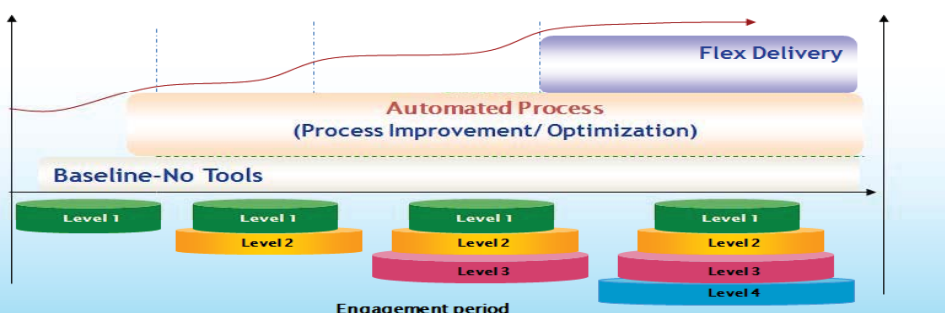


# Standardization as a Key Driver for Process Excellence



## Standardize to Succeed

- Standardization is the key for sustenance of process performance.
- Defined as - Process of developing, agreeing and implementing standards that specify criteria or a set of rules to establish uniform specifications, methods, processes or practices based on research and experience.
- Shift from Best Practices to Standardized Practices.
- Leads to operational excellence through simplified and effective work environment.
- The Key Standardization practices are as follows:
  - Customer Satisfaction (CSat) Management, Case Management, Vitality Training, Agent Variation Management
  - Transaction Monitoring
  - Change Management

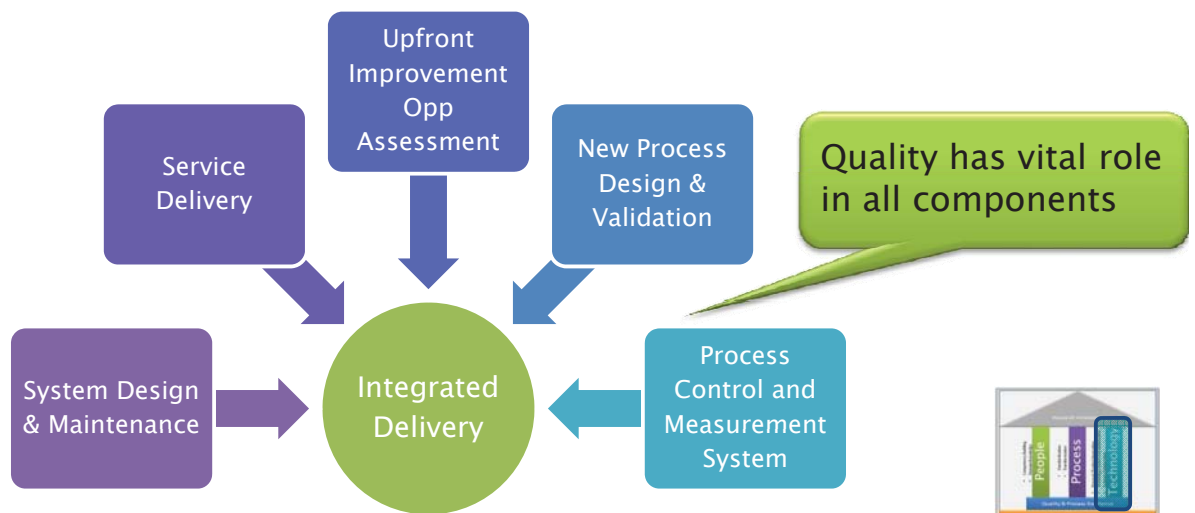




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## Technology Innovation leading to Platform Delivery Models

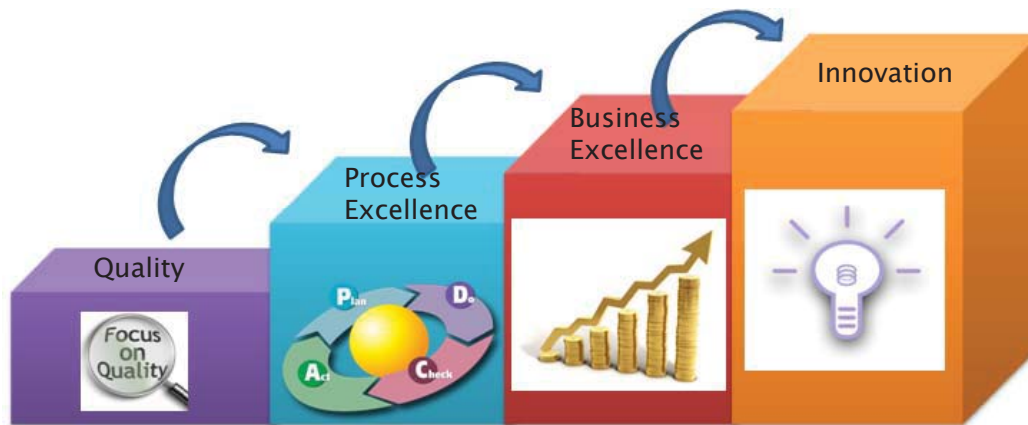
- Customers seek single stop solution for business problems - Often IT and BPO have to be integrated for achieving this.
- Lift and Shift approach is giving way to Fix-Lift- Shift approach.
- Platform based delivery is a key differentiator for today's BPO giants. Ensures leveraging of best practices from varied experiences and shortens the learning curve.



# Integrating Innovation with Business Excellence - Success Factors



- Innovation needs freedom - but equally important is to prevent it from becoming an unmanageable chaos.
- Quality has to ensure that the innovation initiatives are measured, tracked and reported in form of metrics.
- Have measurable outcome from each initiative with process definitions a robust measurement system to ensure responsibility and accountability.
- Differentiate between natural evolution and innovation. Natural Evolution is changing as per market scenario and Innovation is changing the market scenario.
- Keep Innovating... because what is innovation today will be basic ask tomorrow.



And before I end this presentation...



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*"Innovation is about action versus just ideas. It is about implementation as much as it about design. Innovation need not be restricted to products or technology alone. Innovation applies to innovations in business model as well as quality, productivity, service, financial discipline, employee attitudes and renewal. Innovation is not just about incremental improvements in the course of daily operations or a one-off new brilliant idea. Innovation is a culture that needs to be created consciously and pursued assiduously by the organization. "*

- AZIM H PREMJI, CHAIRMAN, WIPRO LTD.

Devender Malhotra  
Head Quality, Wipro BPO  
[devender.malhotra@wipro.com](mailto:devender.malhotra@wipro.com)

Shalabh Srivastava  
Process Lab Lead, Wipro BPO  
[shalabh.srivastava@wipro.com](mailto:shalabh.srivastava@wipro.com)