



## SERVICE DELIVERY ACHIEVES A NEW LEVEL OF QUALITY EXCELLENCE

### Challenge

With its long-term commitment to service delivery excellence, L&T Infotech has achieved many top quality certifications. To increase value-to-quality, the company wanted to bring its process improvement and service delivery capabilities to the next level and ensure consistency of business processes across L&T Infotech. Furthermore, strengthening the company's quality foundation to better support its meticulously defined quality processes and versions needed would enable L&T Infotech to more easily meet future service delivery requirements.

### Solution

For its multi-phased, value-to-quality initiative, L&T Infotech chose the ARIS Platform. Using ARIS, the L&T Infotech process community can meet a wide range of needs, from mapping and analysis to aligning with key business objectives. With best practices and support from IDS Scheer Consulting, the quality team created an infrastructure to facilitate easier identification of process inconsistencies and optimize processes faster.

### Benefits

- Improved communication by defining business processes end-to-end
- Easier to implement process efficiencies
- Reduced duplications across business functions and processes
- Increased reuse across domains and notably accelerated deployments
- Clearer responsibilities and improved resource utilizations
- Faster and more insightful analysis of business scenarios



A global IT services and solutions provider, L&T Infotech is one of the top software and services exporters from India. The company is a wholly-owned subsidiary of Larsen & Toubro Ltd (L&T), an \$11.7 billion technology, engineering, manufacturing and construction conglomerate that operates worldwide. A right-size partner that combines scale, stability and customer-centricity, L&T Infotech offers clients a unique value proposition with its Business-to-IT Connect and commitment to quality.

Get There Faster.™



**“Using ARIS helps us make better, more informed business decisions.”**

Komal Machindar | Head of Business Process | L&T Infotech, India

## Moving ahead with quality

Quality receives top priority at L&T Infotech—a commitment for which it translates into seamless service delivery for clients around the world. Its strong domain focus and maturity of processes, services and solutions enable the company to quickly match customers’ needs with system requirements, maximize IT value and deliver reliably.

Certified to both ISO 9001:2008 and SAS 70 quality standards, L&T Infotech has also achieved CMMI Maturity Level 5—an especially significant achievement as it was earned in a single assessment for all business units and locations. Its ongoing journey for quality excellence is moving L&T Infotech far ahead of the competition.

As part of this commitment, the CEO, COO and Quality Department co-sponsored a multi-year, value-to-quality initiative to take their process improvement capabilities to the next level. Komal Machindar, Head of Business Process at L&T Infotech explained, “We knew we had a consistent way of executing projects, but we wanted be sure we had a consistent way of doing business as well. We also wanted to standardize and improve processes across our nine business units, each of which has its own unique business and technical domain focus.”

## Ensuring business consistency

Their goal, according to Machindar, is to, “continually improve the overall quality of the business that we do and ensure our processes are consistent across our organization.” The initial objectives for Machindar’s Process Framework (PFW) team were to create a framework that could encompass the company’s business processes, including those for strategy, marketing, sales, budgeting and business unit operations, and be able to use this framework to map and model the processes end-to-end.

L&T Infotech has about 250 primary business processes; roughly 75 percent are processes which are common or cross organizational boundaries (i.e., Apex- and Group-level processes—see Figure 1) and 25 percent are operational processes owned by a single area or department. Mapping processes at the business level would enable the PFW team to compare work across the diverse business units to ensure consistency, as well as more easily leverage knowledge throughout the company.

By documenting the business units’ work and building on the model and process requirements in the Quality Management System (QMS), quality reviews would subsequently be able to detect performance issues without losing focus on the business requirements. Machindar noted, “We needed a tool that would speed our mapping, facilitate our analysis and help us learn from each other. We chose the ARIS Platform for our value-to-quality initiative because it does all this and also because our SAP domain has a lot of experience using ARIS and is happy with it.”

## Clearer definitions

Using the ARIS Design Platform and supported by IDS Scheer Consulting and its best practices, the PFW team created filters, templates, objects and structures as a foundation. Next, the team identified and classified the business processes, modeling the process structures as value-added chain diagrams (VACDs) and attaching control flows to the respective processes as event-driven process chains (EPCs). Process owners could easily review and approve each of their processes prior to publication.

In the initial modeling phase, the PFW team was able to incorporate a number of process optimizations, identify potential optimization areas for later evaluation and determine when certain aspects were not defined well enough. “ARIS helped us identify that we needed clearer role definitions for

required functions, such as project managers and project leaders,” said Machindar. “There were cases where the same activity was being performed by different roles in the various support units and this led to confusion and inefficiencies.” Now, the team could use ARIS to define the organizational hierarchy, roles and reporting structures in a single place. Responsibilities were clarified and realigned, which not only reduced confusion but also improved resource utilization.

By using the same model to analyze and redesign the processes end-to-end, Machindar’s team could see inconsistencies and duplications across the business units, mismatches that were hard to identify before without ARIS. Now the PFW team is able to optimize work flows across the units, creating, for example, a new single end-to-end process that communicates recruitment projections for staffing numbers and locations to the infrastructure group to ensure the correct number of workstations are available when and where needed.

## More insightful analysis

The PFW team’s approach encourages culture change and also helps users transition by continuing phased support for the previous word-based process documentation while users become comfortable with processes modeled in ARIS. The PFW team also conducts process workshops so that the stakeholders and senior management can review the “as is” processes together, enabling them to optimize these across the company as a whole. This promotes buy-in and creates more effective quality improvements overall because the process improvements made have a broader perspective.

“Our focus at the moment is to evaluate the business aspects of the processes, not necessarily the application or technical infrastructure,” said Machindar. “Changes might be only at the

business-level, where this affects what someone does every day; meaning instead of doing X they're now doing Y. And it could mean that we may also need to change some underlying applications or infrastructure in order to support that."

More importantly, ARIS has enabled faster and more insightful analysis of the business situations at L&T Infotech. Machindar noted, "Using ARIS helps us make better, more informed business decisions." For example, whether the company chooses to do business in a new country or not is now evaluated and planned by a special group according to a process the PFW team developed, rather than a single business unit making this choice based solely upon its needs alone, as was done previously.

### Culture change with confidence

"We have clear communication throughout the organization now and everyone knows where to find the information they need, be it for activities, definitions or roles," said Machindar. "In addition, because we have been able to clearly define the end-to-end process and where the boundaries are across the various business groups, it is easier for each group to do their work and handoffs between the groups have become smoother, easier and cleaner with fewer errors. Now everybody is thinking that for every activity we do, we need a process. This has been a big culture change for us. This initiative has given us all confidence that the process helps bring a common understanding and it enables us to optimize better." This supports the company's long-term commitment to quality, a commitment that is helping bring L&T Infotech's service delivery to a new level of quality excellence.

### KEY COMPONENTS

Using the ARIS Design Platform, including ARIS Business Architect & Designer, ARIS Business Server and ARIS Business Publisher, enables L&T Infotech to improve communications enterprise-wide, streamline processes easier and make better business decisions quicker.

IDS Scheer Consulting provides L&T Infotech comprehensive ongoing support as needed.



Figure 1: L&T Infotech organizes its business processes into three layers—Apex, Group and Operational to help classify processes according to the business operations and also show the relationships between the processes and stakeholders.

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