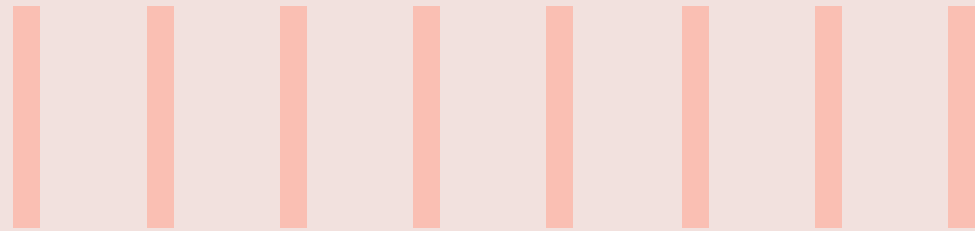




SHARED SERVICES RECIPE FOR SUCCESS

How transforming shared services improved productivity and enabled scale for a British multinational contract foodservice company



Abstract

Infosys BPM took over and transformed the shared services center for a British foodservice company, monetizing existing assets and pledging productivity benefits for 7 years.

Client background

Infosys BPM's client, a British multinational contract foodservice company headquartered in Chertsey, Surrey, has revenues of more than GBP 22.6bn with over 550,000 employees in 50 countries worldwide.



Shared services in a soup

The client's delivery center, located in Birmingham, UK, was unable to meet the financial planning and analysis (FP&A) needs of such a large organization. Localized operations, limited process-based role segregation, and low levels of automation were hindering the center's performance. In fact, the center was still operating in a highly paper-based environment that made reporting and performance metrics tracking

almost impossible.

The client, engaged in its core business, was unable to focus transformational efforts on the SSC and so they turned to Infosys BPM to improve customer experience and responsiveness. The well-respected BPM services provider became their partner of choice because of its proven ability to navigate the multiple environments of the client (SAP, Cognos, HFM) and ways of working.

Taking over the mantle for transformation

Monetizing capabilities and assets upfront, Infosys BPM took over the Birmingham SSC to begin managing all the client's FP&A processes broadly covering the below.

Partnering and managing stakeholders by actively engaging and supporting commercial activities, discussing risks and opportunities and risk impact in the contract, helping them make key financial decisions by providing inputs on forecasts and risks, and overall helping improve business performance

Supporting contract negotiations, retentions, new bids, mobilization, and de-mobilization

Producing standard reports as per predefined policies or as required by contracts, the sector, or the management team

Supporting the forecasting and budgeting process across the company and the Government sector

Supporting audit requirements, asset and capex transfers, and other ad-hoc processes

Performing the month-end and month-close processes for journals, P&L accounts, balance sheet, working capital, and subcontracts

Performing client invoicing and debt management

To succeed in this charter, the Infosys BPM team defined a clear, time-bound transformation roadmap. The existing finance organization was benchmarked and analyzed for areas that needed a process redesign. The team also evaluated the client's change management readiness to minimize any adverse business impact.

To facilitate rapid transformation, Infosys BPM rebadged over 95% of existing employees and added 20+ specialist resources. The team worked on improving process efficiency and effectiveness by implementing OEMS, DCC, Blackline, Adaptive Insights, and RPA. After the rollout

of key initiatives during Year 2, the existing offshore location was leveraged for service delivery using a varied percentage of FTEs across process types.

The success of the program was based on collaborative governance and metrics-driven performance management.

Partnering to win

Infosys BPM's people-centric solution convinced the client of commonality in value systems. The resulting synergy enabled the project team to help embark the client on an organizational change management

journey that was triggered as a part of this transformation.

The team's approach improved scalability of the client's operations and servicing, while committing to productivity benefits of 35% over 7 years. The client also gained from monetizing existing assets upfront in a commercial construct that worked for them, as well as by the team's flexibility in business case modeling. This just goes to show how bringing expert partners on board to manage your non-core activities can deliver exceptional benefits for your business.

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