Business Transformation Services
Transform your processes. Transform your business.

Infosys
We have a vision, that in a transformed organization…

Processes are harmonized, not disparate  |  Operating models are ones that fit the best, not ones that fit the gap  |  Technology is a multiplier, not an enabler  |  Effectiveness is measured with business metrics, not process metrics  |  Knowledge is dynamic, not static

Making these five shifts lie at the heart of our approach. With us, you can not only accelerate business process transformation, but also realize true business value from it.

No goal in sight: Challenges in transformation

Silos. Ownership. Opinions. Dependencies. Governance. These challenges may impede your business strategy. That’s why we begin your transformation journey by placing your observed operational constraints under the scanner.

Multiple opportunities can be unlocked for your core as well as support functions through process transformation, helping you realize business value. Most organizations face roadblocks in transforming their processes — starting from drafting strategies to implementing and sustaining ongoing improvements, all the while managing change to ensure success.

Common challenges

Limiting businesses in realizing value
Kick-off
Capitalize on our Business Value Framework

From identifying areas for improvement to drafting an operational model to managing process performance, we do it all by blending the creative approach of our consultants with the structural rigor of our framework – giving you a practitioner’s view of transformation.

We follow a five-step approach in enabling clients to transform their processes more effectively and efficiently while implementing continuous process improvements. Our five-step approach typically kicks off with a diagnosis led by the Infosys Business Value Framework (BVF). This is followed by defining future state processes and the right operating model, establishing the model, and managing process performance. This practitioner-led consulting approach leverages our repository of proven tools and frameworks.

Our approach leverages a vast array of toolkits and frameworks

- **Conduct diagnostic**
  - Business value frameworks across functions and industries
  - Diagnostic framework

- **Define future state processes**
  - Harmonization / standardization framework
  - KPI framework
  - Establishing benchmarking and best-in-class practices

- **Establish operating model**
  - Implementation framework with a rigorous transition methodology
  - Change management approach
  - Project management approach

- **Process performance management**
  - Lean / Six Sigma framework
  - Infosys operational excellence framework

- **Define operating model**
  - Work scope approach
  - Sourcing model selection
  - Business case template
Strategy in action
Unlock change levers

Our focus is to help you realize business value by unlocking five levers that are fundamental to transformation. Technology is a critical element, and when combined with other levers, can help multiply and realize this value quicker.

We leverage our experience from successfully delivering front-, mid- and back-office business process and IT services for leading Fortune 500 and Global 2000 enterprises. When you combine this knowledge with consultants who possess relevant domain and process expertise, you get a practitioner’s view of transformation.

Service offerings

Our focus areas span most business functions and specific industry verticals. You can engage our function- and domain-specific practices and/or leverage our expertise for three integrated offerings within Infosys Business Transformation Services.

Function and Domain-specific offerings

**Supply chain**

**Sourcing and Procurement (S&P)**
- Spend management
- Policy and compliance
- Sourcing strategy
- Category management
- Vendor management
- Inventory optimization

**Sales and Fulfillment (S&F)**
- Sales efficiency
- Supply chain efficiency
- Inventory optimization
- Logistics management
- After-sales efficiency

**Master Data Management (MDM)**
- Master data strategy and design
- Master data setup and governance
- Data quality
- Data center of excellence deployment

**Human Resources (HR)**
- Process diagnostics
- Building HR insights (analytics)
- People integration services
- Attrition management

**Financial Services**
- Banking:
  - Front / mid / back office optimization
  - Operational risk and compliance assessment
- Product development optimization
- Insurance:
  - Operations optimization

**Operational finance transformation**
- Working capital management
- Risk and compliance advisory

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- Product development optimization
- Insurance:
  - Operations optimization

**Integrated services**

- Shared Services Advisory – Designing and implementing an operating model for service delivery transformation
- Organizational Change Management – Proactively managing people risks to the success of transformation
- Process Re-engineering Support – Driven by Lean and Six Sigma
A shared services strategy enables organizations to streamline operations, reduce cost and manage growth/variability, while improving services. The quality of service delivery and expertise built in the shared services enables organizations to extract business value and release working capital. The next leap in value from shared services will come via a focus on Global Business Services. That is, improved service delivery models, end-to-end function focus, attention to developing ‘next-generation’ products and services, transformation, implementing best practices, and total user experience management. All supported by a vision of transforming the shared services to align with the larger organizational objectives.

What we’ve learned about shared services

1. Successful enterprises have leveraged the shared services model to free up working capital and focus on core business.
2. Shared services are evolving from transforming traditional cost centers into business partners integral to achieving enterprise strategy – becoming a Global Business Services Organization.
3. Consolidating transactional, non-core and tactical processes into shared services is only the beginning of Global Business Services (GBS) journey.
4. GBSs have been leveraged to enhance process control and compliance to statutory requirements and now are exploring new technologies for better service delivery.
5. Existing shared services should be re-evaluated to take advantage of new opportunities.

Service offerings

- **Feasibility and Business Case** — Align the goals of your organization to a shared services strategy and establish a scenario-driven high-level business case for the program rollout.
- **Creation Advisory** — Define the strategy; design, build, and implement a future-ready shared services.
- **Optimization** — Diagnose existing shared services operations to identify improvement opportunities and establish operational excellence.
- **Scaling and Consolidation** — Identify opportunities to scale up and consolidate more processes with services already delivered by your shared services organization.
- **End-to-End Transformation** — Transform existing shared services by identifying opportunities that impact the end-to-end processes beyond what is delivered from within the four walls of the shared services center (SSC).

### Shared Services Evolution

<table>
<thead>
<tr>
<th>Traditional SSC Models</th>
<th>GBS End-state Vision</th>
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</thead>
<tbody>
<tr>
<td>Run as a service</td>
<td>Run as a business</td>
</tr>
<tr>
<td>Focus on costs/FTE reduction</td>
<td>Focus on continuous improvement / productivity gains</td>
</tr>
<tr>
<td>Processes in silos</td>
<td>Technology integration</td>
</tr>
<tr>
<td>Extension of the back office</td>
<td>Business insights through data analytics</td>
</tr>
<tr>
<td>Service delivery focus</td>
<td>Solution adoption focus</td>
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<tr>
<td>Serve individual markets</td>
<td>Bring the markets together</td>
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<td>Support process innovation</td>
<td>Lead breakthrough innovation</td>
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<tr>
<td>Cost savings</td>
<td>Value creation</td>
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<tr>
<td>Project/SLA centric</td>
<td>Total user experience</td>
</tr>
<tr>
<td>Proximity services (travel high)</td>
<td>Remote services</td>
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### Getting across the goal line

**Organizational Change Management (OCM)**

We help you manage the people and organizational risks that hinder program success – avoiding business disruptions and value leakage. While we specialize in Organizational Change Management for outsourcing, we have the skills and experience to help you manage the people side of any business change. Most importantly, we ‘right-size’ your change initiatives to suit your organizational culture / challenges.

### Why is organizational change management important to your transformation?

- When users are slow to adopt a new process or system, that lost time translates to lost benefits
- If only half the users adopt the new processes, the business will realize less than half the projected benefits
- If people don’t know how to use a tool or work with a provider – and how to do it quickly and in response to issues – it could result in lost sales, delayed shipments, and duplicate purchases or payments, and other issues that cause negative bottom-line impact

### How can we help you capture the value from your transformation?

- Ensuring you identify and react to people and organizational risks
- Creating a plan to integrate the change ‘at project speed’
- Delivering results in four key areas:
  - Engaging stakeholders
  - Addressing change impacts
  - Measuring readiness to work in the new way
  - Delivering appropriate training
- Communicating and gathering feedback to make sure the impacts of change are understood and actioned

### How can we help you successfully deliver change?

- Diagnostic and delivery tools and techniques — accelerate identification of people and organizational risks throughout the change management process
- A variety of engagement models — from initial change program definition to full program management: our alternatives represent a ‘sliding scale’ of service levels to meet your needs, capabilities and budget
- ‘Subject matter expert’ time — to support specific work streams (communications or job design) and specific events (leadership engagement, quality reviews, and ad-hoc OCM consulting)

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**Infosys BTS Organizational Change Framework**

[Diagram of the Organizational Change Framework]

**PLAN FOR CHANGE**
*Vision | Strategy and plan*

**COMMUNICATIONS**

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>IMPACTS</th>
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</thead>
<tbody>
<tr>
<td>Who is impacted?</td>
<td>How they are affected?</td>
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</table>

**FEEDBACK AND IMPROVEMENT**

<table>
<thead>
<tr>
<th>TRAINING</th>
<th>READINESS</th>
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</thead>
<tbody>
<tr>
<td>What skills and capabilities are needed to be successful?</td>
<td>What must they do to be ready?</td>
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</tbody>
</table>

**MANAGE CHANGE PROGRAM**
*Workplan tracking and reporting*
A global electronics major
F&A process consulting in accounts payable, accounts receivable, and record-to-report processes

Situation
Disparate operating models across business lines as well as the entities within the business lines in Brazil
The complexity of the market with regard to taxes was the presumption for probable deviations
Understand areas of differences within LOBs, arrive at a global process harmonization, benchmark with best-in-class operations

Solution
Created taxonomy for processes and respective steps, performed as-is assessment by interviewing teams in LOBs / Finance SSC / Infosys
Identified gaps at 3 levels:
  1. Within the LOBs / units
  2. With the harmonized way of working
  3. With best-in-class practices

A Fortune 50 consumer goods company
Procure-to-pay (P2P) benchmarking and process consulting

Situation
Measure shared service center (SSC) performance by benchmarking key metrics against clients who are serviced by Infosys BPO
Provide practitioner consulting by conducting deep dive sessions in key sub-processes and lay out an operational strategy roadmap for the next 2 – 3 years

Solution
Benchmarking
  1. Used a pre-defined template for capturing critical data points
  2. Leveraged the client’s SAP BW system to retrieve key data
Process consulting
  1. Identified key sub-processes / areas for improvement
  2. Conducted workshops with process experts
  3. Understood current ways of measuring metrics and gaps compared to market practices

Business value
Identified 200+ improvements to harmonize processes
Identified 300+ improvements to create best-in-class practices
Laid out an opportunity roadmap which had potential impact on the CFO’s business metrics, i.e. cost of operations, working capital, and compliance

Business value
Identified over 70 improvement opportunities after benchmarking 3 global SSCs and their outsourced service center partner performance
Implemented key business and operational metrics and their capture mechanism
Identified cost savings of US$ 8 million (YoY) and cash savings of US$ 4 million (YoY) for mailroom and GR/IR transformation, debit balances, and discounts capture

Creating award-winning outcomes
At the BPO Excellence Awards 2012, we won the ‘BPO Innovation of the Year Award’. We were recognized for our work to carve out an operational strategy roadmap using the Business Value Framework (BVF) model that delivered the client’s business goals and made their accounts payable (AP) process more efficient in the future state.

For more information about Business Transformation Services, please visit www.infosysbpo.com/bts
About Infosys

Infosys is a global leader in consulting, technology, outsourcing and next-generation services. We enable clients, in more than 50 countries, to stay a step ahead of emerging business trends and outperform the competition. We help them transform and thrive in a changing world by co-creating breakthrough solutions that combine strategic insights and execution excellence. Visit www.infosys.com to see how Infosys (NYSE: INFY), with US$8.25 B in annual revenues and 165,000+ employees, is helping enterprises renew themselves while also creating new avenues to generate value.

Infosys BPO, the business process management subsidiary of Infosys, provides a broad range of enterprise and industry-specific services. We deliver transformational benefits to clients through our proprietary Process Progression Model™ (PPM). These benefits include cost reduction, ongoing productivity improvements and process reengineering.

For more information, contact info@infosysbpo.com