



GETTING TO THE CENTRE OF IT ALL

How Infosys BPM helped establish a shared service centre (SSC) for the fragmented finance and accounting operations of a leading online marketplace.

Abstract

Antoni Kaminski, Head of Finance Operations at the world's fastest-growing network of trading platforms operating across 30+ countries, was looking to centralise its highly fragmented and spread-out F&A processes. This case details how Infosys BPM stepped in and set up a productive shared service centre, standardising 70% of the F&A processes, creating cost savings, and giving Antoni centralised ownership and control over his operations.



When accounting is all over the place

Antoni Kaminski is the Head of Finance Operations at the world's fastest-growing network of online marketplaces and trading platforms, operating with 20+ brands across the globe. He is tasked with overseeing and managing its vast finance and accounting operations, with the primary responsibility of optimising process flows and maximising performance.

However, the company's F&A operations, spread across over 30 countries, lacked proper standardisation or centralised ownership throughout. There were significant deviations in processes, policies, and procedures among the various locations, with no clear split of roles and responsibilities across departments. This made it increasingly challenging every day for Antoni to gain proper visibility into the processes or manage business performance. Moreover, given the

fragmented nature of the operations, he would often struggle to attain centralised control over the overall revenue and costs.

The company had attempted to migrate its process network to the S/4HANA system, but it had turned out to be a choppy transition—given the different tools and ERP systems used across countries. With looming process inconsistencies and fragmented controls leading to increased discrepancies and operating costs, Antoni realised that he was in dire need of a centralisation and process standardisation solution.

He began looking for external support from a professional technology vendor and sent out a detailed RFP for the same. When he received an overwhelming number of responses, stakeholders within the company suggested that it might be more productive to handle the project

internally. However, Antoni convinced the board to review the proposals before making a decision. Going through the several impressive profiles received, the board collectively decided to go ahead with Infosys BPM based on its commitment to innovation, rich history of SSC/GBS advisory and implementation successes, and pre-built, ready-to-use in-house methodologies and toolkits.

With the paperwork done, Antoni immediately set up a series of meetings with Maria Nowak, the Infosys BPM project team lead, where he walked her through the existing F&A processes, detailed the challenges, and highlighted his need for an all-inclusive centralisation solution. Antoni even expressed his readiness to explore new operating models and pointed toward setting up a centralised shared service centre.

Gathering everything under one roof

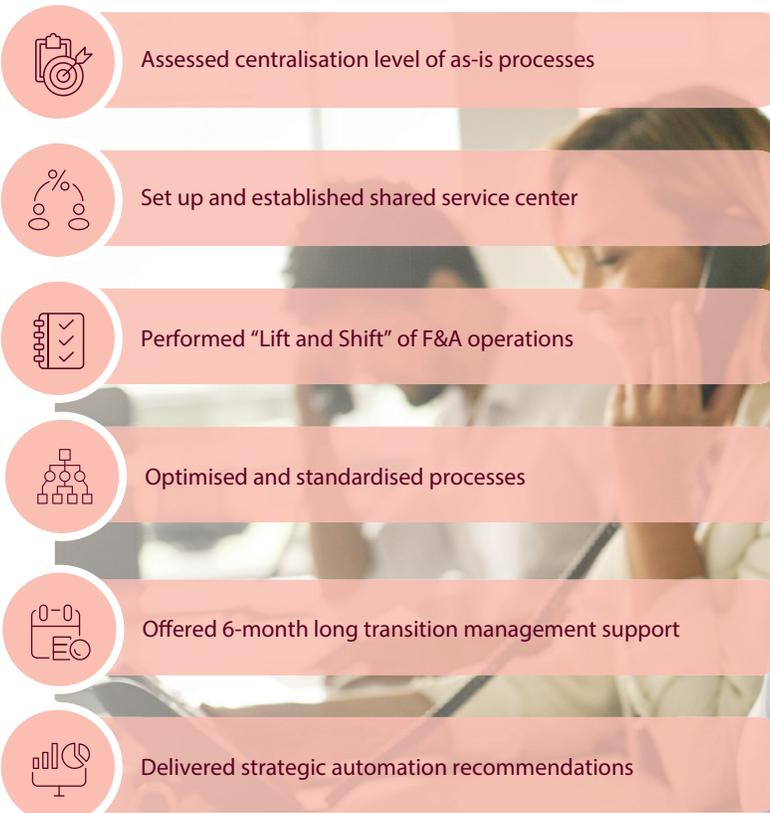
Taking note of Antoni's requirements and project objectives, Maria rounded up her team to conduct an in-depth audit of Antoni's as-is F&A processes, pinpoint the deviations, and brainstorm on the most optimal methodology for standardisation. Together, they concluded that the best way forward would be to — as already suggested by Antoni — set up an SSC for centralising the organisation's F&A

operations across Asia-Pacific (APAC), Europe & Middle East, & Africa (EMEA), and the Americas.

Upon discussing key details, Maria and Antoni jointly finalised setting up the SSC in Poznań & Kiev, within the EMEA region. This meant that Maria and her team would have to perform a "lift and shift" operation from the other regions to effectively migrate their

F&A functions. Maria already had extensive experience working on similar projects, which had given her an easy familiarity with the relevant toolkits, frameworks, and digital assets used in SSCs. For added support, she built up a core team of Infosys BPM's experienced SSC practitioners with a project manager, a transition lead, and consultants to set up, deploy, and run the SSC.

Approach summary



Maria began by sitting with the core team and divided the project into four phases—assessment, transition, stabilisation, and maturity & optimisation. In the first phase, they evaluated, assessed, and identified the F&A processes that would need to be migrated to the SSC.

With the planning complete, the team went on to execute the transition in the next phase. Maria swiftly assembled a skilled workforce to support the two

accounting SSCs. They also established centres of excellence and a global transaction hub for centralising accounting operations. During this stage, Maria also addressed several of Antoni's finance team's concerns before they could cause issues, securing their buy-in for the project. Maria and her team were then faced with the COVID-19 pandemic, but they persevered through the many unforeseen challenges such as fully remote working

arrangements and working round-the-clock to continue driving the project at full pace.

In the third stage, the team took their time monitoring and reviewing the new workflows, ensuring zero disruptions and complete stability in the processes. Maria and the transition leads also delivered comprehensive training, set up internal controls, and created a detailed RACI (Responsible, Accountable, Consulted,

and Informed) matrix to clarify roles and responsibilities across the SSC and ensure smooth operations. Then, in the final stage, the team assessed the process maturity levels and identified opportunities for automation and further process optimisation. With this, they then created

a roadmap to best-in-class operations using advanced analytics and process automation recommendations.

Throughout the project, Maria made it a point that she and her core team were available 24*7 for Antoni and his team,

offering hands-on support to help them meet every SSC project milestone. At multiple points during the transition, Maria also offered Antoni relevant process advisory, enhancing and optimising the SSC's capabilities.



The benefits of being centred

Maria and her team's consistent efforts, unwavering determination, and vast knowledge base led to the establishment of a highly successful and productive SSC. The

new and modified F&A operations under the SSC gave Antoni the much-needed process visibility, control, and centralised ownership over revenue and costs. The

project also did wonders in eradicating cross-country process deviations, creating a highly standardised and streamlined accounting workflow.

Key benefits

-  70% of F&A process scope centralised
-  ~30% improvement in process quality
-  Complete control over revenue and costs



Thus, with their 92 recommendations for process standardisation and 22 for automation, Maria helped centralise and optimise Antoni's F&A processes across the globe. The SSC had centralised 70% of the F&A process scope. The entire operation created a ~30% improvement in overall

process quality, along with significant cost savings for the organisation.

Looking at these impressive results, Antoni expressed his appreciation for Maria and her team's commitment, professional approach, and consistent support, telling them how glad he was that he decided to

sign on Infosys BPM as his partner for the project. But the journey of the partnership continues. The two have already started discussing plans to expand the service catalogue and evolve the European SSC into a digitally powered global business services (GBS) centre in the future.

**Names have been altered to preserve the identities of the people involved.*

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