



ONE SMALL SHIFT, MANY BIG GAINS

Abstract

Robert Michel, Innovation and Transformation Lead at the finance shared service centres of a leading logistics company, was troubled with lack of visibility into the highly fragmented workflows and technology solutions implemented by the company's service provider for accounts payables. This case details how Robert shifted to Infosys BPM as their new business transformation partner, which brought about strategic automation, enhanced data quality, increased efficiency, and substantial savings.



Losing the plot with fragmentation

Robert Michel is the Innovation and Transformation Lead for the financial shared service centres of a leading logistics and supply chain company. In this role, he oversees the centres' global process standardisation, improvements, and automation, and is also responsible for managing external service providers, ensuring that their solutions are seamlessly delivered.

For over a decade, the company had engaged with a single service provider for its accounts payable (AP) operations across countries. But Robert found it challenging to gain complete visibility into its technology solutions and the process

changes they had introduced. A closer review of the situation revealed high levels of fragmentation and process variation, and Robert realised that the monthly dashboards were not reflecting the fully accurate view of the progress on the ground. When overseeing the processes, he also noticed that his AP team was spending a significant chunk of its efforts on manual data entry activities. This implied that the service provider had not fully explored the opportunities for automation.

Feeling the heat of being entirely dependent on this service provider, Robert started searching for a replacement. He sent out a detailed RFP, looking for

a professional business transformation partner to implement an effective standardisation and automation solution across his AP processes. After a careful study of the responses received, he signed onto a partnership with Infosys BPM to bring about the change, because of their robust experience across finance and accounting, including procure-to-pay, order-to-cash, and record-to-report services. With the contract finalised, he immediately set up a series of meetings with Akhil Srivastav, Infosys BPM's team lead for the project, giving him a detailed brief on the situation and the changes he wanted.

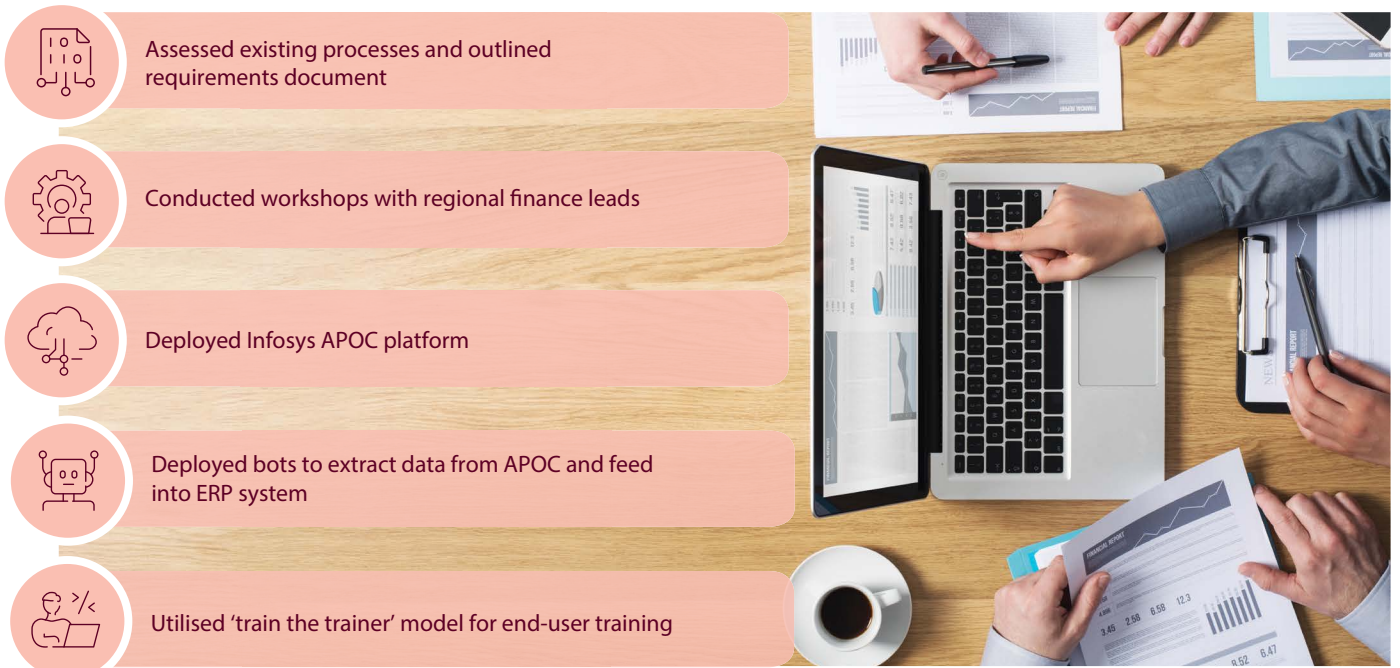
Harnessing the power of automation

As a first step, Akhil and his team conducted workshops with Robert's AP operations personnel to gain a comprehensive understanding of the existing process, along with its variations and exceptions introduced by the erstwhile vendor. Then, based on the insights from

their thorough evaluation of the processes, the team created a detailed requirements document outlining the specifications and requirements from a potential new solution for effective standardisation and automation. After detailed discussions and with Robert's concurrence, they decided

on replacing the existing AP workflow with the Infosys Accounts Payable on Cloud Platform (APOC), a cloud-native AP platform with best-in-class technologies such as AI and ML.

Approach summary



The team quickly moved on to onboard Robert's AP processes onto the platform and designed a robust solution based on the requirements and a standardised ERP interface. Soon after this, they went on to onboard cash-with-order mailboxes onto the APOC platform. Yet, implementing a comprehensive standardisation solution across countries, each with unique customisation requests, was not going to be a simple task. Noting this, Akhil asked Robert to identify a single point of contact from every region for faster resolutions. He then set up regular workshops with Robert and the regional finance leads to ensure that all country-specific requirements were taken care of during the process standardisation.

Big gains all around

In the end, Akhil and his team's efforts in automation and standardisation paid off significantly. With the bots in place, the AP operations team now witnessed greatly improved levels of efficiency in processing cases. The operations team was able to

During the transition, Robert expressed concerns about the training and adoption rate of the new platform amongst his team members since they'd been used to the previous platform for over a decade. However, Akhil was ready to address the issue with strategic "train-the-trainer" programs to maximise reach and speed up the adoption of the new platform across regions. This involved extensive training on the ins and outs of the new platform, equipping the users to train the larger group of end-users.

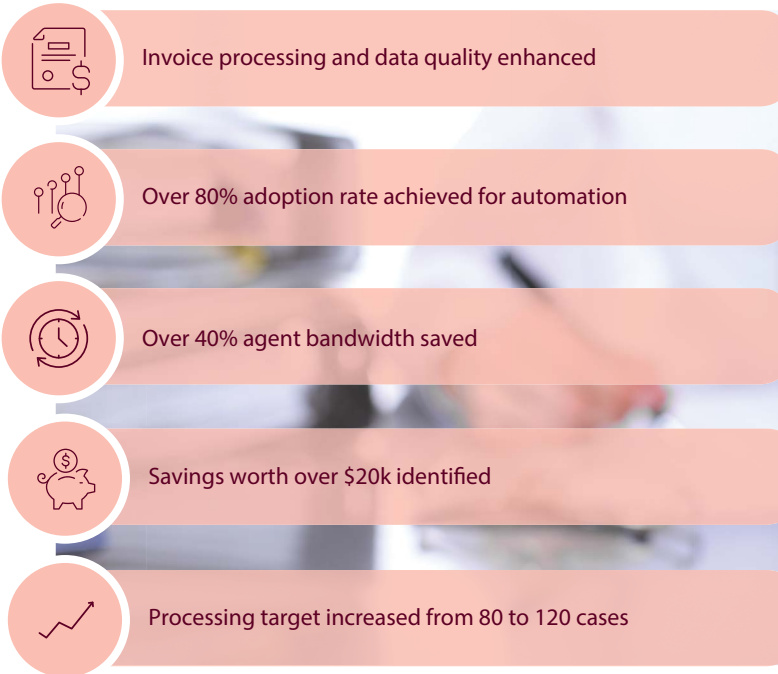
With the solution ready for launch, Akhil and his team encouraged the AP agents to submit their cases to the APOC platform once they had performed their

now target around 120 cases, which was up from a maximum of only 80 cases pre-automation. The enhanced systems allowed an effective utilisation of the operating agents' efforts, saving over 40% of their work bandwidth when considering

validation checks and data entry tasks. Bots deployed by the team would then extract the processed data from the platform and automatically execute the required actions in the ERP system. While Robert was initially worried about the scale and performance of the new automated system in comparison to the process used by the earlier service provider, Akhil and the team soon reassured him that their bots had already achieved accuracy metrics of over 80% and what was more, adoption rates by the agents had soared to over 80%.

the implementation across just the UK and Ireland. Through the gains in efficiency, the solution helped Robert reduce FTE count by ~5, gifting the company savings worth over \$20k.

Key benefits



Along with these, Robert was also happy with the other outcomes such as the increase in vendor satisfaction due to the more efficient payables operations as well as the improvement in quality of invoice processing. What was more, the improved data quality delivered by the platform

was helping him with better analysis and visibility.

All of this led to two other unforeseen benefits for Robert and Akhil. For Akhil, the organisation signed him on to extend his highly scalable solution across two more

regions of its operations. And for Robert, not only did the company leadership applaud his transformative initiative, they also soon promoted him as Director of the financial shared service centres.

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

For more information, contact infosysbpm@infosys.com

Infosys[®]
Navigate your next

© 2024 Infosys Limited, Bengaluru, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and/ or any named intellectual property rights holders under this document.

[Infosysbpm.com](https://infosysbpm.com)

Stay Connected

