



MAKING SHARED SERVICES HYPER PRODUCTIVE – LIVE ENTERPRISE FOR A LEADING PROFESSIONAL SERVICES ORGANISATION

Abstract

Dan Taylor, the Global Delivery Services Head at a leading professional services organisation was looking to modernise the finance organisation and enhance the global business services (GBS) penetration. Infosys BPM, with its robust GBS transformation expertise, helped him transform a centralised organisation to a center of excellence (CoE), while also raising his global operations to a hyper productive level.



Seeking hyper productivity

Dan Taylor, the Global Delivery Services Head at a leading professional services organisation was worried by many aspects of his global business services (GBS) function and its performance. He had been internally handpicked a couple of years ago to take the centralised shared services center unit in his organisation to a world class center of excellence (CoE). With over 1400 staff, his global business services (GBS) team serviced finance and accounting processes such as procure-to-pay (P2P), order-to-cash (O2C), record-to-report (R2R), financial systems support, and governance, risk and compliance (GRC) for some divisions across the company.

The first major part of Dan's concern was that, the shared service function was not being widely utilised within the company – in fact, with the various divisions organised as separate entities, GBS adoption was less than 35%. Another difficult piece was that his finance shop was far from being world-class or even completely digitised, with most of the processes requiring extensive manual effort.

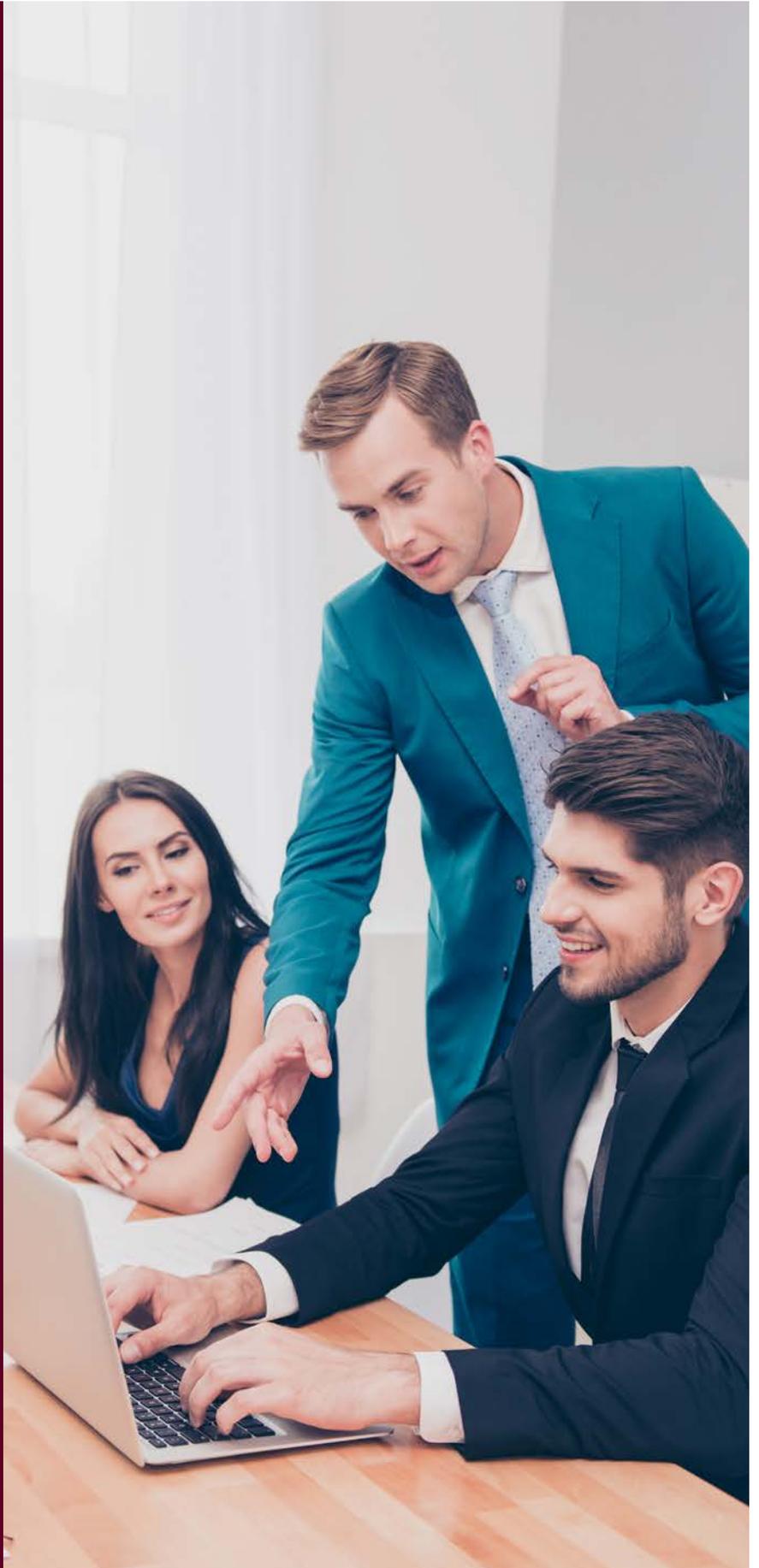
Secondly, across his process streams, standardisation was not up to desired standards and as a result, there was limited focus on tracking business metrics due to the variation across geographies.

Another major concern for Dan was the decreasing morale in the team. With shared services being a captive unit of the company, he had limited upward career paths to offer his talent and faced an uphill struggle in trying to inspire and retain them. Thus, attrition was shooting through the roof and work suffered due to the long hiring times for specialist SAP positions.

These problems were compounded by inadequate documentation of standard operating procedures, and Dan was at a loss with getting his team to improve service quality and enhance productivity.

Hyper productive organisation

For organisations on the digital transformation journey, agility is key in responding to a rapidly changing technology and business landscape. Now more than ever, it is crucial to deliver and exceed on organisational expectations with a robust digital mindset backed by innovation. Enabling businesses to sense, learn, respond, and evolve like a living organism, will be imperative for business excellence going forward. A comprehensive, yet modular suite of services is doing exactly that. Equipping organisations with intuitive decision-making automatically at scale, actionable insights based on real-time solutions, anytime/anywhere experience, and in-depth data visibility across functions leading to hyper-productivity, Live Enterprise is building connected organisations that are innovating collaboratively for the future.



Solving the complexity

The situation was complex, and Dan concluded that he needed a right partner with the expertise to put all its pieces together and bring in a robust synergy of IT and business process management (BPM) strengths.

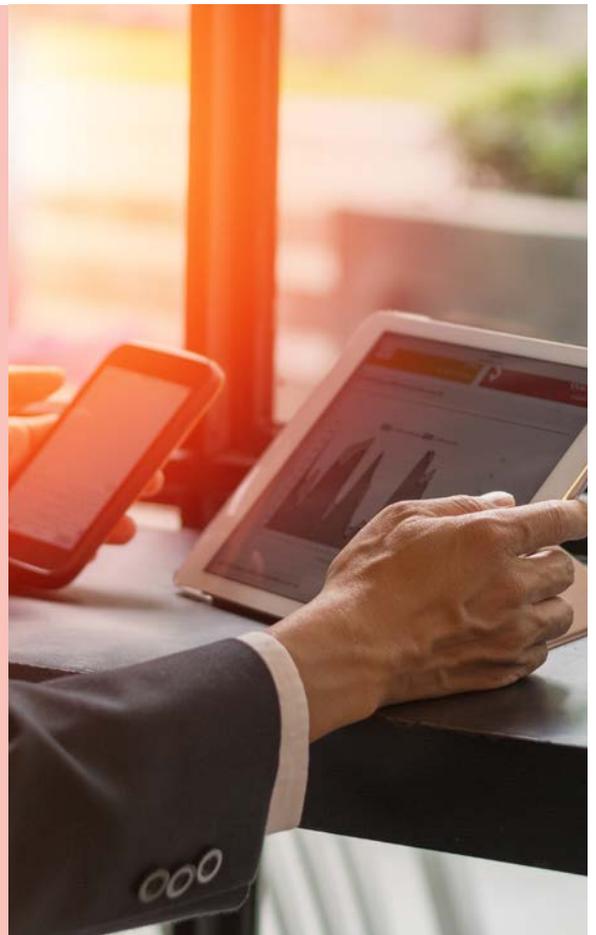
Dan's organisation rolled out an RFP,

and Infosys BPM responded with a compelling solution. Dan and his senior staff scrutinised the proposal which involved transformation of the centralised organisation, the taking over of some of the company's delivery centers, and completely managing the SAP support

and functional deployment teams. The Infosys BPM solution offered a transaction pricing model for 70% of the activities from the get-go and committed to making Dan's operations hyper productive with a productivity increase of 49% over 7 years of contract.

Approach summary

- Transformed a COE of over 1400 resources
- Took over 3 centers across China, Poland, and India
- Digital and functional transformation (implementation of RPA, Highradius, Blackline and domain-led projects)
- Augmentation of leadership roles
- Innovative utility and operating model to increase adoption
- 128 additional controls designed and implemented
- Implemented SQP and performance management system



Dan was convinced with Infosys BPM's strong integrated IT+BPM solution with its high level of contextualisation of digital and functional transformation, as well as with the service provider's demonstrably deep and wide knowledge of people transfer experiences. Thus, began a new journey of partnership and transformation, and Dan quickly connected with Shane Chambers, his point of contact from Infosys BPM. In their discussions, Infosys BPM also offered flexibility around the pricing

constructs, demonstrated their plans, and offered innovative ideas to increase the adoption rate of shared services within the company.

Dan and some of his senior colleagues had some initial concerns about how this exercise would pan out. They also had some reservations about Infosys BPM's ability to handle the company's niche services that involved a combination of technology and process. Shane demonstrated Infosys BPM's capabilities

with reference points from having delivered the same with other customers. Additionally, he cleared their doubts by showcasing a business case that promised early returns starting in the first two years of the contract itself.

The new partnership went live in August 2019, where Infosys BPM transitioned over 1400 resources from the F&A functions and across centers in China, Poland, and India. The exercise included augmenting the strengths of the staff with leadership

and transformation roles for all the processes including P2P, O2C, R2R, MST, SAPGRC, business process integration, data governance, and data analytics.

Dan and Shane's teams collaborated to design and implement over 120 additional controls to strengthen the operational risk framework. The change management team also put in place a performance

management system with process and business metrics designed to align with the nature and size of operations. In addition, a service quality plan (SQP) helped implement failure mode and effect analysis (FMEA) and a digital command console for automated reporting.

Infosys talent attraction measures and change management practices ensured

initial conversion was 100% in India and over 95% in Poland, it was only ~80% in China, and the backfilling of resources did cause some worries. However, once things settled down, Dan was able to successfully work with Shane to migrate the finance processes of 5 countries into the SAP instance within the second month of the transitioned operations.



A picture-perfect partnership

Dan and Shane took the project live in 3 months, with more than 90% of overall conversion rate in transformation of the staff, while maintaining 100% adherence to project milestones. Shane's transformation team adopted an integrated hiring approach, filling vacant support positions with SAP specialists from the parent company. Also, the transaction pricing model kicked in from day 1 of operations, with the appropriate levels of built-in hyper-care supporting the change and delivering 49% contractually committed efficiency benefits.

Key benefits

- 49% committed productivity increase
- Operating model transformation
- SAP and finance systems implementation support
- Service quality and business continuity plans
- Automated reporting system with digital command console



With all these changes, the transformed centers delivered strong reporting and insights for effective decision making. Over time, and after a secondary transition to India, the operating model was further transformed with all standard operating procedures reviewed and updated with robust training manuals. Further, during the pandemic, Shane deployed Infosys BPM's business continuity plan that ensured all the delivery centers seamlessly

transitioned to a work-from-home model with no impact on operations.

When Dan recently met his group CFO to review his shared service operations, he received appreciation for all the progress made, and especially for the seamless way operations continued despite the disruption posed by COVID-19. The CFO also informed Dan that his now hyper productive shared services with its

significantly improved service quality was quickly gaining recognition across the organisation. With the solution already showcasing business benefits in the first 2 years, Dan was confident of achieving much more in the next 5 years of the contract. And thus, Infosys BPM helped the leading professional services organisation realise hyper productive benefits and pave the way to become a Live Enterprise.

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

For more information, contact infosysbpm@infosys.com

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