# FINANCE CENTRE OF EXCELLENCE

Infosys®
Navigate your next

# Domain Pentagon Driven by Finance Center of Excellence

## Training & Development

- Domain specialists building
- F&A foundational training & domain intervention training
- "Train & hire" model
- Project Genesis - university tie ups to acquire talent
- Professional education program

## Tax Center of Excellence (CoE)

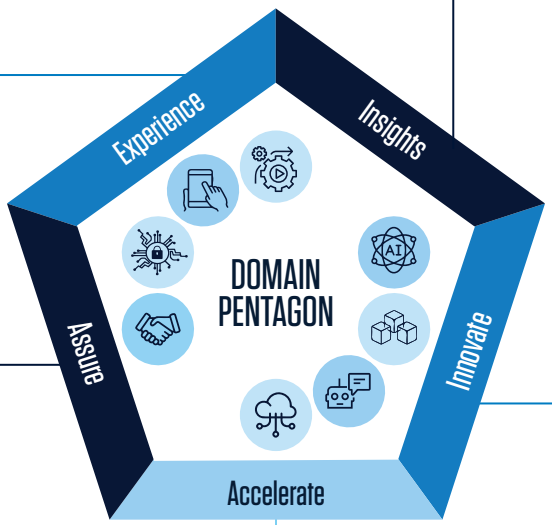
- Indirect taxes
- Direct taxes
- Other taxes
- Across EMEA, APAC, NAM

## Knowledge Bank

- Transformation case Studies
- F&A benchmarking repository
- Process templates, flow charts, & trackers
- Point of views (POVs) & best practices

## Research

- **Financial Statement Analysis**
  - Trend analysis
  - Industry comparison
  - Top 10 competitor analysis
- Finance function Hackett benchmarks
- SWOT analysis & insights
- Assessment of key business metrics & impact by peer comparison
- Other key company information such as history, key facts, business segments, share price & market capitalization, executive summary
- **Industry Dossiers**




## Control & Compliance

- Risk management support & robust quality control framework for all F&A operations covering both enterprise & engagement risks

## F&A Benchmarking Exercise

- **320+** benchmarks
- **100+** benchmarking scorecards
- **200+** best practices & transformation levers
- Business value articulation (BVA) framework

## Digitization of Training & Re-engineered Operating Model

- Digitization of trainings, certifications, training material, POVs, process frameworks & templates, best practices, & benchmarking
- Globally-aligned finance structure
- Empowered GBS layer
- Optimized pyramid; adaptive capacity
- Presence in talent-rich, low-cost locations globally

## Finance Excellence Model 2.0

- End-to-end F&A-integrated model embedded with parameters such as digitization & automation, control & compliance risks, analytics, & data accessibility

## F&A Transformation Projects

- Multiple billion dollar benefits & value delivery

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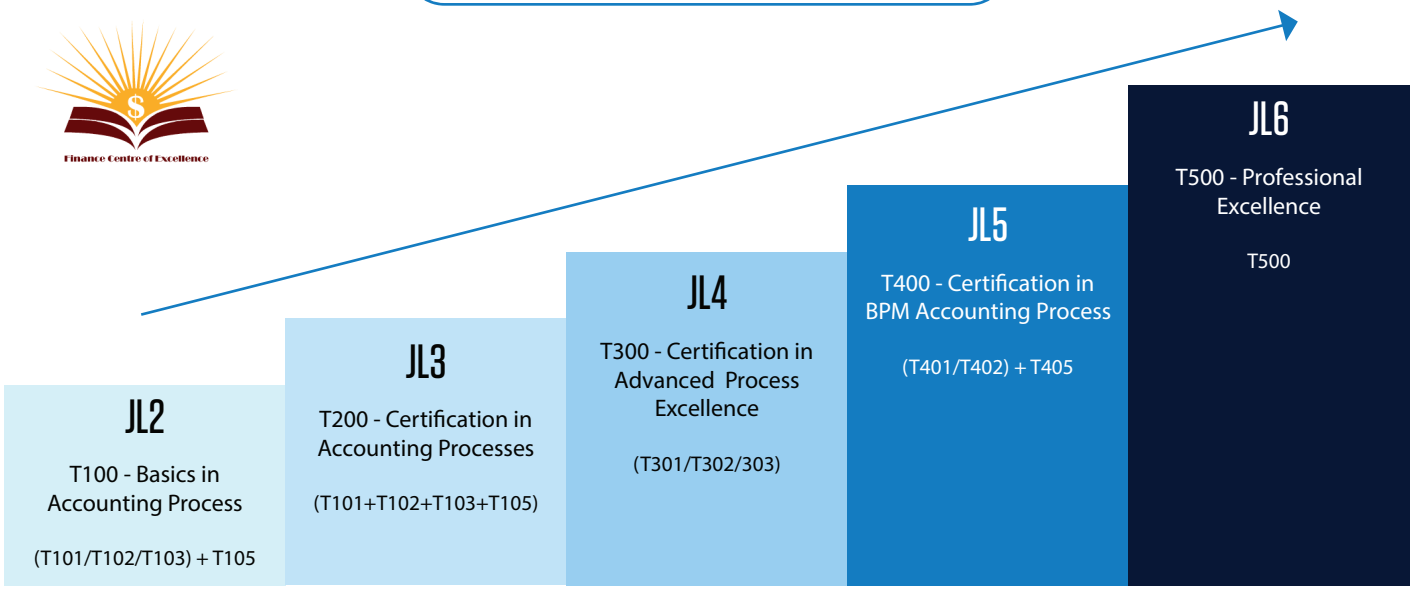
# Experience - Training & Development

**Global F&A Domain Mandatory Training Grid**




Training content structure: Domain + Process Excellence + Tools & Technology

- Foundation training
- Cross tower trainings
- Domain training & certification on LEX
- Project-based training
- Higher education program
- Hybrid operating model & global domain grid with local nuances
- Techno-functional training
- Domain intervention training
- High-end accounting training series
- Skill tags
- SAP ERP end-user training
- Train the trainer - Project Genesis
- Delhi Skill & Entrepreneurship University (DSEU) Support
- Next-gen leaders
- POVs

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# Our Partners

- Recognized as Approved Employer Trainee Development Partner by ACCA, & Quality partner by CIMA
- Tie-up for high end trainings with a Europe-based leading provider of audit, tax and advisory services, and with a UK-based leading professional services organization
- 'Train & hire' model to have pretrained resources

Finance Centre of Excellence

ACCA

MY LOGIC
transforming career

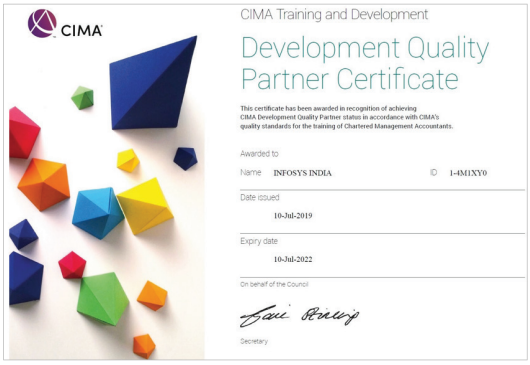
CIMA

GTG
Get Through Guides

rubicon

NAVJYOTI
Next Gen.. Corporate Solutions

GTT
GLOBAL TALENT TRACK
Power Ahead



# Insights: Research Unit

**Industry dossiers to enhance knowledge**

1. Industry trends, core industry benchmarks
2. Financial ratios, high-end accounting
3. IFRS applicability, local regulations, and guidelines
4. Control & compliance, & taxes
5. Technology trends & transformations, competitor technology solution

- Healthcare & Life Sciences
- Insurance
- Energy & Utilities
- Telecom
- Retail
- Hi-Tech
- Metals & Mining
- Transport
- Financial Services
- Media & Entertainment

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# Insights: Knowledge Bank

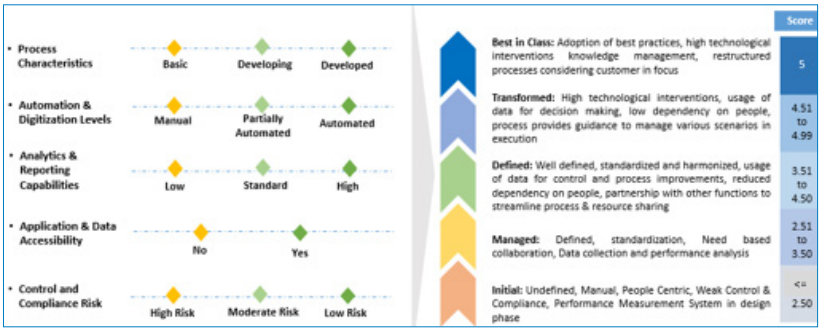
**Knowledge Bank**

- Transformation case studies
- Process templates
- L6 flow charts for all the towers
- Process trackers
- L7 process taxonomy for P2P, O2C, R2R & FP&A
- Business value articulation flowcharts covering P2P, O2C & R2R
- Best practice & replications
- Core industry standard KPIs
- SLAs
- Compendium of improvement levers
- Standard year-end close guidelines
- Collections excellence playbook
- ERP navigation
- IFRS/ GAAP updates
- Geographical nuances

# Accelerate: Finance Excellence Model 2.0

End-to-end F&A-integrated model embedded with parameters such as digitization and automation, control & compliance risks, analytics, & data accessibility, defining the maturity stage at multiple levels (engagement/ tower/ process/ sub-process) along with pre-defined transformation levers tied-up for the respective improvement areas

| | | |
|---|---|---|
| 5 Maturity stages | 5 Parameters | 14 Attributes |
| 25+ Processes | 130+ Sub-processes | 200+ Transformation levers |




### What are the Benefits?

- Provides assessment independent of industry benchmark metrics
- Useful from pre-transition phase till stabilization & transformation phase
- Aids transformation roadmap building
- Quick in-depth assessment, instant results, & solutions
- Easy to use & flexible

### Deployment:

- F&A Solution Design - due diligence
- Digital Transformation Services - maturity assessments for consultation pursuits
- Quality – base for identification of potential projects and roadmap for driving transformation

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# Assure: F&A Benchmarking Exercise

Business, process, capability, & automation metrics across FP&A, R2R, O2C, & P2P

**Our Differentiators**

- Added focus on automation metrics
- Region/ geography-wise insights
- Control & Compliance, & Tax metrics embedded in relevant towers
- **320+** Benchmarks
- **100+** BVA scorecard
- **200+** Transformation levers

**Business value delivered:**

- Engagement-wise benchmarking scorecards with improvement areas & proposed transformation levers to reach 'best in class'
- Business value delivery mapping, clearly portraying transformation drivers
- Contract renewal discussions/ client asks

**Value delivered to Sales & Presales:**

- Base for comparison in RFP Responses
- SLA reckoner
- Effort estimation calculators
- BVA

# Benchmarking Methodology & Approach

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**Data Collection**

- Questionnaire designing
- Discussion with clients
- Data collection for the metrics

**Data Validation**

Interviews conducted to:

- Data variances clarification
- Process design understanding
- Identification of reasons for variances
- Improvement opportunities identification

**Data Analysis**

- Data analytics & benchmarking
- Normalization for process design, technology & other key factors

**Benchmark Outcomes**

To the engagement:

- Benchmarking scorecard
- Business value delivery mapping

To the F&A Practice:

- Data repository
- RFP responses
- SLA reckoner
- Effort estimation calculators
- BVA

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# What does it mean to different stakeholders?

### F&A Practice

- A wide range of process/ business metrics covered – including quality, process effectiveness, efficiency & business value
- A data bank containing various analytical insights into the operations in terms of metrics, best practices, & capabilities

### Operations

- Roll-out 'benchmarking scorecards' for operations – with the improvement journey and the projects to be implemented to each 'best in class' performance
- Benchmarks integrated with Infosys' Business Value Articulation framework

### Business

- A framework for realistic negotiation of service levels, as it is based on live data from operations

### Value Creation

**320+**
Benchmarks

Business Value Articulation Framework

**100+**
Engagement Benchmarking Scorecards

Increase in Transformation Opportunities

**200+**
Best Practices & Transformation levers

# Data Mined for Benchmarking

### Industry Segments

- Manufacturing
- Banking
- Consumer Products & Retail
- Insurance
- Media & Entertainment
- Telecommunication
- Mining
- Healthcare
- Infrastructure
- Hospitality
- Government Services

### F&A Towers

- Procure-to-pay
- Order-to-cash
- Record-to-report
- Financial planning & analysis

### Geographies Served

- NAM
- EMEA
- LATAM
- APAC

### Metric Classifications

- Business metrics
- Process metrics
- Automation metrics
- Capability metrics

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For more information, contact infosysbpm@infosys.com

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