CARVING OUT SUCCESS FROM NEW DIVISIONS

Abstract

A Europe-based multinational company had struck a partnership with Infosys BPM for outsourcing and digitising its finance and accounting operations. However, when soon the company decided to segregate parts of its operations under separate business units, IT Director Nathan Hugh became responsible for optimally dividing Infosys BPM's digitalisation initiatives across the new units, and that too under crunched timelines. This case details how Infosys BPM assisted Nathan to create separate infrastructure for the new business divisions, and execute a seamless transition to the new regime with no loss in business days, and optimised processes.

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Caught in a split stream

Nathan Hugh is the IT Director at a Europe-based multinational company that designs electrical systems and equipment. Heading all the IT operations in the organisation, he oversees processing, technical, and project management teams to optimally address every strategic and operational demand.

In 2018, the company partnered with Infosys BPM to digitise its processes and minimise the manual inputs going into its operational activities. With Infosys BPM deploying its Operation Excellence Management System (OEMS) and Infosys Modular Accounts Payable (IMAP) programs, a majority of the organisation's key finance and accounting processes such as procure-to-pay, record-to-report, and order-to-cash were being managed by the Infosys BPM teams.

Fast-forward to 2022, and the company announced a "carve-out" plan to segregate its ground transportation (GTS) and non-ground transportation Business (Non-GTS) operations with a view to improve the management of its business units. For Nathan, this plan created a huge, time-sensitive task — he had to execute an efficient segregation of the OEMS and IMAP instances between the two newly formed entities. Facing crunched timelines, Nathan immediately called up Ritesh Singhal, the Infosys BPM team lead to explain the critical scenario and call for assistance.

Finding the right balance

Ritesh understood the gravity of the situation from the get-go, and was primed to execute the segregation in a fast and effective fashion.

Collaborating closely with Nathan's IT department, he drafted an action plan that involved the creation of 2 separate geographical infrastructures to support the GTS and Non-GTS activities. Even though Nathan had his doubts about the effectiveness of this strategy and was resistant to making changes to the existing servers, but Ritesh over a series of meetings explained the rationale behind the plan and soon gained Nathan's confidence and buy-in.

To kick off the initiative, Ritesh and the team first modified the company's existing infrastructure in Canada to support only its GTS business activities and executed customised OEMS and IMAP systems for that side of the business. Then, disabling all the non-GTS mailboxes, the team configured the GTS mailboxes, induced BOT posting, and also introduced two RPA bots to aid in the GTS operations.

Approach summary

- Created 2 different infrastructure for both new units
- Modified existing infrastructure at Canada
- Configured and tested over 600 mailboxes
- Implements RPA bots for both entities
- Implemented Power BI in non-GTS entity

Then, Ritesh and the team worked to define and develop a new infrastructure in India to support the company's non-GTS operations, which involved establishing new OEMS 2.0 and IMAP systems to facilitate processes. Following a similar suite of services as in Canada, they configured the non-GTS mailboxes and set-up 10 RPA bots in the system. The non-GTS segment also benefited from a Power BI platform for reporting purposes.

Despite the aggressive timelines and the fact that it was the team's first-ever implementation of over 365 mailboxes, Ritesh's team executed the project to perfection without any impact to the organisation's regular business operations.

Getting the best of both worlds

The separation of the newly segregated business entities with their "carved-out" processes turned out to be seamless, with operations continuing efficiently owing to Ritesh and team's streamlined division of the OEMS and IMAP programs.

Key benefits

- Zero-day business loss
- Optimised business processing
- Better reporting
- Reduced excess headcount

With the effective deployment of the modernisation tools operating under both the GTS and non-GTS entities, Nathan achieved optimised business processing. Also, with the greater efficiency he was also able to reduce excess headcount.

With the strategic assistance from Infosys BPM, Nathan successfully executed the optimal segregation of the OEMS and IMAP systems across the two entities. And given the impressive results within the restricted timelines, he "carved out" great appreciation from across the company.

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

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