



## WHEN FINANCE LEARNED TO KEEP UP

How Infosys BPM helped a global logistics enterprise build a scalable, future-ready finance core across Europe.

### Abstract

As a fast-growing global logistics enterprise expanded across Europe, its finance operations struggled to keep pace. Country-level silos, inconsistent processes, and limited automation constrained visibility and scalability. To address this, the organization partnered with Infosys BPM to design and implement a captive European Shared Services Center (SSC). The initiative centralized the majority of finance activities while preserving internal control and business continuity. Through a structured, phased approach, the new operating model delivered cost efficiencies, stronger governance, and a platform for continuous automation—creating a finance backbone built for growth.



## When growth outpaced the finance operating model

Isabelle Moreau, Director of Strategic Projects at a global logistics enterprise, was responsible for driving large-scale transformation initiatives critical to the company's next phase of growth. Working closely with Beata Novak, the Finance Director, she led a strategic effort to modernize how finance services were delivered across Europe.

Years of rapid expansion—driven by both organic growth and acquisitions—had left finance operations highly decentralized. Each country managed its own processes,

systems, and ways of working. While this local autonomy supported immediate business needs, it also resulted in duplication, higher costs, and uneven levels of control and automation.

At the same time, the organization was preparing for future transformation, including a planned move toward a unified ERP landscape. Leadership recognized that sustaining competitiveness would require more than incremental improvements. What was needed was a centralized, standardized, and automation-ready

finance model—one that aligned with market benchmarks while remaining captive and under internal control.

Given the complexity of the transformation and the importance of stakeholder alignment across countries, the organization partnered with Infosys BPM—an experienced transformation advisor with a strong track record in Shared Services Center design and implementation, and the cultural fluency required to bridge headquarters expectations with local realities.

## From Fragmented Functions to One Clear Model

Infosys BPM appointed Laurent Dubois as the Project Lead to guide the transformation from strategy through execution. From the outset, Laurent worked closely with Isabelle and Beata to ensure the program balanced

ambition with operational practicality.

The engagement began with a detailed opportunity assessment and scoping exercise. Finance activities were analyzed

at a granular level, mapping local, regional, and global processes to identify candidates for centralization. In parallel, adjacent functions - including HR, Procurement, IT, and Legal - were assessed to evaluate

their readiness for future shared services transition and to ensure the operating model would be scalable beyond Finance. This broader lens helped the organization design an SSC blueprint that could evolve into a multifunctional services platform over

time. During the design phase, Laurent led process and tools gap analyses across key countries, with a focus on standardization, harmonization, and automation potential. Together with Isabelle, Laurent's team

defined a Target Operating Model covering SSC structure, country-versus-process allocation, governance, and escalation mechanisms. A modular business case and phased implementation roadmap provided clarity on sequencing and value realization.

## Approach summary



Katowice, Poland, was selected as the SSC location based on talent availability, cost efficiency, and proximity to existing operations. Laurent supported local establishment, including office selection, recruitment planning, and onboarding design.

Implementation followed a phased, wave-

based rollout across countries, supported by strong governance and change-management frameworks. Workshops enabled alignment on service catalogs, automation priorities, and knowledge transfer. Technology recommendations—such as workflow tools, OCR optimization, and KPI dashboards—laid the foundation for performance transparency and

continuous improvement.

Throughout the journey, Laurent emphasized on disciplined governance, transparent communication, and a people-first approach to change, ensuring continuity of service while new ways of working were embedded.

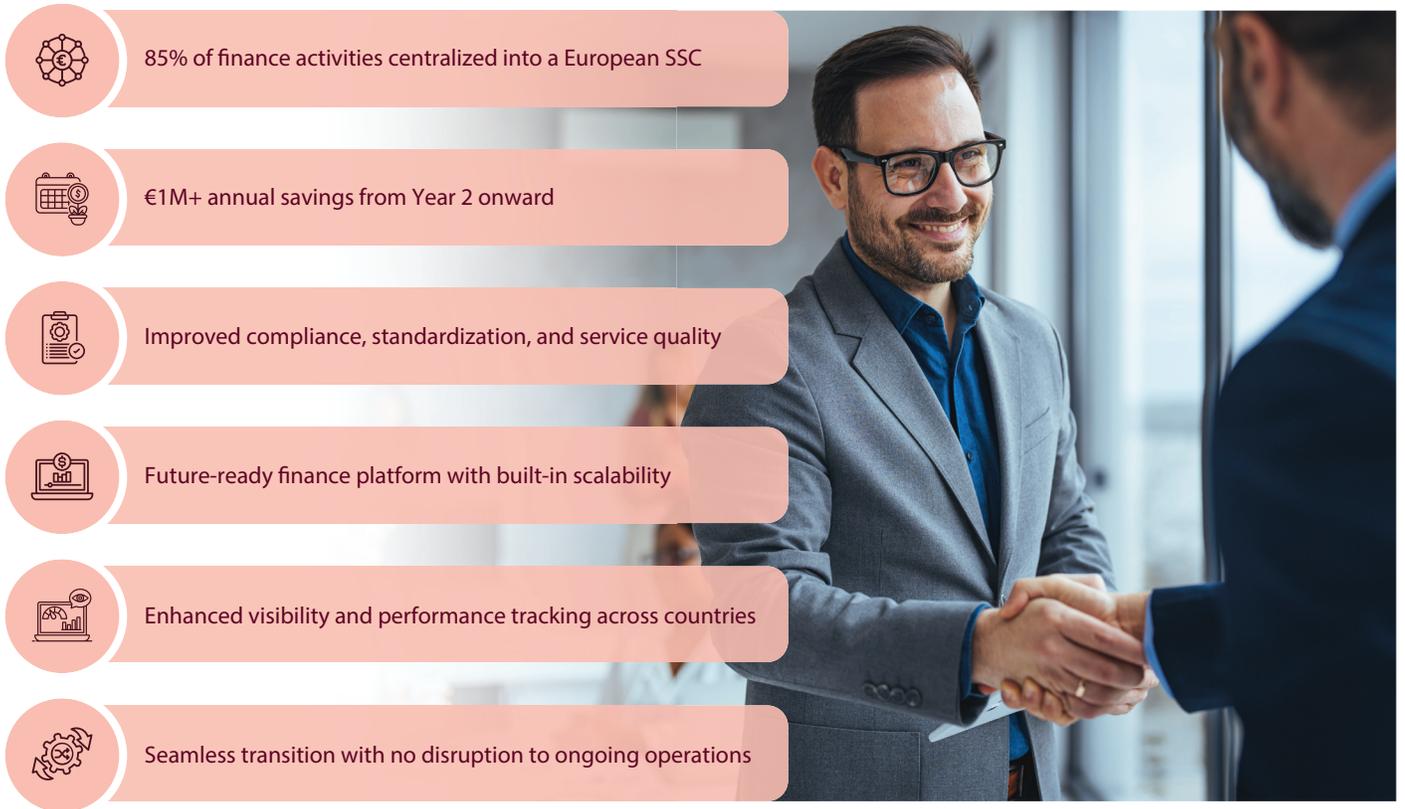
## A finance engine built for what comes next

As the new operating model took shape, the benefits became clear. Finance operations across Europe transitioned into a unified Shared Services structure with improved visibility, stronger compliance, and reduced manual effort.

Approximately 85% of finance activities were centralized into the SSC, covering close to 100 FTEs. From the second year onward, the model delivered more than €1 million in annual savings through labor arbitrage and productivity improvements.

At the same time, the SSC was positioned as a platform for continuous optimization, with a clear roadmap toward touchless invoice processing and high levels of bank statement automation.

## Key benefits delivered



85% of finance activities centralized into a European SSC



€1M+ annual savings from Year 2 onward



Improved compliance, standardization, and service quality



Future-ready finance platform with built-in scalability



Enhanced visibility and performance tracking across countries



Seamless transition with no disruption to ongoing operations

In addition, Laurent provided advisory inputs to strengthen the SSC's digital and multi-function readiness. This included ServiceNow advisory delivered in collaboration with GuideVision, helping define a scalable workflow and service-management framework aligned with the shared services model. The SSC design also incorporated the creation of a SAP Center of Competence to support system standardization and process governance. While Finance was the first function to

transition, the operating model was deliberately designed with a forward-looking point of view on HR Operations, Procurement, IT, and Legal, which are currently being discussed as potential next-phase transitions leveraging the same foundations.

The phased approach ensured business continuity throughout the transition. Local stakeholders remained engaged, internal controls were preserved, and confidence in the captive model grew steadily. The

organization emerged with a finance backbone that was not only more efficient, but also scalable, transparent, and ready to support future growth.

While no formal individual recognition was recorded, the success of the engagement strengthened trust between the organization and Infosys BPM, opening the door to further collaboration across automation and advanced finance transformation initiatives.

For more information, contact [infosysbpm@infosys.com](mailto:infosysbpm@infosys.com)

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