



MAKING IT ALL SEEM SO SEAMLESS

How a leading B2B business equipment provider's new global capability centers (GCCs) unified its fragmented process landscape and positioned it for future growth

Abstract

Edyta Zyzdorf, a Senior Vice President at a leading B2B business equipment provider, had a mandate to rethink its highly decentralized operating model that was challenging future growth. With Infosys BPM's support, Edyta implemented a seamless transition of a highly fragmented operational landscape to a Global Capability Center (GCC) model. This case details how the transformation greatly enhanced internal collaboration across business divisions apart from delivering amazing productivity, efficiency, and cost benefits.



When growth gets out of hand

With deep roots in Europe going back to 1945, the leading B2B business equipment provider has grown rapidly over the years to have representation in over 25 countries where it sells over 400,000 business equipment products to its corporate customers. However, in 2023, Edyta Zyzdorf, a Senior Vice President in the group had been tasked by its oversight board with managing a difficult challenge the group faced in its growth trajectory.

The board was unhappy with the organization's highly decentralized operating model. Siloed operations and processes varying significantly across diverse business divisions had created deep-rooted operational and strategic challenges that hindered the group's ability to scale, innovate, and deliver a

consistent brand experience. With three sub-organizations and five companies coming together under the company umbrella, there was an urgent need to create a unified identity. And so, aiming to grow to \$2 Bn in business volumes by 2025, the board launched a transformation initiative called "Forward", which aimed to make the company more customer-centric, integrated, growth-oriented, and sustainable. As part of this initiative, the board mandated Edyta with bringing in the needed standardization and harmonization, and to build a unified technology landscape for seamless operations.

Edyta sighed as she surveyed the organization's fragmented technology systems. Minimal automation had created

great inefficiencies and manual workloads for the staff while also slowing down decision-making and execution. Further, unified policies and formalized process documentation were completely absent, and there was no consistent framework for performance metrics. She realized that the best way forward would be to create two global capability centers (GCC) - a captive and a non-captive. The captive center would help her retain control and oversight of critical functions while ensuring confidentiality and security. On the other hand, a non-captive center operated by a partner would offer her flexibility and access to a broader range of innovations and market insights. Together, these centers would help her optimize costs, drive scalability, and enhance service quality across key business functions.

However, the group had never outsourced before, which meant that change management would be a critical component of the transformation. Edyta needed a strategic partner who could expertly guide her through the journey while also ensuring minimal disruption to the business. After a long, rigorous evaluation of several transformation

service providers she finalized on Infosys BPM based on its rich history of successfully supporting large MNCs with setting up GCCs from scratch. Also, Otto Koning who led the Infosys BPM's proposal team, had made a convincing pitch with several factors that convinced Edyta to sign the deal. These included guaranteed savings, business flexibility with no pricing

change for a dead-band of $\pm 10\%$ volumes, the option of outcome-based pricing for greater skin in the game, and a gain share mechanism to unlock future value. And so, Edyta structured the partnership both to address her outsourcing needs as well as to gain support with setting up and optimizing her captive center.

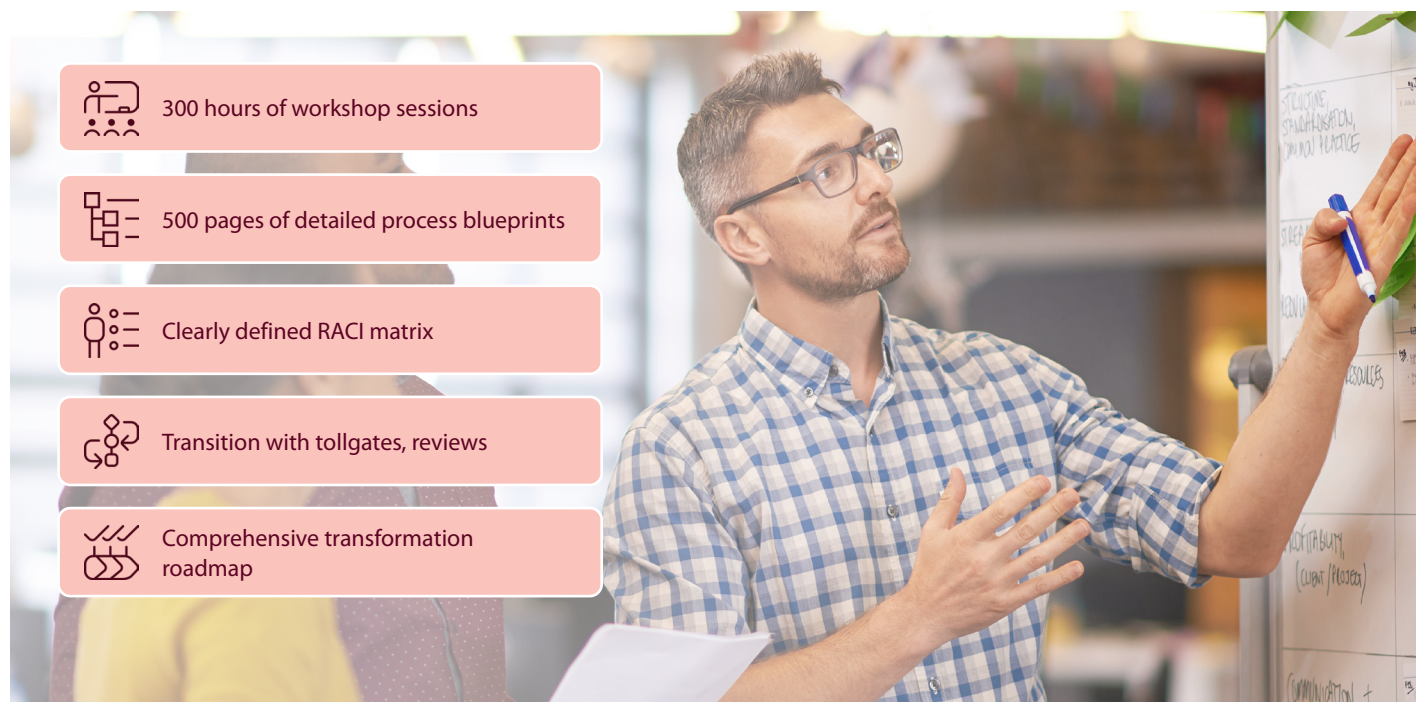
A bird in the hand, two in the bush






To kick off the project, Otto brought in Infosys BPM's domain experts and SSC consultants with hands-on experience in designing and implementing SSCs in Central Eastern Europe and non-captive centers in Poland, and India. Then, Edyta briefed Otto and his team on her vision for the transformation, its scope, and deliverables. The transition to the GCCs

would encompass the EMEA geography and various functions including Finance, Supply Chain management & Procurement, Sales Operations and Inside Sales. Edyta wanted them to design a hybrid operating model across the main functional streams and support her with recruitment and onboarding of shared service personnel. Later, after

establishing governance frameworks and reporting lines, and implementing SLA/KPI structures focused on business outcomes, they would need to provide operation support during the transition and beyond. She was also keenly looking forward to a well-defined transformation roadmap towards a digitally-powered SSC organization.

Approach summary



-  300 hours of workshop sessions
-  500 pages of detailed process blueprints
-  Clearly defined RACI matrix
-  Transition with tollgates, reviews
-  Comprehensive transformation roadmap

To begin with, Otto and his team focused on creating a fit for purpose, value-focused design and roadmap for both the captive and the non-captive centers, with inbuilt ease of adoption. To do this, they engaged

with Infosys BPM transition managers across all the key process streams through over 300 hours of workshop sessions spanning 14 weeks. Through these workshops they were able to quickly align

on strategic objectives and operational needs, capturing the outcomes in over 500 pages of detailed process blueprints.

After consolidating these blueprints, together with Edyta and other stakeholders, they jointly reviewed and agreed upon them using a structured and collaborative negotiation process. And so, the first phase ended with several important deliverables. The team now had a future target operating model including a governance and communications model, and an organizational chart. Both teams had also aligned on the staff to be split between the to-be retained processes in the captive center and those to be handled by the non-captive organization.

Another outcome was a process catalogue with clearly defined responsibility assignment matrix for each of the process/subprocesses. Finally, Otto's team had also worked out a list of service level agreements (SLAs) and key performance indicators (KPIs) including their definitions, main data sources and calculation steps. Thus, they collaboratively formed a foundation for future phases of the project and a broad outline for the journey started taking shape.

Then, Otto discussed his plan for the next

phase with Edyta. As per the TOM outlined during the design phase, all locations were set to launch simultaneously. To lead the transformation efforts, he proposed establishing a non-captive center in India to serve as a global hub for low-cost transactional and analytical activities in English. In parallel, one captive center in Budapest, Hungary and one non-captive center in Lodz, Poland would operate as spoke centers, supporting processes that require other languages and enabling cross-location collaboration.



Although Edyta was in complete approval, one of her most pressing concerns was the ability to meet the defined timelines without incurring delays or cost overruns. To mitigate this, Otto and his team deployed Infosys BPM's robust transition methodology with tollgates and periodic status reviews to ensure visibility and control. The transition to the non-captive center turned out to be seamless, as Otto

recruited staff in India and rapidly trained them for the processes that were to be transferred. In parallel, Edyta leveraged Infosys BPM's GCC consulting team for the captive setup, ramping it up in the new locations to enable seamless knowledge transfer.

After stabilizing the target environment in the non-captive center, Otto commenced

the third phase which focused on transforming the operations in both the captive and non-captive centers. To achieve this, Otto's team sought out continuous improvement (CI) opportunities, and soon had built out a comprehensive transformation roadmap for the operations.

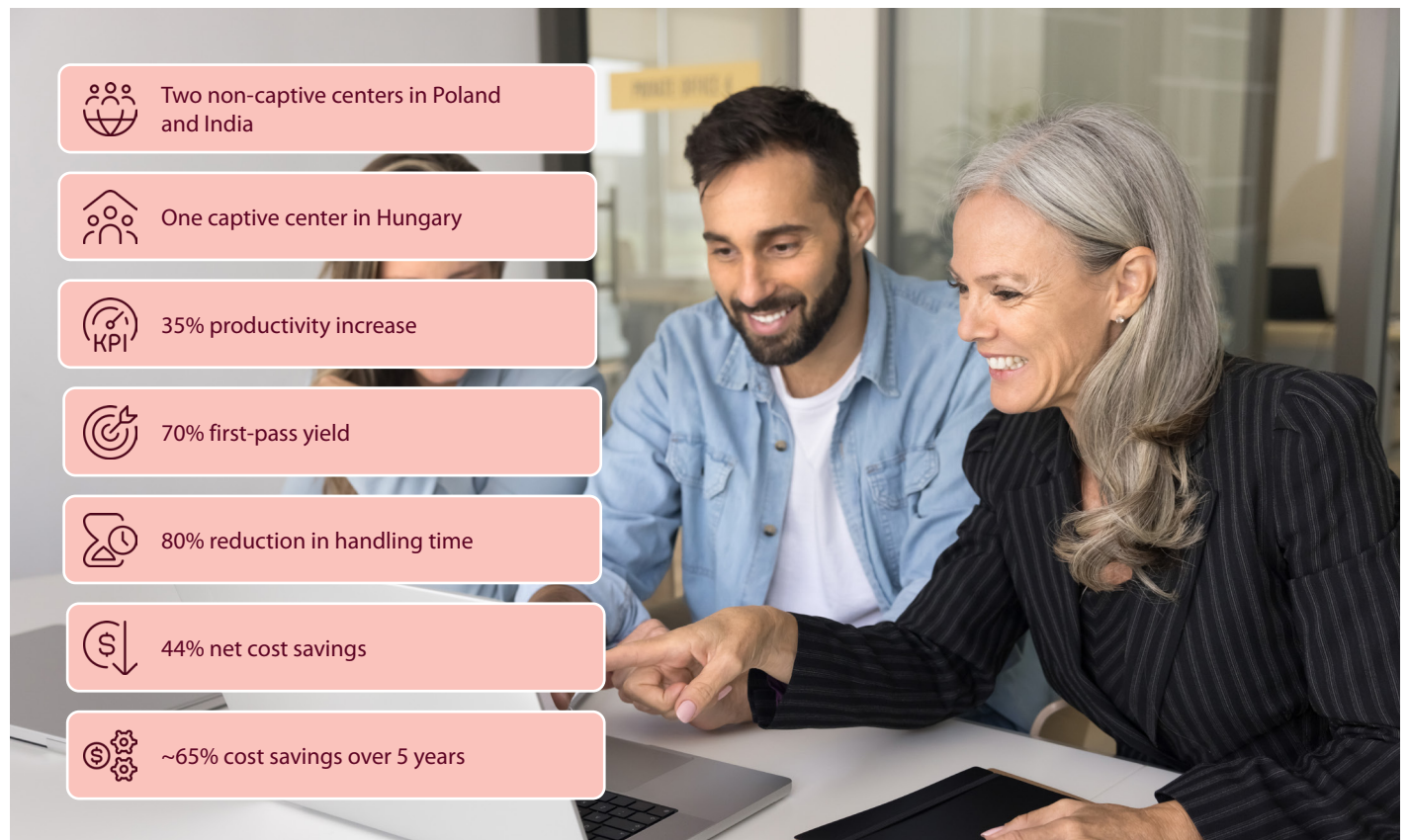
Growth on the radar; once again

Though there had been several risks and close calls along the journey, relating to technology access, connectivity, data gaps, and hiring bottlenecks, Otto and his team had tackled them head-on, minimizing

delays and disruptions. And when the hybrid model consisting of both SSC (Captive) and outsourced (non-captive) operations came on steam, Edyta and the other Group stakeholder were delighted

to see them deliver on their objectives of cost optimization, scalability, and service quality improvements.

Key benefits



With a 35% increase in operational productivity, the newly transitioned operations had a 70% first-pass yield with an amazing 80% reduction in average handling time. Edyta could confidently forecast that these outcomes would deliver close to 44% net savings over the contract term, and ~65% cost savings by year five when compared to her earlier expenses.

No wonder, Edyta and the board were greatly impressed by Otto and his team's steadfast focus on integration and operational excellence. Their work had paid off rich dividends for the group with the now centralized logistics and technology functions, streamlined and efficient operations, and greatly enhanced internal collaboration across divisions.

The successful transformation journey with Infosys BPM marked a shift from the Group's fragmented operations to a cohesive, performance-driven organization powered by best-in-class practices. Today, after this strategic move, the Group has not only resolved its legacy challenges but has also positioned itself for future growth, scalability, and innovation.

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

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