



# THE ART OF TURNING TANGLES INTO TRIUMPH

How a European construction-supplies manufacturer, hungry for growth, harmonized its fragmented finance processes and built a Shared Service Centre (SSC).

## Abstract

Andreas Gurtler, the Finance head for a fast-growing European manufacturer in the building industry, had realized that further growth was at risk due to fragmented finance processes across its regional business units. However, with Infosys BPM's help, Andreas standardized and harmonized his processes to set up a Finance Shared Service Centre (SSC) which would not only drive growth but also save up to €0.90 million annually.



## Tied up in knots by growth

Andreas Gurtler is a Senior Vice President, responsible for finance and accounting at a German manufacturer producing a wide variety of building and construction materials. The manufacturer, a family-run enterprise for over 75+ years, had steadily grown to have 18 subsidiaries internationally utilizing a highly decentralized operating model. However, its limited integration across functions had over time caused the finance processes to vary significantly across business units and countries, each with its own local practices, systems, and exceptions.

The extensive process fragmentation, compounded by a sore lack of automation - had created a high degree of manual workload for Andreas' finance staff. Thus, their operations were characterized by reliance on paper-based documentation,

absence of workflow tools, and the use of multiple processing languages all of which were slowing down time-to-market.

On the other hand, the company was facing intensifying competition in its international markets and increasing regulatory demands on several fronts such as e-invoicing, environmental, and safety standards. Coping with these pressures would demand greater innovation and agility. Clearly, there was a strategic need for the organization to centralize, standardize, and harmonize finance operations across all its business entities. So, Andreas began mulling over establishing a finance shared service centre in Poland.

The decision did not take long. Consolidating the fragmented processes

into an SSC would not only improve cost efficiency, help align with industry best practices and benchmarked performance metrics, but would also enable digital transformation through automation, intelligent document processing, and workflow optimization.

With his mind made up, Andreas sent out an RFP to select a suitable partner to set up the SSC, finalized on Infosys BPM. He selected Infosys BPM over several competitors — even those specializing in audit, tax, legal, and accounting services — given its impressive track record in building finance Shared Services Centres for similar clients. Infosys BPM's strong references on the market, local presence and delivery capabilities in Poland further reinforced its value proposition as a strategic partner.

## Weaving transformation, amidst great change

Andreas was eager for Agata Duszkievicz, Infosys BPM's Project Manager to quickly come on board with her team and kick off the project. Once they did, they focused initially on conducting feasibility studies

for the SSC and providing advisory support. They conducted numerous workshops and interviews across Poland and Germany and other parts of Europe, mapping the organization's finance

processes and assessing their maturity and automation levels across procure-to-pay, order-to-cash, record-to-report, and tax domains.

### Approach summary



However, even as Agata's team were scoping out the finance processes, they ran into unexpected turbulence. Multiple transformation initiatives that had been in the works for some time began to be rolled out across the organization. These included an ERP shift to SAP S/4HANA, new workflow tool, and preparations for e-invoicing and real-time reporting across Europe. Understandably, these overlapping change programs created bandwidth constraints for local teams. Concerned about the impact of change fatigue on his team, Andreas considered postponing the SSC build phase or the S4 Hana rollout, wondering whether his staff could manage both the transition to a new

ERP and the SSC simultaneously.

But to Andreas' great relief, Agata mitigated the challenge by accelerating the work of local and global process definitions with their proposed process and technology interventions, and built out detailed RACI matrix charts to ensure continuity and cross-project value. So, the project continued as Agata went on to analyse potential office space locations for the SSC and its hiring requirements, while also studying the feasibility of hiring locally. She also prepared a modular business case with assessed restructuring costs and automation potential leading to productivity savings, as well as an

implementation roadmap for the SSC with its dependencies and prerequisites.

Agata wound up the project's first phase with a well-defined target operating model for the SSC that outlined its future organization, communication and governance structures. The team had identified 70% of finance activities for centralization, excluding those requiring local language support. She also presented Andreas with a detailed strategy for organizational change management (OCM) that included resistance management, communication support, feedback surveys, and adaptive actions.

Satisfied with the plan, Andreas soon signed off on the second phase and Agata's team began the SSC's build and implementation by planning for and executing the transition. They also supported Andreas with staffing the new SSC, coordinating with HR as well as external partners, as delays or hiring misalignments would have impacted ramp-up timelines. Close to 30 FTEs transitioned internally to the new SSC across all F&A pillars in Europe. However, there was resistance from other impacted employees, especially those whose functions were being centralized, who had

concerns about job displacement and role transitions. Agata successfully addressed this through her well-structured OCM strategy, further building trust through transparency and inclusion, and soon the employees were jointly celebrating milestones in the SSC's implementation.

Then, as the transition of processes progressed, Agata's team helped Andreas better align the SSC to the new ERP. They recommended master data cleansing before the migration to S/4HANA, shared best practices and pitfalls, and also proposed use of Fiori apps and other digital tools. In March 2026, Andreas

officially launched the SSC, after which the Infosys BPM team provided readiness assessments and go-live support. They helped with stabilizing the fledgling operations, resolving outstanding issues from the transition through an exhaustive post-implementation review.

In the third and final phase of the project, Agata and her team focused on optimizing and accelerating the new SSC's operations. They carried out process maturity and digitalization studies to identify further process standardization, efficiency and automation potential.

## Dressed for success

Andreas was delighted as he looked back at the journey of transformation. Mapping over 440 processes, involving 15 RACI players, Agata and the Infosys BPM team had designed and delivered

a comprehensive SSC advisory and implementation program. Not only had they aligned it with the organization's SAP S/4HANA transformation, they had also identified over 40 gaps and made

recommendations including AI-based language neutralization, workflow tools, and dashboard solutions to support the SSC's operations.

## Key benefits



They had also tailored the SSC to the organization's European footprint, enabling support of its decentralized structure yet providing centralized control. And while aligning with corporate financial strategy, the SSC also allowed for flexibility across regions and potential centralization of other functions beyond finance.

Today, with the standardized and harmonized finance processes across countries laying the foundation for significant automation and productivity gains, Andreas' Finance SSC is projected to net annual savings of up to €0.90 million. But it's not only the SSC's operational efficiency which has impressed Andreas and other stakeholders within

the organization. By freeing up local teams, especially the sales force from transactional tasks, the SSC is supporting the core business more effectively. It is driving growth, improving service quality, and enhancing the agility needed to meet the evolving expectations of partners and customers in a dynamic business environment.

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

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



© 2025 Infosys Limited, Bengaluru, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and/ or any named intellectual property rights holders under this document.

[Infosysbpm.com](https://Infosysbpm.com)

Stay Connected

