



FINDING BEAUTY IN CLARITY

How Infosys BPM helped a beauty company optimise their financial processes

Abstract

Lukas Baer, the Director for Finance Transformation at a leading European beauty company, was worried when a company-wide centralisation drive revealed inefficiencies in the finance department's processes. Understanding the importance of having a visibility in to finance function, he quickly collaborated with Infosys BPM, who, after a comprehensive analysis, categorised 1300+ activities, mapped 24 key roles in a RACI matrix, and identified over 40 opportunities for optimisation, giving Lukas a new perspective.



Unclear lines of responsibility

After separating from its parent company, a leading beauty company found itself at the start of an exciting new chapter. As the new organisation launched a major centralisation initiative, Lukas Baer, the Director for Finance Transformation, turned his attention to the finance department.

While the department handled a range of commercial finance activities, there was limited visibility into tasks and the various roles and responsibilities, both shared and cross-functional. So, when the centralisation effort revealed inefficiencies in the financial processes, Lukas knew he had to start by improving the visibility for process optimisation. From the conversations with his team, he also understood that responsibilities across the finance sub-functions overlapped due to the complex nature of the finance

function. This overlap was causing confusion among teams. It was clear that an organisational level finance taxonomy was needed to weed out inefficiencies and inconsistencies.

Another issue that bothered Lukas was that the teams relied on manual and fragmented processes which were ineffective and hindered efficiency due to their lack of standardisation and harmony. Due to this lack of streamlined processes, Lukas—despite understanding the benefits of automation—struggled to identify areas where he could apply automation, standardisation, or centralisation.

And so, Lukas sought a suitable advisory partner who could understand the complexities of financial processes and had the relevant technical expertise and

experience leading similar initiatives. As he evaluated different partners, Infosys BPM stood out for its global, dedicated team of finance practitioners and technology specialists, and ready-to-use tools and methodologies.

What further recommended Infosys BPM was their long-standing partnership with the beauty company since 2015, having successfully collaborated on a Shared Service Centre (SSC) and an ongoing engagement for BPM services. Considering their expertise and deep understanding of the beauty company's processes and technology landscape, Lukas finally decided to partner with Infosys BPM to bring the transformation he wanted.

Kicking off a detailed exploration

Soon, Lukas met with Jan Nowak, a senior Digital Transformation Services lead from Infosys BPM Poland. He asked Jan to perform a comprehensive analysis of all his finance-related processes and to suggest corrective measures to achieve full visibility,

which would improve data-driven decision-making and oversight.

Getting into the mission, Jan led a team of transformation service experts who conducted over 50 interviews

and workshops with approximately 65 participants to understand the finance processes. In addition to the 90 plus interview hours, the team analysed over 50 artefacts and carefully documented each detail.

Approach summary



After the analysis, the team designed and developed a finance taxonomy, mapping end-to-end activities up to L4 in consultation with local, regional, and global finance teams. The team then proposed a service placement for each activity using a RACI (Responsible, Accountable, Consulted, and Informed) or responsibility assignment matrix to achieve role clarity and facilitate better coordination in both shared and cross-functional teams. This matrix mapped all the finance processes, including touch

points with procurement, sales, marketing, and other non-finance teams. Further, the team documented each issue, gap, and pain point they observed in the processes in order of their criticality.

Then, drawing on best practices from the finance and accounting industry and their experience leading similar projects, the team recommended various technology and platform solutions. Jan and his team of experts carefully weighed every proposal against the needs of the business, different stakeholder expectations, and available

budget. They also assessed opportunities for automation, standardisation, and centralisation, using a statistical model for added accuracy while calculating the potential scope for centralisation.

With a diverse range of skills in project management and finance, the team smoothly navigated complexities, demonstrating adaptability to change as they encountered a limited availability of client resources, changes to the project scope, and other unforeseen delays.

Applying the filter of visibility

In just six weeks, Jan and his team finished compiling an advisory report, creating a valuable foundation for future optimisation and transformation initiatives at the beauty company.

In their comprehensive process mapping exercise, the team had mapped and

categorised over 1,300 finance activities across 10 key domains, identifying more than 40 opportunities for optimisation. Moreover, the team estimated that nearly 80% of all finance processes could be centralised in regional and global hubs. Further, the detailed, new RACI matrix—

having mapped 24 key roles—gave Lukas better visibility into various processes and responsibilities. He also gained valuable insight into the various cross-departmental and domain processes, and their potential dependencies.

Key benefits



Soon, these outcomes began catalysing a transformation across the finance department. Following the recommendations of Jan and the team, Lukas created a centralisation roadmap, detailing associated costs, project timelines, transition, and organisational change management. He also built a business case for implementing tools that outlined one-time investments

and tentative recurring costs, including licences, support, and potential efficiency savings. Lukas has also been exploring whether to further centralise the company's existing regional SSCs in the Europe and Americas through an outsourced service model to drive greater efficiencies, effectiveness, and experience. In the meantime, he has introduced digitalisation into several of his finance

and accounting operations by leveraging Infosys' digital capabilities.

Driven by the goal of achieving cost efficiency, service excellence, and business value in line with GCC 4.0, Lukas is determined to revitalise the finance function of the beauty company, as he continues to rely on the recommendations provided by Jan and the team.

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

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