



A SIGNIFICANT DIFFERENCE WITH SHARED SERVICES

How a shared services center plan helped a Caribbean conglomerate identify business benefits of \$50 Mn over a five-year period

Abstract

Infosys BPM partnered with a Caribbean conglomerate to design shared services solutions that identified business case benefits of \$50 Mn, as well as productivity benefits of up to 36%.

The client is a \$2 Bn conglomerate of over 60 companies operating in 9 countries across the Caribbean islands - in sectors such as retail, distribution, automotive and industrial equipment, energy, and financial services. Infosys BPM is a strategic partner to the client, providing digital transformation solutions, global process alignment, and BPM services.



Lack of uniformity and non-standardized processes

The client was facing process standardization challenges. The 60 entities that are a part of its business, were dependent upon 10 different enterprise resource planning (ERP) systems and more than 70 business tools. These systems were disparate in nature without any uniformity across businesses and regions.

The client also lacked a Center of

Excellence (CoE) to create and propagate relevant standard practices, and KPIs were either poorly defined or non-existent. All this disparity was driving up operational costs, as processes were manually intensive and involved multiple handoffs between different teams.

The client needed solutions that could integrate and reshape the entities'

processes into a centralized entity. It was also looking to partner with an organization that could help in minimizing operational costs. Infosys BPM was the perfect choice due to its digital transformation and process alignment capabilities.



Approaching with a shared services model

The Infosys BPM team extensively reviewed the client's processes across their various businesses to identify and analyze their complexities, and designed a shared services model covering all business units. The new centralized environment made use of multiple layers of transformation, including process reengineering, automation, and point solutions. The existing processes were standardized in order to better realize synergies.

Apart from this, the team also conducted a comprehensive location analysis for the shared services center (SSC) and also recommended a possible split of the employees between some of the older processes that were retained, and the new centralized entity's KPIs were defined.



Tangible benefits

The recommended shared services model identified a business case benefit of \$50 Mn over a five-year period. Over the same period, a productivity benefit potential of up to 36% was also identified.

The new centralized model also helped

identify 180 process improvement opportunities through tactical automation, process standardization, and technological transformation that were duly translated into a detailed transition and digital transformation roadmap.

The bottom-line? When dealing with process transformation challenges, choosing the right partner can make a significant difference.



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