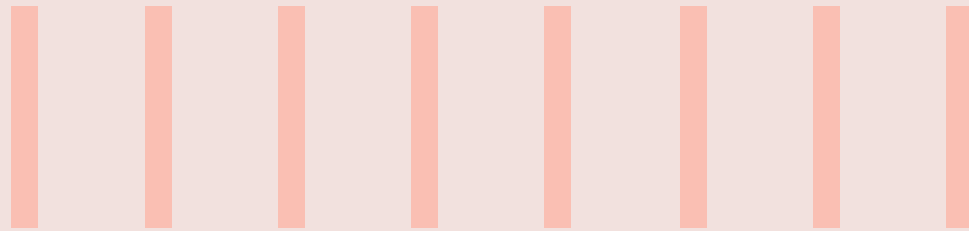# STIRRING THE POT OF TRANSFORMATION

How redesigned finance and accounting processes can deliver millions of dollars of benefits

Abstract

Infosys BPM designed efficient and integrated finance and accounting processes for a food services company having diverse operations and global coverage. The transformative roadmap has the potential to help the company lower the costs significantly by an estimated $20 Mn.

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Infosys BPM's client is a leading global food services company with a large scale of operations serving over 1 million meals per day.

A pressure build-up in the accounting pantry

Having grown through acquisitions, the company was affected with decentralized finance and accounting (F&A) operations, and non-standard processes across sectors. Further, there were cases where multiple systems were being used within a unit. The company needed a comprehensive master data strategy, and had limited reporting and analytics.

The lack of an integrated approach to F&A led to the client facing challenges on multiple fronts. With inconsistencies in practices and data, and over 1500 FTEs involved in the F&A processes, the company faced a high cost of finance, regular revenue loss, and the need for compliance.

The client partnered with Infosys BPM to bring about process transformation in order to derive maximum value.

Designing a transformative solution and roadmap

In the first phase, the team focused on a detailed assessment of the master data and existing technologies, collected and defined metrics, and held end-to-end process walkthroughs with multiple user-empathy sessions. This led to the identification of the major pain points that helped the team prepare a high-level transformation plan outlining various initiatives including quick wins.
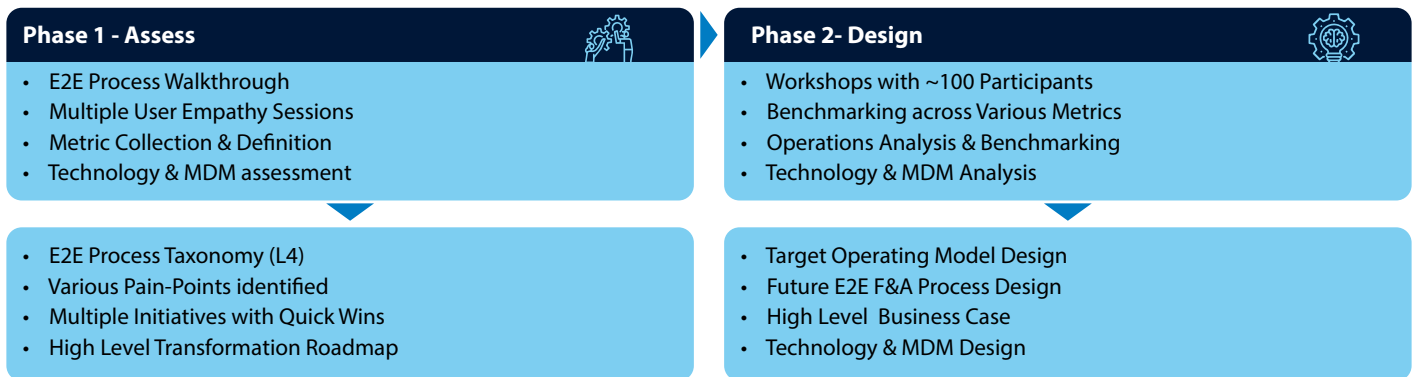
Phase 1 - Assess

- E2E Process Walkthrough
- Multiple User Empathy Sessions
- Metric Collection & Definition
- Technology & MDM assessment

- E2E Process Taxonomy (L4)
- Various Pain-Points identified
- Multiple Initiatives with Quick Wins
- High Level Transformation Roadmap

Phase 2- Design

- Workshops with ~100 Participants
- Benchmarking across Various Metrics
- Operations Analysis & Benchmarking
- Technology & MDM Analysis

- Target Operating Model Design
- Future E2E F&A Process Design
- High Level Business Case
- Technology & MDM Design

Figure 1: The Transformation Roadmap - Approach & Deliverables

Based on the findings of the comprehensive assessment, the second phase involved a complete redesign of the processes and models in place. Through a series of workshops, analysis, and benchmarking, the team conceptualized and developed the target operating model design, as well as designed the future end-to-end F&A process and the required technology and systems for master data management (MDM).

The team thus charted a transformation roadmap and strategy for the client that outlined – simplification and standardization of the processes.
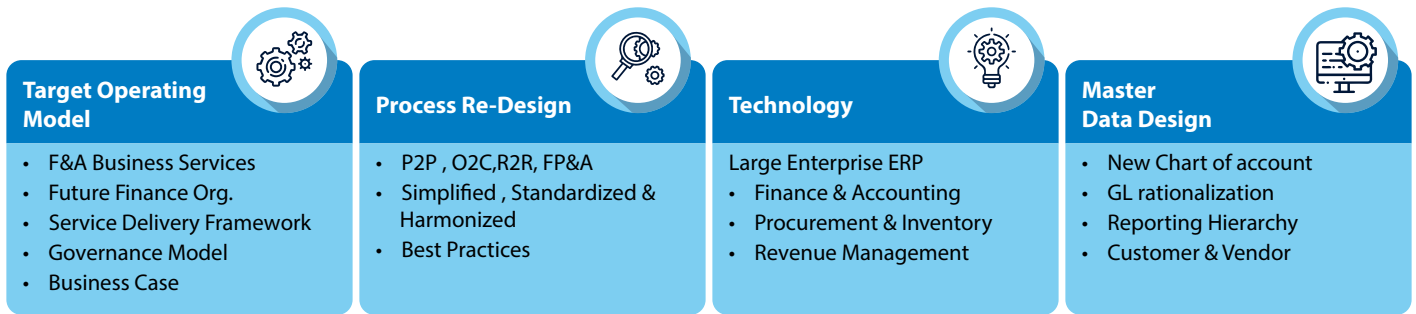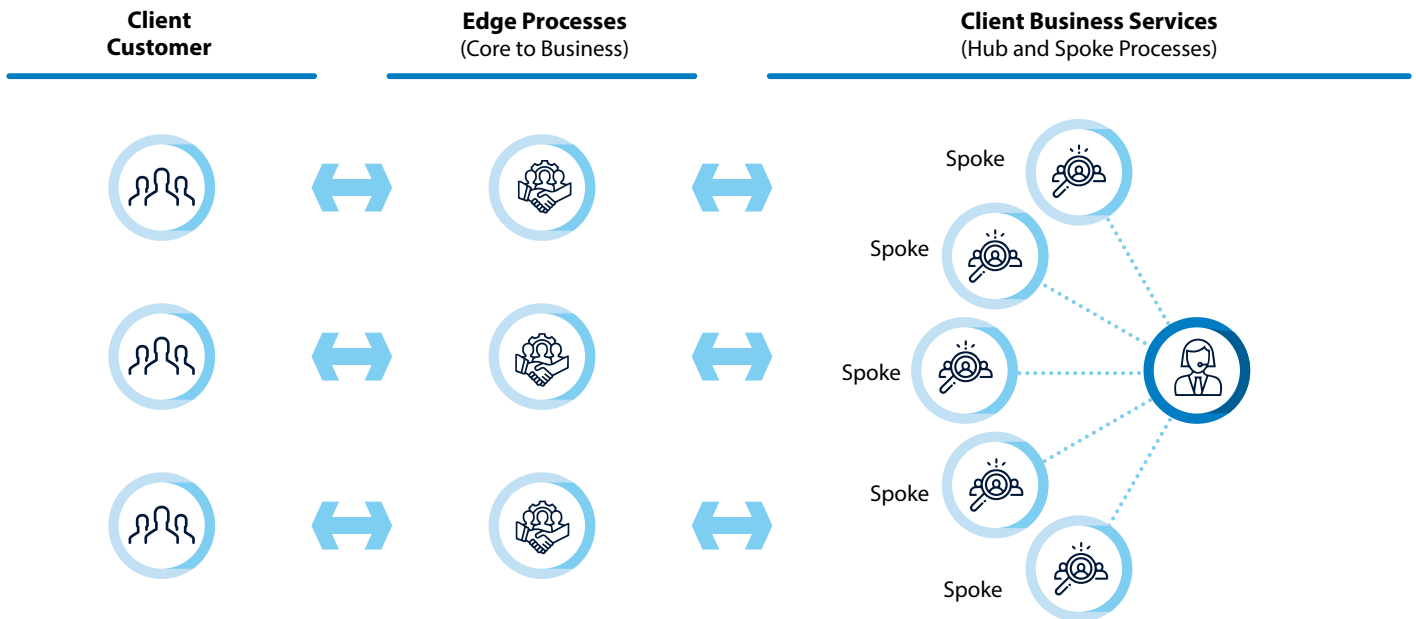
Target Operating Model	Process Re-Design	Technology	Master Data Design
• F&A Business Services • Future Finance Org. • Service Delivery Framework • Governance Model • Business Case	• P2P , O2C,R2R, FP&A • Simplified , Standardized & Harmonized • Best Practices	Large Enterprise ERP • Finance & Accounting • Procurement & Inventory • Revenue Management	• New Chart of account • GL rationalization • Reporting Hierarchy • Customer & Vendor

Figure 2: The Transformation Roadmap

The roadmap also devised a strategy to value for the client through migrating and consolidating processes into a Hub-Spoke-Edge model. The externally managed hub in a low-cost location helped drive standardization and also helped to function as a center of scale for transactional, easy-to-automate processes such as cash application or accounts payable.

Client Customer

Edge Processes
(Core to Business)

Client Business Services
(Hub and Spoke Processes)

Spoke

Spoke

Spoke

Spoke

Spoke

The sweet desserts of transformation

A sound F&A system is the backbone of a thriving business enterprise, playing an eminent role in maximizing value and minimizing costs. In the case of mergers and acquisitions especially, seamless financial integration is an important aspect of value creation.

The hub-spoke-edge model has helped identify over 58% of the client's headcount that can potentially move to the global hub. Furthermore, transformed Finance IT operations with integrated application maintenance, infrastructure hosting, and operations are targeted to deliver a reduction of 35-50% in the client's IT Opex.

Overall, the various productivity levers instituted by Infosys BPM's transformation roadmap will provide the client with potential hard savings of approximately $18-20 Mn over a 5-year period. Now, that's what the lip-smacking outcome of a successful transformation recipe looks like.

For more information, contact infosysbpm@infosys.com

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