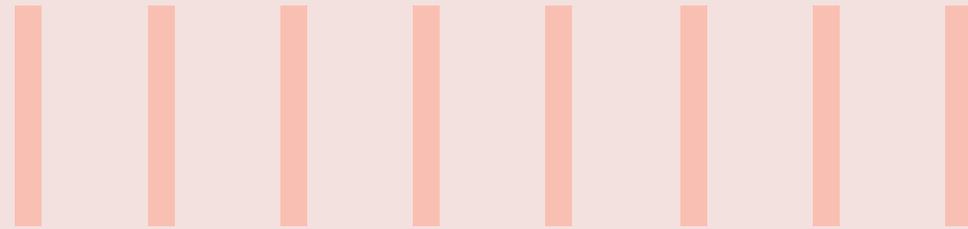




FIXING THE LINES FOR SHARED SERVICES TRANSFORMATION

How a global hub-and-spoke model transformed financial shared services at an American conglomerate who are into bath fittings, power systems, interiors and hospitality



Abstract

Infosys BPM helped its client move up the SSC maturity curve utilizing process standardization, consolidation, and automation - to eliminate inefficiencies, and improve productivity; and identified potential savings of \$40 Mn over 5 years.



Infosys BPM's client, an American manufacturing company specializing in plumbing products, furniture, engines etc., employs over 33,000 people in 9 countries with 48 manufacturing locations across the globe.

Inefficiencies run amok

Efficiently run shared service centers (SSC) are essential for productivity improvements and cost containment. However, the client's multiple regional shared service centers based in the US, UK, France, India, China, Brazil, and Dubai were not running at optimal efficiency. There were multiple challenges in

the client's model. From non-core activities running outside the SSC, to lack of standardized processes and documentation, and no global process ownership or governance – the SSCs were running sub-optimal. In addition, the scope of work varied across regions, creating challenges in standardization.

Findings from assessments conducted strongly pointed out the need to undertake process standardization and automation to root out inefficiencies. For the centers based in India and China, there was also a felt need to extend scope and identify gaps in controls while streamlining hub-and-spoke activities.



A new model takes shape

The Infosys BPM team conducted workshops to understand the key challenges and organizational maturity across people, process, and technology for the regional SSCs in US, UK, France, India, and China. The as-is processes were assessed for maturity against global standards using the Infosys process progression model (PPM). The potential for automation was determined, as was the requirement for organizational change management.

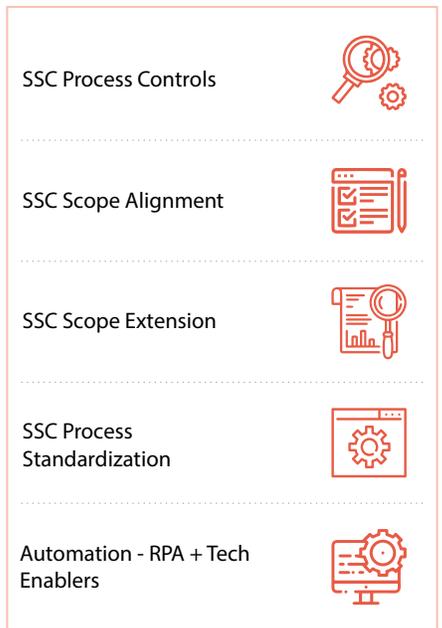
Based on the findings, the Infosys BPM team recommended a to-be state with target operating model and a detailed process-related roadmap covering 5 tenets – process controls, scope alignment, scope

extension, process standardization, and automation.

The team also made recommendations in the areas of service delivery, people, quality, knowledge management, technology, and risk and compliance.

The team designed improved processes by leveraging best-in-class process metrics, and introduced a global hub-spoke-and-edge model. Process improvements were achieved through automation and analytics across all finance and accounting (F&A) processes.

The entire project was managed using a robust transition methodology.



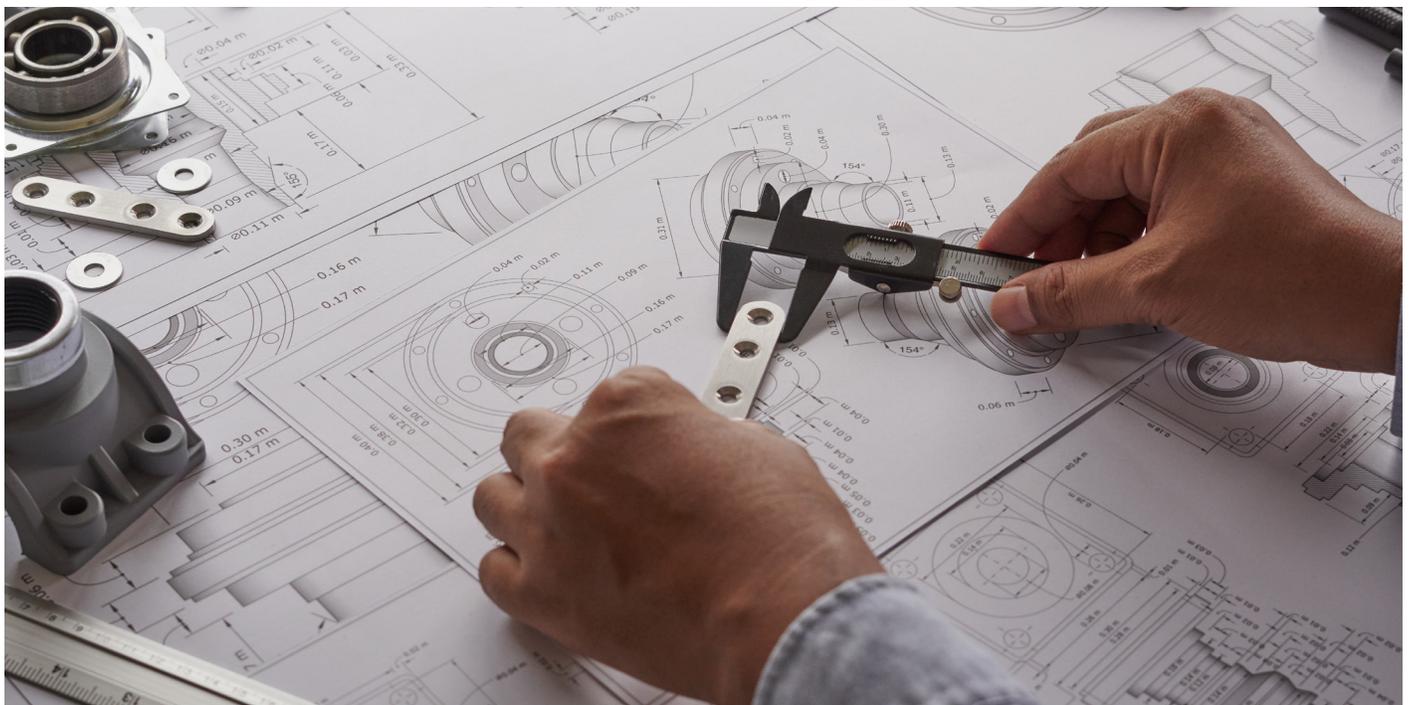
A job well done

Infosys BPM's approach helped the client to structure, standardize, and consolidate SSC operations across all locations enabling robust knowledge management, controlled risk-free operations, and

productivity improvements. Mature SSC operations eliminated non-standard processes and inefficiencies. The new global hub-and-spoke model is slated to deliver savings of \$40 Mn over a 5 years'

period.

With Infosys BPM's support, the client now has an ideal shared services model that is optimized to take further leaps towards increased levels of automation.



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