

# Best Practices & Lessons Learned

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June 20, 2017





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# Infosys : The next-generation technology services company

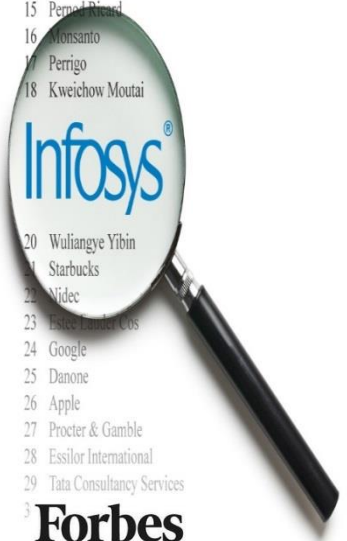


Corporate	People	Learning	Purpose	Clients
Founded in Pune, India in 1981	<b>197,050+ employees of 129 nationalities across 34 Countries</b>	<b>World's largest corporate university</b>	Transparency, ethics, and respect	<b>6 out of top 10 US banks</b>
<b>\$9.75 billion in revenues</b>	<b>97.7% are consultants and engineers</b>	1.3% of revenues invested in R&D	\$500 million innovation fund	<b>7 out of top 10 global CPG</b>
<b>1,126+ clients</b>	98.84% of staff are university educated	More than 300 researchers	<b>98.8% business is repeat business</b>	<b>8 out of top 10 global pharma</b>
<b>Clients in 50+ countries</b>	20.86% with masters degrees or doctorates	Employees trained in Design Thinking	2% of avg. net profits over 3 fiscals to Infosys Foundation Award winning sustainable delivery centers	<b>4 out of top 5 global aerospace &amp; defence</b>
<b>85 offices and 100 development centers</b>	35.6% of employees are women	505 patents pending and 204 granted		<b>6 out of top 10 communications cos.</b>

*As on 30<sup>th</sup> May 2016.*

Infosys helps enterprises transform and thrive in a changing world by co-creating breakthrough solutions that combine strategic insights and execution excellence. We help them renew themselves while also creating new avenues to generate value.

- 1 Salesforce.com
- 2 Alexion Pharmaceuticals
- 3 Amazon.com
- 4 Red Hat
- 5 Baidu
- 6 Intuitive Surgical
- 7 Rakuten
- 8 Edwards Lifesciences
- 9 Larsen & Toubro
- 10 ARM Holdings
- 11 Tencent Holdings
- 12 Hindustan Unilever
- 13 FMC Technologies
- 14 Cerner
- 15 Pernod Ricard
- 16 Monsanto
- 17 Perrigo
- 18 Kweichow Moutai
- 20 Wuliangye Yibin
- 21 Starbucks
- 22 Nidec
- 23 Eastman Kodak Cos
- 24 Google
- 25 Danone
- 26 Apple
- 27 Procter & Gamble
- 28 Essilor International
- 29 Tata Consultancy Services



# Agenda

- Project Details
- Best Practices
- Achievements
- Lessons Learned
- Recommendations
- Discussions



# Project Objectives

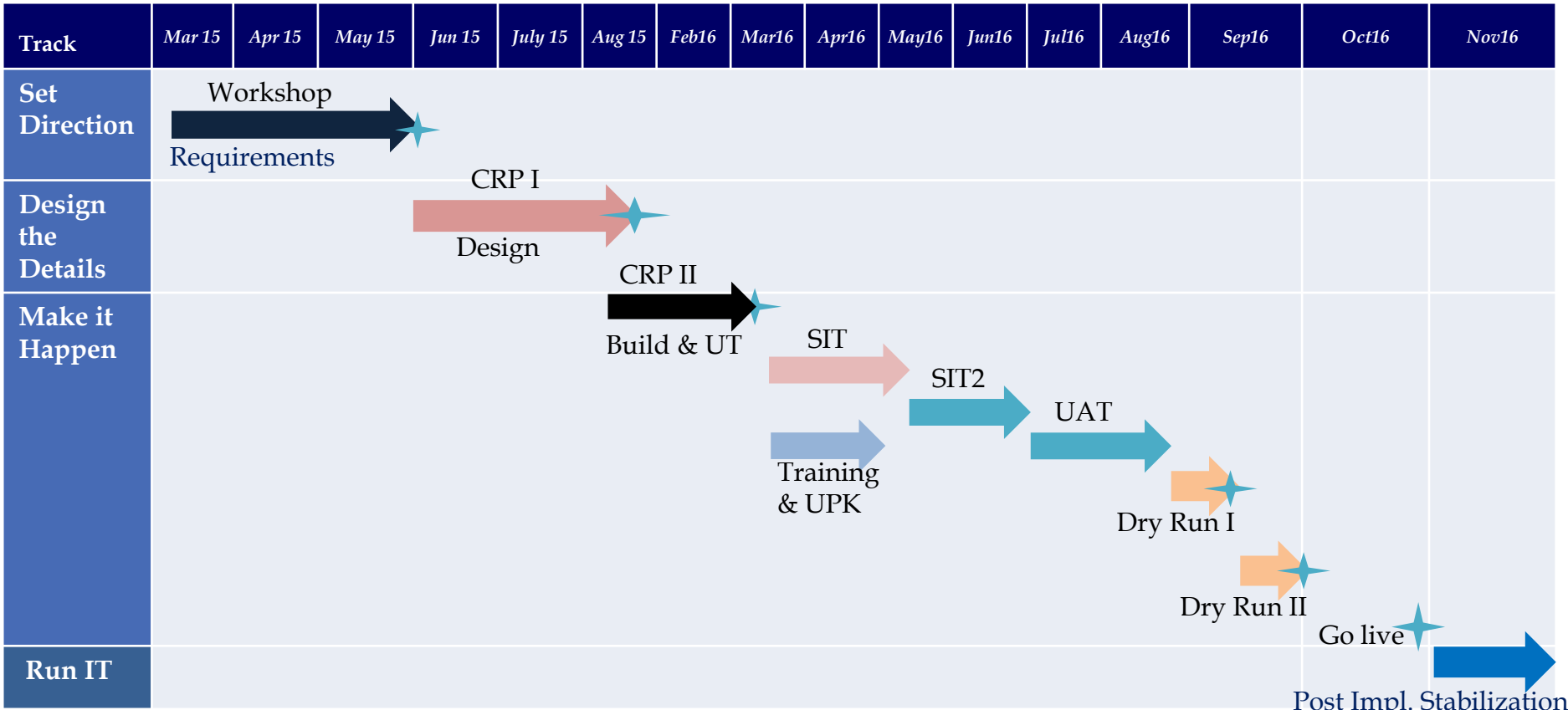
## Key Drivers

- Implement industry best practices and business processes
- Eliminate application customizations and adopt to vanilla process
- Increase process efficiency through automation and transparency
- COA Restructure and flexibility
- Enhance Security, Control & Reporting Capabilities
- Modernize integrations by redesigning with efficient technology

## Business Value envisaged

- Chart of Accounts Redesign to ensure effective reporting and reduce closing cycle time
- Elimination of application customization (online) from 30% to 0% by adopting to application enabled best practices.
- Redesigned merchandize matching process in line with best practices to increase efficiency and financial control
- Automated Provincial and Value added Tax accounting solution to ensure tax compliance and reporting
- Automation of the asset capitalization process from ordering till asset creation
- End to end automation of the third party supply agreement and third party points receivables process
- Improved and independent reporting capabilities

# Project Phases & Timeline



# Project Approach

Standard Approach

Planned Value

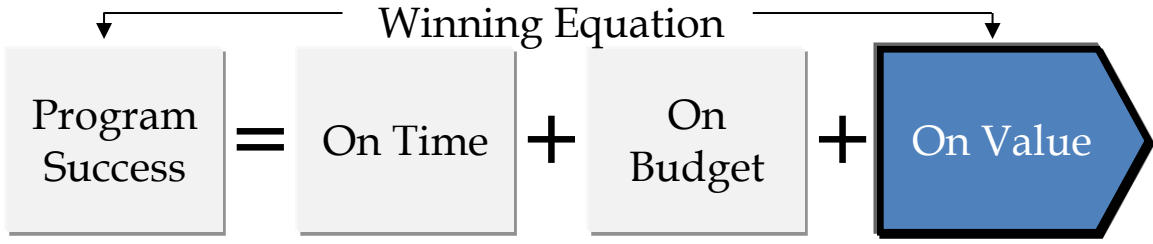
Reasons Full Value May Not Be Attained

- Designing solely to “one-way” functional criteria
- Ambiguous metrics accountability
- Missed deployment priorities
- Hesitant stakeholder buy-in
- Sub-optimal Customization decisions
- Non-value focused scope control

Actual Value

Infosys Approach

Planned Value

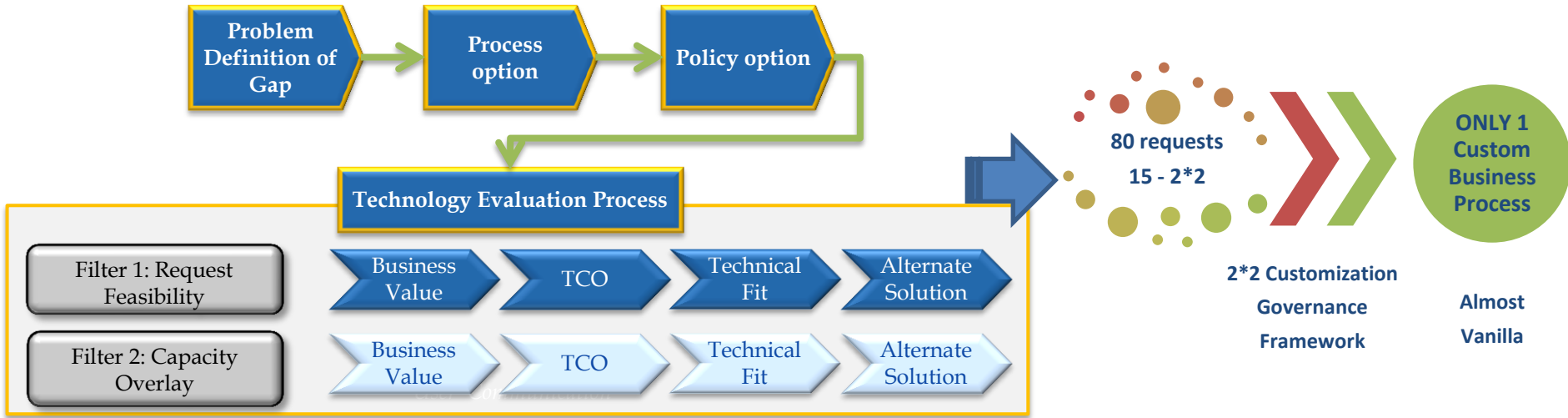


Actual Value

- 'On Value' Means:
- Optimization of key processes & minimize customization
  - Focus on organization and user adoption right at the beginning
  - Value Focused Program Governance and Risk Management

“Customization over my dead body...”-Project Sponsor, CFO

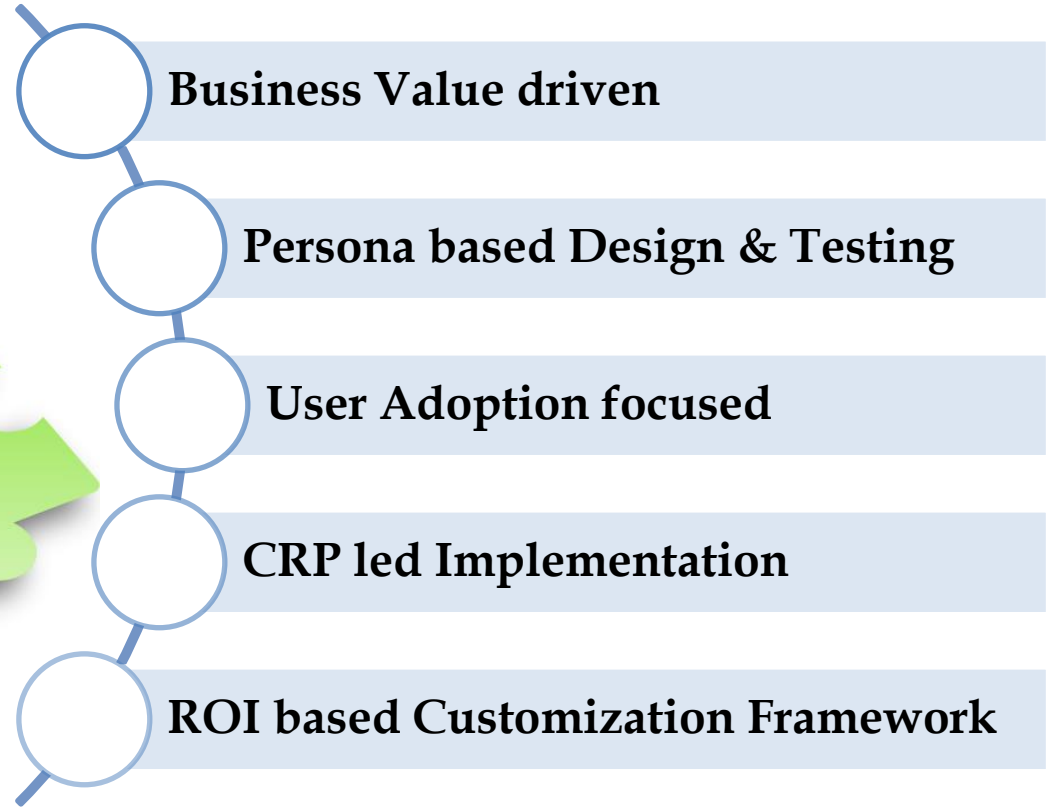
# VRM™ leverages a ROI based customization governance



Framework will maximize value of customizations while ensuring the resulting application can be properly maintained and upgraded



# Key Highlights of Implementation Methodology



# Application enabled Best Practices

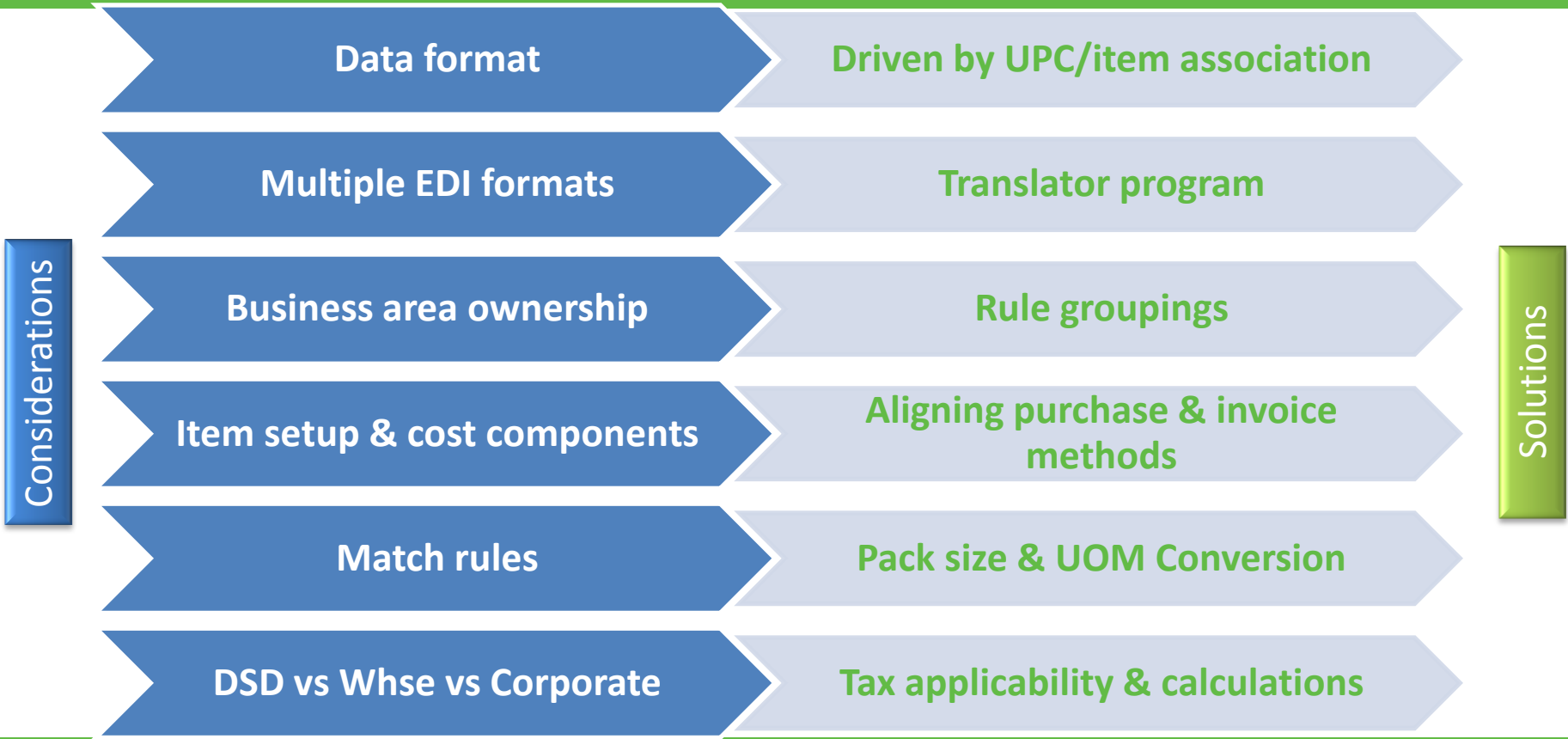


# Procure to Pay cycle

- Improved match rate
- Automation of taxes (PST & GST)
- Reduced lead time
- Improved spend control
- Improved transaction visibility
- End to end automation



# Matching

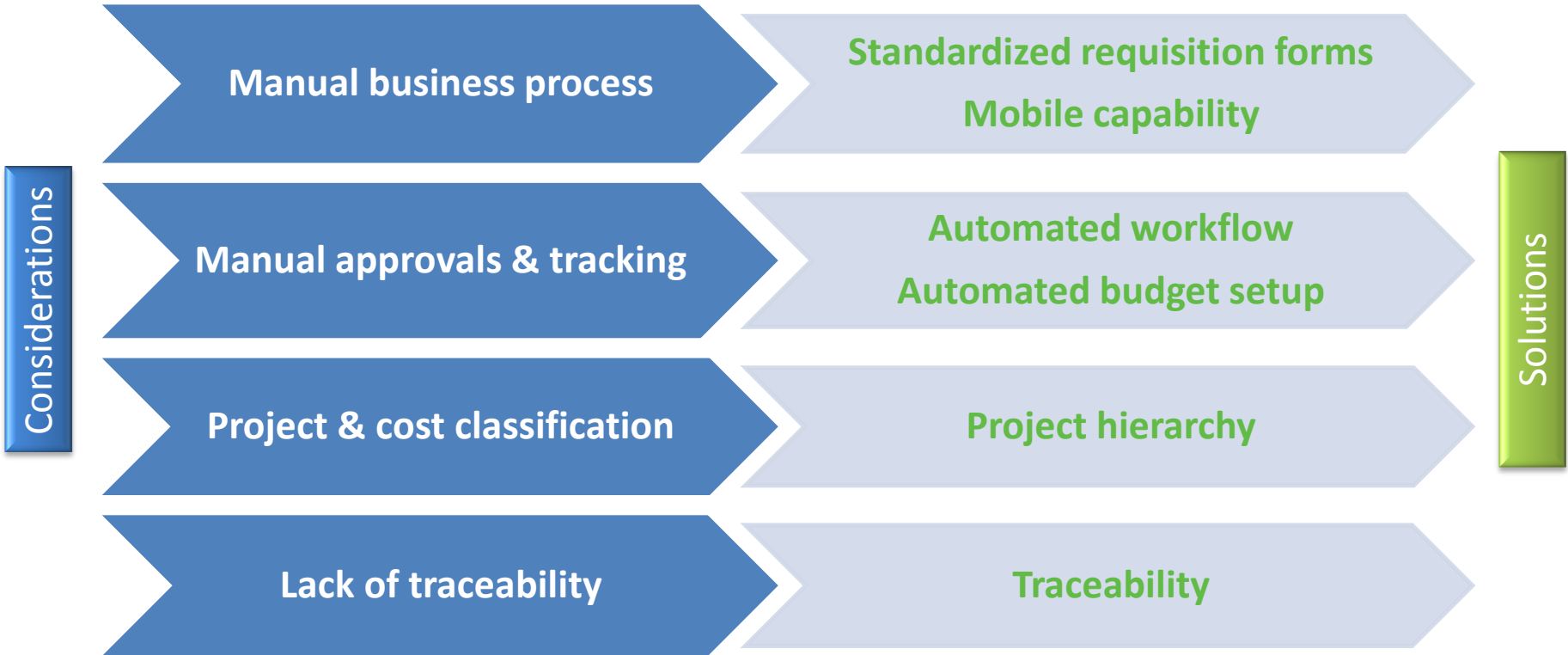


# Record to Report cycle

- Flexible Chart of Accounts structure
- Enhanced Reporting capabilities
- Improved analytics
- Automated Project and budget setup
- Timely alerts & controls on project spend



# Project Costing



# Order to Cash Cycle

- Streamlined invoicing process
- Enhanced visibility to receivables
- Automated bank account reconciliations
- Monitor cash forecast vs actuals





# Reporting & Analytics

- nVision reporting
- Utilization of tree structure
- WorkCentre & Queries
- Pivot grids
- Pivot grids
- Materialized View





# Compliance & Control

- Workflow approvals
- LDAP security
- Model-based application security
- Tax



# Change Metrics





think  
positive!!

# Lessons Learned

I WILL LEARN MY LESSON  
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# Strong Governance



# Project Team Mix







# Data Quality







**T r a n s f o r m a t i o n**



# Recommendations

- 3-in-1 Approach throughout the project phases
- Skin in the game
  - Product Vendor, project team, SI, all stakeholders
- Identifying the right individuals
- Commitment throughout project timeline
- Core project team trained on capabilities vs functionality
- Data analysis up front to lock in timelines
- Don't underestimate data migration complexity
- Plan for negative impact on productivity for short-term



# Transformation Feedback

*Our Leader's voice: - Project Sponsor, CFO*

“... We have the foundation of a system that will allow us to deliver more efficient and effective finance and treasury support to the business, and going into next year it will be exciting to realize the full potential of our new system...”

*Oracle Stakeholder's voice: - Oracle Partner*

“..The product is successful only when it gets implemented by a right partner and Infosys is our Go To Partner...”



# Let's Discuss..



# Thank You



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