

**Responding to the Crisis and Sustaining
Service Excellence & Beyond**



Airtel Shared Service Center Overview



Airtel center of excellence (ACE)

ACE stands for Airtel Center of Excellence. ACE is the shared service arm of Airtel where F & A activities are undertaken.

It was established in 2009 to centralize all F & A activities which were handled at respective circles/OpCos during that time

Operational governance activities like controls, process excellence, service management including financial access controls are managed.

Journey- Key Milestones

Processes Handled

- Centralization of major processes in AR, AP, taxation & banking activities

2010 - 2011

- Mergers & takeovers
- Consolidation of ACE

2015 - 2017

- Center of excellence
- Simplification & Automation

Current state

- Accounts Payable
- Accounts Receivable
- Fixed Assets
- Procure to Pay
- Taxation
- Governance
- Regulatory
- Cash & Banking

2009

2012 - 2015

2017 - 2018

- Setting up of Shared services for India operations
- migration rollout

- Process Consolidation & stabilization
- Process Transformation
- Migration of African operations

- Streamlining the Governance activities
- Setting up the process excellence team

BCP during COVID-19



Preparedness done in anticipation of lockdown

- ✓ BCP preparation was initiated in ACE by 4th Mar 20, two weeks before the actual lockdown started.
- ✓ Verticalwise activities were discussed and list of expected issues were prepared.
- ✓ To check the effectiveness in real time, select verticals comprising about 40% of the ACE strength were asked to work from home and share the feedback on issues faced.
- ✓ In parallel, Third Party activity partners were contacted and asked to share their respective BCP plan. Preparations were closely monitored & supported
- ✓ Wherever laptops were not available, movement was Desktops were planned.

Current actions & Challenges

- Connectivity issues
- Delivery Management – Interim milestones based monitoring
- Data Security – VDI / VPN based access controls
- Keeping the sprit up
 - ✓ Engage meaningfully, do not over do. Skip level calls.
 - ✓ Weekly communications – Leadership talk through virtual townhalls
- Extensive use of communication tools – Chat Groups and V-Con tools for maker checker reviews
- Audit co-ordinations
- Learning opportunities – Free Online courses rolled out in collaboration

Confidence to face the unexpected!

OUR time is NOW