



As Knowledge Partner

Presents

# 2<sup>nd</sup> National Shared Services Conclave

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## Conclave Report

2nd Oct 2012



## Shared Services : A Strategic Enabler to Business

21st Sept 2012 , Le Meridien, New

Featuring the theme **'Shared Services: A Strategic Enabler to Business'**, the Conclave 2012 focused on the following primary objectives:

- Capture and disseminate understanding of the implementation of the Shared Services model by Indian Organizations, and
- Spread its adoption by fully leveraging the best practices from global shared services and off shoring operations.

The **Conclave** showcased the SSC/CPC success stories of companies and how the adoption becomes a strategic enabler for their growth plans, with **Three Streams**:

- **Workshop Panel Discussions**
- **Survey of Shared Services adoption in India**
- **Excellence Awards and Recognitions**

The Conclave was well attended by around 100 delegates and focused on the following **broad themes for the FOUR Panel discussions**:

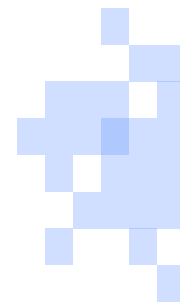
1. Shared Services in Indian Organizations: Strategic Need & Business Impact
2. Shared Services Experience of Indian Companies: Business Case & Value Story
3. Emerging Trends in Business Process Management
4. Execution and Change Management.





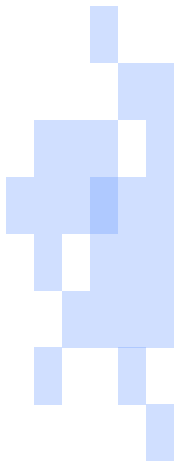
## Welcome Address by Sunil Sayal

*Program Director & Regional CFO, Nokia Siemens Network*



## Conclave Introduction Ravi Ramakrishnan

*Founder & CEO, RvaluE Consulting  
Knowledge Partners to the conclave*





## Chief Guest R K Mathurji

*Secretary MSME Ministry of India*





## Key Note Address Pramod Bhasin

*Vice Chairman & Former President & CEO, Genpact*



Mr Pramod Bhasin delivered an insightful key note speech in conversation with Ravi S Ramakrishnan, Founder & CEO RvaluE Consulting, the Knowledge Partners for the conclave.

Appreciating the relevance and timing of the Shared Service Conclave for Indian Organizations, Pramod Bhasin said, *“shared services enable creation of centres of excellence or expertise, extend to multiple functions from F&A to HR, Supply Chain, Information Technology, etc., deliver up to 50% in productivity and cost saves, and become a powerful strategic enabler to business growth.”*

Based on his rich global and local experience, he acknowledged that, *“Given the huge investments in Public Sector and their share in GDP growth, shared services should be adopted by public sector corporations as well”*.





## Special Guest

**Ram Ramasundar**

*Managing Director, Blue River Capital*



Ram Ramasundar unveiling the SSC Excellence Award



## Mr. R K Mathur unveiling the first of its kind Survey on: 'Shared Services Adoption by Indian Organizations'



RvaluE, in partnership with Delhi Management Association (DMA), conducted a survey, designed to understand the current state and trend of adoption of the shared services concept in India for staff functions in multiple domains.

Mr. R K Mathur unveiled the 1st ever Shared Services Survey Report for India at the conclave. 1st copies of the report were presented by him to eminent guests at the conclave.



Mr Sukanta Dey, President DMA receiving the Survey Report from Mr. R K Mathur

The Survey Report captures the current state of BPM adoption by Indian companies, whether in shared services model or otherwise – the drivers, requirements, challenges, functions, processes, practices, technologies used, value realized, as well as emerging trends for such adoption in the future.

The Survey Report covers multiple staff/ support functions extending to Finance & Accounting, Human Resources, Procurement, IT, Operations and multiple domains in Manufacturing & Services, with some large verticals including Pharmaceuticals, Retail, Telecom, Diversified, Banking, Financial Services, Insurance etc. A beginning has also been made in covering the Public Sector.

Survey invites were sent to ET 500 companies, DMA members, and other large corporate houses with target audience focused on CXOs and Shared Services Leaders, well supplemented by personal interactions and telephonic conversations to gather/ validate relevant information.



1st Survey Report copies held by :  
(L to R) - Mr Sunil Sayal, Mr R K Mathurji,  
Mr. Ram Ramasundar &  
Mr. Ravi Ramakrishnan



## Shared Services Survey Report: Executive Summary



Mr R K Mathurji presenting Survey Report to Mr Rakesh Sinha—Vice President & Business Leader,



Mr Rakesh Sinha—Vice President & Business Leader, RvaluE Consulting Pvt. Ltd. briefing about The Shared Services Survey Report

Mr. Rakesh Sinha, the lead analyst for the Shared Services Survey Report, shared the Executive Summary of the report:

- 1. SSC Adoption gaining momentum for Indian Organizations!**  
 In the period 2006 to 2010, the number of SSCs set up by Indian organizations has almost tripled compared to the prior five year period. The SSC concept is also finding acceptance amongst the government sector – the Income Tax Central Processing Centre (CPC) is an excellent example in this segment.
- 2. Shared Services of Indian Organization deliver Cost Saves..... and more!**  
 69% of the respondents say that they were able to obtain cost savings of at least 10%, of which 38% said that saves are more than 20% - dispelling the current myth of no cost saves from SSCs of Indian Organizations!
- 3. Finance & Accounting processes lead the journey of Shared Services**  
 F&A dominates the landscape from the process perspective (96%), followed by Human Resources (51%). Clustered next are IT, Supply Chain & Procurement, Customer Contact Centers and Operations (for service industries).
- 4. Change Management: The key for effective Shared Services Operations!**  
 The biggest challenge faced during the set-up stage is change management, followed by relocating existing employees, which is also a change management issue. The primary challenge faced post set-up is maintaining customer buy-in, implying that SSC managers need to be always alert to signals coming in from their customers.
- 5. Greater Momentum expected through success stories & business cases**  
 There is no doubt that SSCs are here to stay and they are looking to expand overseas, reduce cost and build skills to enhance scope of services. Major drivers to increase the rate of adoption are sharing success stories to build awareness of the value of the concept and creating strong business cases that enable decision making.



September 2012







**Panel Session I**

**Shared Services in Indian Organizations: Strategic Need & Business Impact**

Aligning shared services as a strategic initiative with business goals is essential to create value and impact. This session brought insights from CXO's on how global experience of shared services can be translated to the Indian context and how it enables the Business Process Management strategy as well as Business Excellence



**Ravi Ramakrishnan**  
Founder & CEO, RvaluE Consulting  
Moderator



**Umang Vohra**  
CFO, Dr Reddy's Laboratories



**Shantanu Ghosh**  
SVP & Global Head - Practices, Solution, Transitions  
Genpact



**Devang Desai**  
Group CFO - Adani Group





**Panel Session II**

**Shared Services Experience of Indian Companies: Business Case & Value Story**

Shared Services for Indian Organizations is a different experience for each domain; however, to achieve success, every company needs to determine and deliver on the business case and value story. This panel session shared the success story from three domains - Banking, Financial Services and Manufacturing



**K Ramesh - Consultant  
Moderator**



**R V Pethe - Head F&A Shared Services,  
Tata Motors**



**Somesh Chandra  
Director & Head O & T Strategy and Shared Services,  
Religare Enterprises**



**Bindumadhav Tikekar CEO - ADFC  
(An associate company of HDFC)**





**Panel Session III**  
**Emerging Trends in Business Process Management**

Global Experience demonstrates that Shared Services extends to both private and public sector, and to all service functions. This panel session identified few areas where adoption of SSC is still emerging in the Indian context and shared insights on Supply Chain SSC, Spinning off Captive to combine Third Party Operations and more particularly, showcased a global success story of a Shared Business Services JV by a public sector health care services corporation from UK.



**Rakesh Sinha**  
Vice President & Business Leader  
RvaluE Consulting  
Moderator



**S Asokan**  
Executive Director - Supply Chain,  
Bharti Airtel Ltd



**Anurup Pruthi** - Managing Director  
NuFuture Haribhakti Business Services



**Reena Sharma** - Senior Vice  
President - Operations, Steria India



**Ashley Kortals**—Head - Debt Management  
Services, NHS Shared Business Services



**Panel Session IV**  
**Execution and Change Management**

The Shared Services as a strategy becomes a reality when it is properly executed with a well structured change management rigor. This session dealt with the 4 key dimensions of Execution & Change Management in respect of People, Process, Technology & Customer, and shared some real life experiences.



**Punit Jain**  
Global Head - Document Management Solutions - Datamatics



**Rahul Bishnoi**  
Independent Consultant, UK Moderator



**Ashish Rao**  
Senior Vice President - Service Delivery, ICICI Prudential



**Rohit Khurana**  
Strategic Partners Management, Shared Services Aircel





**Excellence Awards & Recognition—2012**

**All India Management Association (AIMA) & Delhi Management Association (DMA)**, in collaboration with **RvaluE Consulting** as Knowledge Partners, have institute Shared Services Excellence Awards and Recognition. These Awards have been established to honor, recognize and promote transformative strategies for shared services demonstrating winning practices.

Shared Services Excellence awards are designed to recognize contributions by Companies that are broadly comparable.



**Four Categories of Awards**

**Category I: Shared Service Centers—Servicing India**

**Category II: Shared Services in India—Banking Domain**

**Category III: Shared Services in India—Insurance Domain**

**Category IV: Shared Services Strategy enabling Business Transformation**



**Excellence Awards & Recognition—2012**

An Independent Jury Panel comprising practitioners with proven experience and expertise in BPM and shared services space evaluated and scored each application. The jury decided upon various stated parameters and ensured comparability of the scores for final selection of winners.

**Jury Panel**



**Mr. Gaurav Gupta**  
Partner—Communications, Media & Technology Practice, AT Kearney



**Mr. V V Ranganathan,**  
Co-Founder & Chairman,  
Compassites Ventures Inc.



**Mr. Vivek Gaur**  
Managing Director & CEO  
Air Works India Engineering Pvt. Ltd.

**Awards Evening**



Jury Chair inaugurating the Awards Evening



Dignitaries at the dais for announcement and distribution of Excellence Awards



**Excellence Awards & Recognition 2012  
Shared Service Centers - Servicing India**

**Mr. Sukanta Dey, President DMA  
announcing the Award Winner:  
Bharti Airtel Limited**



**Anuj Joshi, Ankur Kheterpal & Rohin Vig accepting the Excellence Award  
from Mr. Sukanta Dey**



**Rohin Vig, General Manager  
conveying his thoughts about the  
win**



**Excellence Awards & Recognition 2012**  
**Shared Services in India - Banking Domain**



Mr. Sunil Sayal, Regional CFO, Nokia Siemens Network announcing the Award Winner:  
**Atlas Documentary Facilitators Company (P) Limited**  
(An associate of HDFC)



Mr. Sayal handing over the Excellence Award to **Koka Phanindra & Bindumadhav Tikekar** of ADFC Limited



Koka Phanindra, Sr. Consultant acknowledging their win





**Excellence Awards & Recognition 2012  
Shared Services in India - Insurance Domain**



Mr. Sachdev Ramakrishna, Director—Marketing, Steria India announcing the Award Winner:  
**ICICI Prudential Life Insurance Company Limited**



**Mr. Ashish Rao** along with **Amit Wadhvani & Vishal Shastri** accepting Excellence Award for ICICI Prudential



Mr. Ashish Rao, Sr. Vice President—Service expressing his gratitude after accepting the Excellence Award



## Excellence Awards & Recognition 2012 Shared Services Strategy enabling Business Transformation



Mr. V V Ranganathan, Jury Chair announcing the Award Winner:  
**Dr. Reddy's Laboratories Limited**



**Mr. B Jayaraman**, Sr. Director Finance - Global Business Services,  
Dr. Reddy's Laboratories receiving the Excellence Award



B. Jayaraman acknowledging their win and conveying gratitude on behalf of Dr. Reddy's



## Excellence Awards & Recognition 2012 Winners





## Delegates & Networking





## Delegates & Networking





Next Link to login



For more information on the Conclave & Shared Services India Survey report Please contact  
**RvaluE Consulting Pvt. Ltd.**  
contact@rvalueconsulting.com or contact@sharedservicesforum.in

# With changing business needs, growing companies redesign staff functions... ...to achieve Value and Excellence

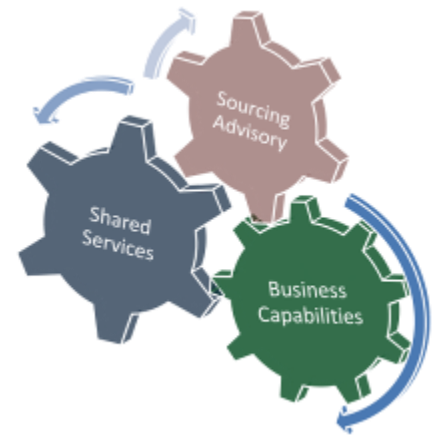
Reduce costs of service functions Upto 20-25% and improve On Time service delivery to customers



RvaluE offers three major service in business processes: **Sourcing Advisory**, **Shared Services** and **Business Capabilities** to enhance business performance. Our team comes with **strategic, operational** and **hands-on experience**, having been part of the global team to set up and grow the pioneering global shared services centre for American Express.

In the last few years, we have set up and partnered with more than **10** Shared Service Centers (SSC) within India and overseas in multiple functions including F&A, Marketing, HR and Supply Chain. We have worked with large domestic and global corporations in multiple domains – Banking, Financial Services, Insurance, Pharmaceuticals, Retail, Manufacturing, Telecom etc.

Recently we have advised one of the largest Business Process Management deals in India - to spin off the F&A SSC of a Pharma major (with India to India Ops and US/ UK) to one of the global BPO Players!



## Our Services

### Sourcing Advisory

- Service Function Review
- Sourcing Strategy & Structuring Models
- SSC/ BPO Expansion
- RFP Management
- M&A Opportunities

### Shared Services

- Program Management
- Designing Shared Services
- Transition to Delivery
- Stabilize the Operations
- Engagement Models

### Business Capabilities

- Performance Framework
- Operational Reviews
- Voice of Customer (VOC)
- Moving Up the Value Chain
- eSCM and Capability Review

**We customize our engagement to deliver on the client's strategic and operational requirements with a focus on execution and business excellence.**



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