

A Leadership Interaction for Challenging the Conundrum of Digital Journey

PUNE, August 28, 2019 – Shared Services Forum (SSF), India held an exclusive **Leadership Interaction Evening**, in Pune, along with **RvaluE** (a team of BPM Pioneers and practitioners) as Knowledge Partner, and **ACCA** (The Association of Chartered Certified Accountants) and **Quintes Global** (a transformation centric business services company) as Event Partners.

The theme for this evening of Powerful Conversations and Leadership Interactions was **The Conundrum of a Digital Journey – Myths and Critical Success Factors**. For SSF, it was a rare moment of great pride and privilege to receive participation and hear perspectives from eminent industry leaders like **Mr Martin Mogensen (Syngenta)**, **Mr Sanjeev Rastogi (Syngenta)**, **Mr Ranjit Anand (Former Credit-Suisse)**, **Ms Arati Desai (Tata Motors)**, **Mr Anup Kapoor (Infosys BPM)**, **Mr Sriram Gopalakrishnan (V.Group)**, **Mr Gurvinder Singh (Vodafone)**, **Ms Binu John (Cummins)**, **Mr Ajay Wadhwa (Akzo Nobel)**, **Ms Reena Sharma (UBS)**, **Mr Krishnan Raghunathan (WNS)**, **Mr Rahul Puri (ACCA)**, **Mr Anand Maheshwari (Quintes Global)**, **Mr Dhiraj Sonawane (Solenis)**, **Mr Ravi S Ramakrishnan (RvaluE)**, **Mr Sanjay Gupta (SSF)**, **Mr Rakesh Sinha (RvaluE)**, and several more, making the evening a grand success.



In the Welcome Address, **Mr Ravi S Ramakrishnan** (Founder & CEO, RvaluE Group and Founder & Member – Governing Council, SSF) set the context for the evening interactions. He spoke of India having made a substantial difference to the world Business Services and IT as Global India and the leap the country has taken in terms of digitalization and digital transformation. He mentioned the 3 big transformations that actually comprise the digital transformation are – **Business Process Transformation**, **Customer Experience Transformation** and **Business Model Transformation**, which thereby cause the conundrum. He also mentioned, that the evening’s interaction on digital journey will not

solely focus on technology, but also talk about various other aspects that are critical part of the digital journey, i.e. business, people, organization, skilling, and more. Since SSF is ‘For practitioners, By Practitioners’, he encouraged the audience to share knowledge – insights and perspectives, case examples, best practices, successes and failures.

The first formal session of the evening was a presentation made by **Mr Rahul Puri**, Head Employer Relationships, ACCA (Association of Chartered Certified Accountants), on **ReSkilling Requirements Arising from Digital**. He shared how **Technology** is driving finance evolution and the role of finance professionals – since it is as much responsible for replacing **Entry Level** roles, as it is the reason for enabling finance professionals to actually focus on activities of **High Value**. He touched upon various aspects that provide the finance professionals the opportunity to learn and develop their skills and focus on career progression prospects. He concluded his insightful presentation by sharing the seven professional quotients – **Technical and ethical competencies (TEQ)**; **Intelligence (IQ)**; **Creative (CQ)**; **Digital (DQ)**; **Emotional Intelligence (EQ)**; **Vision (VQ)**; and **Experience (XQ)** – for success, based on extensive industry researches conducted by ACCA.



The next item on the agenda was the **Digital Journey in Finance Function at Syngenta** – a presentation jointly made by **Mr Martin Mogensen**, Head Digital Finance, Syngenta and **Mr Sanjeev Rastogi**, Managing Director, Syngenta Services Pvt Limited. The eminent speakers highlighted that the focus areas for driving digital change were – **Capability Development, Senior Sponsorship and Investment in Technology**. From their digital journey, which started in 2017, they shared some of the enablers for success, key focus areas, as well as the challenges which they faced in this digital journey, which included – **managing expectations, agile ways of working by investing in POCs and learning, IT support for agile processes, the need to have the right level of governance to move data inconsistency to a uniform data model, continuous organization engagement, and data analytics to implement solutions with different capabilities and a mature data set**. The Digital Journey at Syngenta started with **Driving Efficiency, Creating first value cases** in 2017; and then moved on to **Establishing Value** in 2019. The future for the organization, 2020 onward, is all set to be about **Accelerating Value** – thus making **Digital** the “new norm” for the **Finance function**.



Mr Martin Mogensen and Mr Sanjeev Rastogi



Mr Rakesh Sinha, Executive Director & COO of RvaluE, presenting the token of appreciation to Mr Martin Mogensen



Mr Ajay Kumar Wadhwa, India Site Head for Akzo Nobel, presenting a token of appreciation to Mr Sanjeev Rastogi

Post their presentation, the audience too participated by asking questions and also sharing their perspectives on every aspect involving digital transformation journey in finance.



The insightful presentation on Syngenta’s digital journey was followed by an rigorous interactive session of 50 minutes on the theme of the evening – **The Conundrum of a Digital Journey – Myths and Critical Success Factors**. The session was presented and anchored by **Mr Sanjay Gupta**, Chief Architect, SSF & **Mr Rakesh Sinha**, Co-Founder, SSF and Executive Director & COO, RvaluE.



The speakers set the context for the theme and the session by using some of the critical nuggets from SSF’s **Research Report 2018 – Breaking the Boundaries: The Power of Enterprise Services Management**. SSF has conducted extensive research and created various capability frameworks/ models to serve as catalysts to the organizations. One such model is **CENTUM**. From the many enablers that CENTUM provides, one of them is to enable Technology Integrated Services, and not just ITes, in a world that has now moved from **Business Process Management to Enterprise Service Management**, and business by itself must be result oriented and therefore must have a customer connect and a robust relationship management. Similarly, **TIBS** or Technology Integrated Business Services Capability Model is another such holistic model that has been designed by SSF for use by GBS and SSCs in building and enhancing capabilities to progress in their journey of integrating technologies into business services.

Rakesh emphasized that the need for ‘Digitalization’ is to cater to the mindset of the enterprise and the customer as a whole, since it has a serious and a significant impact. Some of the key pointers highlighted by both the speakers included: ‘speed’ at which the transformation is taking place; India as a prominent sector in the world of digital transformation; the innovative products of the start-ups given the digital capability and skills perspective; leveraging and understanding cutting-edge technologies – robotics, blockchain, machine learning, augmented reality, virtual reality, cloud-based solutions.

This discussion was then opened to the audience, where all the leaders shared some crucial experiences and key perspectives, critical for a successful digital journey to take place. A few of these have been briefly captured here.



Anup Kapoor



Sriram Gopalakrishnan



Reena Sharma



Arati Desai



Krishnan Raghunathan



Yogeshwar Joshi

Mr Anup Kapoor, Head of Operations for Infosys BPM, shared his perspectives on employee experience which is different from satisfaction, and the possibility of bringing the customer experience inwards with a happy employee. **Mr Dhiraj Sonawane**, Head of Shared Services for Solenis, identified the broken processes being responsible for the failure of implementing digital strategy, and thereby the need for process standardization or process redesigning. **Mr Sriram Gopalakrishnan**, Director Business Solutions at V.Group, shared that it is important to challenge the standard processes before implementing the digital strategy, and therefore, a revisit to the drawing board is important to redesign the process to ensure RPA to not just work partially but work end-to-end of the process. **Mr Ravi S Ramakrishnan**, Founder & CEO, RavluE, re-enforced the importance of process redesigning to make the world of digital transformation to actually happen.

Ms Reena Sharma, Head Digital Transformation, UBS, mentioned that reinventing has become the bane for any successful digital initiative, thereby creating a huge gap between initiated versus deployed. It is important for the leaders to take deployment to full stage before moving to the next level of transformation. **Mr Priyank Sharma**, Head of Digital Finance for Syngenta Services, said issues with data and process quality need to be identified and fixed before deploying any technology, for the strategy to be successful. **Ms Arati Desai**, Head of Global Delivery Centre for Tata Motors, felt that Customer Experience is the most important aspect in the digital transformation journey. She emphasized that productivity and experience are different aspects that create conflicts like transformation objectives versus stakeholder or customer experience objectives. **Mr Gurinder Singh**, Head of IT Operations at Vodafone Shared Services, said that ‘empowerment’ is the key deliverable of the digital journey, and unless that is acknowledged and executed, the multiplier of the value addition does not happen and the entire digital transformation journey is a waste. Therefore, it is an imperative for us to deliberate on how to integrate empowerment at all levels into delivering that final business product. **Mr Krishnan Raghunathan**, Executive Vice President at WNS, highlighted that we are often limited by incremental approach to change rather than step change to the approach. He emphasised on stakeholder experience rather than just customer experience and added another conundrum, that there are a lot of conversations on the impact of what we do today instead of having conversations on the impact of what we are not doing today and should be done given the access to technology that we have. **Mr Rahul Puri**, Head Employer Relationships, ACCA, found data to be one of the most interesting aspects – data that can be used to design most unique customer experience – is not being utilised optimally. **Mr Yogeshwar Joshi**, Head of P2P Operations at Syngenta, recommends that we need to watch out for the underlying root cause for automation and ensure that it is never side lined to ensure success. He challenged the need to standardize processes and suggested to instead take advantage of technology that can be leveraged to manage every situation.



Dhiraj Sonawane



Ravi S Ramakrishnan



Priyank Sharma



Gurinder Singh



Rahul Puri



Ajay Wadhwa

Mr Ajay Wadhwa, India Site Head, Akzo Nobel, highlighted the importance of cultural change in the organization while we embark on the digital transformation journey. Instead of the focus to reduce FTEs, the organizational strategy should be to have the Business units and the Strategic units to work in tandem with the GBS strategy. The productivity benefit in this case is a major conundrum.

Mr Rakesh Sinha and **Mr Sanjay Gupta** also presented the ‘Critical Success Factors’ for a successful Digital Transformation. Some of the ‘Critical Success Factors’ shared by the leaders included, ‘**outcome orientation**’, as per **Mr Krishnan. Raghunathan**; Mr Sanjeev Rastogi found it to be ‘**stakeholder engagement**’, **Mr Anup Kapoor** did not see ‘**process selection**’ as a critical success factor. **Mr Amal Acharya**, Deliver Head – Operations for Metro Global Services, mentioned that one of the critical success factor is **creating capacity and absorb work** instead of having people to lose their jobs.

Mr Anand Maheshwari, Member – Governing Council, SSF and Founder Director, Quintes Global (P) Limited delivered the Vote of Thanks and summarized the interactions and conversations right from 3 big transformations, to the fitment of finance professionals in the digital transformation journey, followed by the real life case history of the digital journey of Syngenta, to some of the most important nuggets shared by Mr Sanjay Gupta and Mr Rakesh Sinha basis the extensive research taken up by SSF. He pointed out that the real differentiator at this Leadership Interaction was the audience engagement and the powerful discussions. He also thanked the event partners and everyone who made this evening a grand success.



The charged-up audience continued the conversation, informally, over dinner and drinks.



Shared Services Forum (SSF) India would especially like to acknowledge with thanks to all its partners, Knowledge Partner, **RavluE**; Event Partners **ACCA (Association of Chartered Certified Accountants)** and **Quintes Global**; Academic Partner, **AIMS Institute of Management Studies**; and Technology Partner, **Muniwar Technologies**, for enabling this Leadership Interaction at Pune. **SSF**