



Delegates listen in rapt attention during a panel discussion at the shared services conclave.

Sharing Thoughts For A 'Shared World'

Shared services may still be in its infancy in India but many large companies have already moved key function to the shared services platform. A recent conclave in Delhi looked best practices and challenges in this area

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THE DELHI MANAGEMENT Association along with the leading shared services consulting firm Rvalue recently held a shared services conclave in Delhi to discuss, debate and look at ways in which shared services could genuinely

become a strategic enabler to business for most Indian organisations.

Featuring the theme 'Shared Services: A Strategic Enabler to Business', the conclave focused on the capturing and disseminating the implementation

of the shared services model by Indian organisations, and spreading its adoption by fully leveraging the best practices from global shared services and offshoring operations. Held at The Meridien in Delhi, the conference was attend-

EVENT

ed by nearly 100 senior level delegates from across India. The panel discussions lined up for the day helped bring in many CXO level delegates from cities beyond the national capital as well.

In his welcome address, Mr Sunil Sayal Programme Director & Regional CFO, Nokia Siemens Network spoke about his own experience with implementing shared services in his previous role as CFO of Ericsson in India.

Introducing the day's proceedings, Mr Ravi Ramakrishnan, Founder & CEO, RvaluE Consulting, Knowledge Partners to the conclave spoke about how passionately he believed in shared services as a strategic enabler and recalled his own experiences of moving various functions to shared services in different jobs he held in his career.

The Chief Guest for the day Mr R K Mathur, Secretary, MSME, Government of India said his ministry would always have its doors open for organisations that sought the ministry's help when moving to the shared services platform. He also spoke about the need for PSUs to consider shared services.

In his key note address, delivered as a video presentation, Mr Pramod Bhasin Vice Chairman & Former President & CEO, Genpact appreciated the relevance and timing of the Shared Service conclave for Indian organisations, "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 per cent in productivity and cost saves, and become a powerful strategic enabler to business growth," he said.

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".

Mr Mathur then formally released the a survey report, done by Rvalue in association with DMA, done to understand the current state and trend of adoption of the shared services concept in India



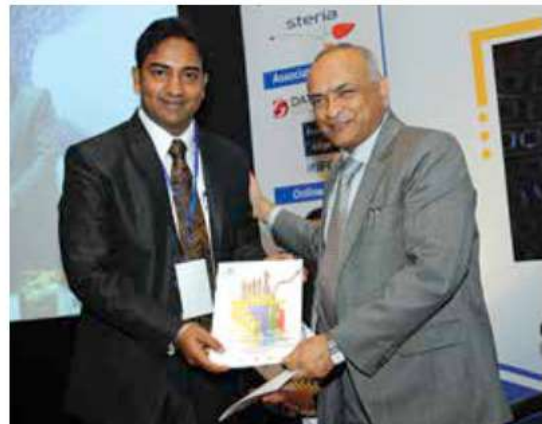
CFO SPEAK: Umang Vohra, CFO, Dr Reddy's Laboratories; Devang Desai, Group CFO, Adani Group; Shantanu Ghosh, Sr VP, Genpact and Ravi Ramakrishnan, CEO, Rvalue pose for the camera after their panel session.

for staff functions in multiple domains.

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 realised, as well as emerging trends for such adoption in the future. Mr Ram Ramasundar, Director Blue River Capital and former Group CFO ITF Jindal delivered the special guest lecture.

After a quick coffee break the first of the four panel discussions kicked off on 'Shared Services in Indian Organisations: Strategic Need & Business Impact'.

The speakers at the session argued in favour of aligning shared services as a strategic initiative with business goals to create value and impact. The 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



BOOKED: RK Mathur (R), Secretary, Department of MSME, Govt. of India releases the survey report on shared services adoption in India along with Rakesh Sinha, Head of Research, Rvalue.

process management strategy as well as business excellence. The high profile discussion was led by Mr Umang Vohra CFO, Dr Reddy's Laboratories, Mr Shantanu Ghosh, SVP & Global Head - Practices, Solution, Transitions Genpact and Mr Devang Desai Group CFO - Adani Group.

The second panel (Shared Services Experience of Indian Companies: Business Case & Value Story) highlighted the fact that shared services for Indian Organisations is a different experience for each domain; however, to achieve suc-



SETTING THE AGENDA: Ravi Ramakrishnan, CEO, Rvalue delivers the welcome address.



HOW WE DID IT: Panelists (L-R) Rohit Khurana, Rahul Bishnoi, Punit Jain and Ashish Rao discuss a point.

cess, 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. The panelists for the session included Mr Somesh Chandra Director & Head O & T Strategy and Shared Services, Religare Enterprises, Mr R V Pethe - Head F&A Shared Services, Tata Motors and Mr Bindumadhav Tikekar CEO - ADFC. The session was moderated by Mr K Ramesh - Consultant.

Post lunch, the third session was on the '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.

The discussions were led by Mr S Asokan Executive Director - Supply Chain, Bharti Airtel, Mr Anurup Pruthi - Managing Director NuFuture Haribhakti Business Services, Ms Reena Sharma - Senior Vice President - Operations, Steria India and Mr Ashley Kortals—Head

- Debt Management Services, NHS Shared Business Services. Mr Rakesh Sinha of Rvalue moderated the session.

The final session was the most charged up with panelists throwing up several questions. Speaking on '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 four key dimensions of Execution & Change Management in respect of People, Process, Technology & Customer, and shared some real life experiences. Mr Punit Jain Global Head - Document Management Solutions - Datamatics, Mr Ashish Rao, President - Service Delivery, ICICI Prudential and Mr Rohit Khurana, Strategic Partners Management, Shared Services, Aircel spoke on the subject. The session was moderated by Mr Rahul Bishnoi, a UK-based Independent Consultant.

Post the evening break the stage was set for the much awaited Excellence Awards. The All India Management Association (AIMA) and Delhi Management Association (DMA), in collaboration with Rvalue Consulting have instituted the Shared Services Excellence Awards and Recognition. These awards have been established to recognise and promote transformative strategies for shared services demonstrating winning practices.

The four categories of awards this time were:

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

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.

The winners for 2012 were Bharti Airtel Limited, Atlas Documentary Facilitators, ICICI Prudential Life Insurance Company and Dr. Reddy's Laboratories Limited. Senior representatives from all four organisations were present to receive the awards amidst thunderous applause.

The proceedings ended on a happy note as guests were seen networking and catching up over cocktails and dinner later in the evening and also exchanging notes with some of the senior representatives of the event sponsors such as Steria, Datamatics, Genpact and 9.9 Media who were the media partners through CFO India. CFO