



The Inside View: SSC: Saves Cost, Builds Efficiency

Four business leaders tell us why they think Shared Services is the future as far as India Inc is concerned

✦ TEAM CFO INDIA

RAVI RAMAKRISHNAN

Mr Ravi Ramakrishnan, having seen both Indian and Global perspectives – as a CFO with Eicher Group and as a Business Leader at American Express Global Shared Services Centre, strongly believes that Shared Services is one of the key strategies for India Inc to consider in times to come, for enabling business growth. Post 2003, in his entrepreneurial role at RvaluE, he has been involved with over 10 Shared Services initiatives and feels that India Inc has yet to understand the true value realised from Shared Services. To spread awareness on this strategic option, RvaluE collaborated with the All India Management Association (AIMA) and the Delhi Management Association (DMA) recently to organise a Shared Services conclave. The primary objective of the conclave was to capture and disseminate understanding of the implementation of the shared services model by Indian organisations, and spread its adoption by fully leveraging the best

practices from Global Shared Services and off-shoring operations. “The last decade has seen the emergence of true adoption of Shared Services in India. It is possibly the beginning of a new era, where we are challenging existing legacies, and building an innovative India,” he says. “The time is now ripe



RAVI RAMAKRISHNAN
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and companies that can really benefit from Shared Services are those with multiple locations, multiple business units and multiple process/systems and the revenue size is not the key driver i.e. SS can be applicable to a ₹1,000 crore or a ₹15,000 crore company yielding similar kind of advantage”, he further added. “Even the Indian organisations stand a strong chance to achieve cost savings of up to 25-30 per cent by setting up Shared Services for their F&A function,” he says, speaking from experience. “In addition to cost savings, Shared Services also bring about many other hidden values, such as focus on control and compliance, better working capital management, decision support etc.

RAJENDRA PRASAD

Mr Rajendra Prasad is clear that there are benefits to be had with shared services, but that convincing the management/promoters is a bigger challenge. In case of SRF, when he realised the