

## The 'CODE' of Disruptional Engineering Key to Value Delivery in Business Services

*Deliberations at SSF's 9<sup>th</sup> Annual Global Business Services Conclave*

### Highlights:

- With **130+** eminent industry leaders and senior practitioners from global and India organizations in the business services sector, located across the country, **Shared Services Forum (SSF), India** successfully concluded its **9<sup>th</sup> Annual Global Business Services Conclave 2019** on Dec 13 at Taj MG Road, **Bengaluru**.
- **Guest of Honor, Pankajam Sridevi**, *Managing Director, Commonwealth Bank of Australia (India)*, inaugurated the **9<sup>th</sup> Annual Global Business Services Conclave** and delivered the Keynote address.
- **Romi Malhotra**, *Managing Director, DXC Technology – India*, was felicitated as the '**BPM Achiever in Global India**' by SSF.
- **SSF journal *Process Edge*, Crossing the Rubicon: From Dream to Reality in Global Business Services'**, December 2019 edition was unveiled at the event.
- '**CODE**' **Framework of Disruptional Engineering for Value Delivery** developed by SSF released at the Conclave by **Pankajam Sridevi** and the **SSF Governing Council**.
- **SSF Excellence Awards & Recognition 2019** for organizations were conferred on **Hindustan Coca Cola Beverages, Olam Global Business Services, V. Group Limited, Tata Motors Limited, Unilever Industries Private Limited, Essel Business Excellence Services, JSW Global Business Solutions, IBM India and Avery Dennison India Private Limited**.

**BENGALURU, December 13, 2019: Shared Services Forum (SSF), India**, along with RvaluE (a team of BPM Pioneers and practitioners) as Knowledge Partner, organized the **9<sup>th</sup> Annual Global Business Services Conclave**, on December 13, 2019 in Bengaluru on the theme:

### CHALLENGING THE PARADIGMS Code of Disruptional Engineering to Outperform

**Pankajam Sridevi**, the **Guest of Honor**, inaugurated the **9<sup>th</sup> Annual Global Business Services Conclave**. In her Keynote address, she spoke about **Reimagining GBS Leadership to Outperform**. She stressed on the need to go beyond awareness to adoption, to change and transform the core of the business. She stated that the secret to outperform is to truly become a 'strategic asset' to the business, and shared her *Leadership Mantras to Success – Take Charge & Be the Change; Lead the Business; Lead Others; and Lead Yourself*, while leaving certain reflections to ponder.



**Ravi S Ramakrishnan**

**Ravi S Ramakrishnan**, *Founder – Shared Services Forum and Founder & CEO RvaluE Group*, in his inaugural speech, shared his perspectives on the GBS journey over the last 2 decades and into the future: from 'causing' disruption' to 'being in the disruption', even while the business services sector has grown to be an industry by itself. He urged the business services organizations to take control of their destiny and said that this Conclave will

help to consciously raise and challenge paradigms, highlight the need for business services organizations to shift paradigms and become 'future ready'.



**Guest of Honor, Pankajam Sridevi, Lighting the Lamp along with Members Governing Council, SSF – Sanjay Gupta, Ravi S Ramakrishnan, Anand Maheshwari and Rakesh Sinha**



The December 2019 edition of the SSF journal, *Process Edge*, 'Crossing the Rubicon – From Dream to Reality in Global Business Services' was unveiled next. This edition is a glimpse into how *Harry Robertson*, the pioneer who successfully set-up the American Express Finance centre in India, got his 'Rubicon' moment, in his own words. The journal also includes insights on fraud, evolving audit techniques and even using IA to migrate towards creating next-gen shared service centres. Moving away from pure technology, there is an article that touches upon the first steps for the uninitiated – a guide for leaders to use while setting up shared service units for their organisations.

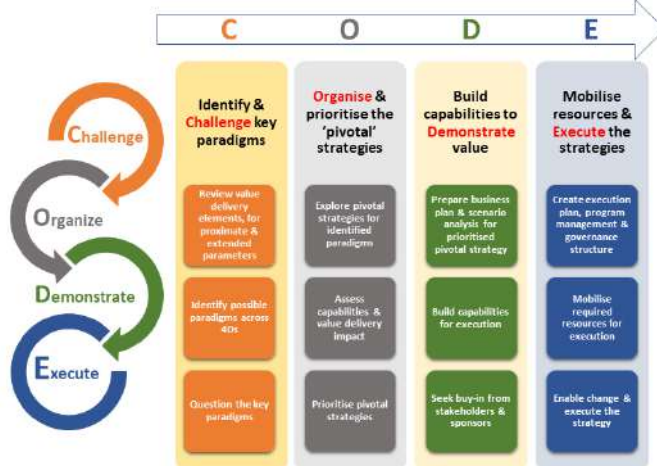


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'CODE' Framework of Disruptional Engineering for Value Delivery, developed by SSF, was released at the Conclave by Pankajam Sridevi and the SSF Governing Council.

The 'Code' of Disruptional Engineering 

Below is the CODE for proactive disruption:  
**C** – Identify and **Challenge** key paradigms  
**O** – **Organize** & prioritize the 'pivotal' strategies  
**D** – Build capabilities to **Demonstrate** value  
**E** – Mobilize resources & **Execute** the strategies

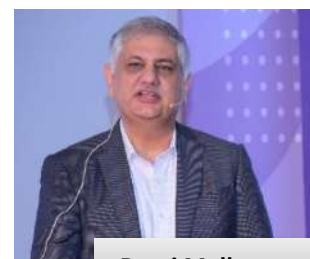


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Compilation for 9th Annual Global Business Services Conclave



Sanjay Gupta, Anand Maheshwari, Romi Malhotra, Ravi S Ramakrishnan and Rakesh Sinha

**Romi Malhotra**, *Managing Director, DXC Technology – India*, was felicitated as the 'BPM Achiever in Global India', in Recognition of Stellar Contribution in a Transformational, Strategic Leadership and Operations Role in Global India,



Romi Malhotra

*Delivering Value and Business Impact.* Romi's 3 decades in business services include pioneering achievements like setting up the shared services for Standard Chartered bank – Scope International; he played key role in charting Dell's progress in implementing its services strategy in India, and was also the part of the startup team that created GE Capital International Services, now known as Genpact.

In his special address to the audience, Romi spoke about unlocking the value potential of a GBS by **Shifting paradigms**, stressing upon the leaders to strategically focus on two aspects for the shift – quality and innovation; to enable co-creation of the ecosystem.



**Anand Maheshwari, Tanmay Agarwal, Alok Maheshwary and Vipin Radhakrishnan**

The day's first panel discussion was on **The dilemma of divergent directions: Designing the best suited business services model and linkages with business dynamics for long-term sustainability**. The esteemed speakers deliberated on:

- Classical and new-age business service models
- Balancing standardization and personalization
- Moving from strategic partnerships to trusting relationships

Panel speakers included senior leaders – **Alok Maheshwary, Senior Vice President, State Street Corporation; Tanmay Agarwal, VP & Head-Global Business Services, Hindustan**

**Coca-Cola Beverages; and Vipin Radhakrishnan, Managing Director, Diageo Business Services India & Global Source to Pay Director**. The panel was moderated by **Anand Maheshwari, Founder Director, Quintes Global Private Limited**.

The second panel of the day was on the topic – **Bringing strategic focus to 'Digital Quotient' of your Business Services**. The panelists were **Arati Desai, Head Global Delivery Centre, Tata Motors; Prerna Tandon, Senior Vice President, State Street Corporation; Prashray Kala, Practice Director, Everest Group; and Sanket Deshpande, Head IT & Process Excellence, Mahindra Integrated Business Solutions**. The panel was moderated by **Anirban Roy, Senior Vice President, RvaluE Group**. The key highlights of the discussion



**Sanket Deshpande, Prerna Tandon, Anirban Roy, Arati Desai and Prashray Kala**

included – measuring digital maturity; making GBS digital strategy a significant element of business's digital strategy; and aligning execution with business priorities. The panel also highlighted that the right talent deployment model or strategy plays a key role in the success of any digital strategy.



**Ramit Gupta**

This was followed by an insightful case presentation by **Ramit Gupta, Partner – Digital Strategy, IBM Services**, on **Two sides of emerging technologies**, wherein he presented two case stories about managing between the lure of potentials and the risk of misfit. He spoke of the shifting market

dynamics and its impact on the future through the cases and highlighted the need to create business and process value.

The next on the agenda was insights by the Olam GBS leadership on **Harnessing the 'Power of Data & Digital' for driving Exemplary Customer Experience**. The presentation was made by **GV (Gopal Venkataramanan), Head, Olam Global Business Services and Sundara Iyer, Vice President – IT, Olam Global Business Services**. The two leaders stressed on the key areas for generating customer experience, beyond satisfaction – **Productivity Boost; Higher Quality; Implementation Speed; and Reduced Operational Costs**.



**Sundara Iyer and Gopal Venkataramanan**



**Navneet Bansal**

The case presentation by **Navneet Bansal, CEO & VP, JSW Global Business Solutions Limited**, on **Nurturing talent and Cultural Transformation – Innovative people practices in shared services**, addressed people practices like employee empowerment, effective talent management, and more. He spoke that some of the key innovative practices like Inclusion, Mental health awareness, Women leadership programs, POSH workshops, Maternity policies in diverse domains using technical knowhow, has led to a highly engaged employees, which in turn has enabled one of the fastest RPA implementation across F&A, HR and commercial.

The third panel of the day was on the topic – **Creating a compelling talent deployment model**. The panelists were **Irendra Chhabra**, *Managing Director & CEO, Ebex Services Limited*; **Sriram Goplakrishnan**, *Director, Shared Services, V. Group*; **Sandeep Poddar**, *Head – Operations, Vodafone Shared Services*; and **Sowmya Shresth**, *People Operations and Organization Development Manager – India, Novozymes*. The panel was moderated by **Rahul Puri**, *Head – Employer Relations, ACCA*, where he urged the speakers to share their perspectives on ‘Aligning between Capacity vs. capability’ and ‘Blended focus on Right level and right skill’.



**Rahul Puri, Sowmya Shresth, Sriram Gopalakrishnan, Irendra Chhabra and Sandeep Poddar**



**Rakesh Sinha and Sanjay Gupta**

The last presentation was leadership insights by SSF, made by **Sanjay Gupta**, *Chief Architect, SSF India* and **Rakesh Sinha**, *Executive Director & COO, RvaluE Group and Co Founder – SSF India*, wherein they presented a powerful case on **Defining ‘Disruptional Engineering’ – Is being “disruptional” more important than being disruptive?** They explained to the business services practitioners the relevance, the elements and the essence of **‘CODE Framework’**, released at the Conclave’s inaugural session. The objective of the framework is to enable value delivery which consists of outcomes relating to **customer/stakeholder experience, organization goals & results, and**

**governance & risk**. They expressed that customer experience should move from standardization to personalization, and business process embedded in GBS’s performance must enable business performance, thereby resulting in business growth and making the business services a strategic asset.

The evening marked the **9<sup>th</sup> edition of SSF Excellence Awards & Recognition** for organizations. Eminent Jury Member, **T Chandrasekar**, *Vice President – Finance & CFO, IBM India / South Asia*, described the Award selection process for the audience. He along with **Pankajam Sridevi** and **Ravi S Ramakrishnan**, announced and handed over the Excellence awards to all the winning organizations. The Excellence Awards went to:



**T Chandrasekar**



**HINDUSTAN COCA-COLA BEVERAGES PRIVATE LIMITED  
SHARED SERVICES IN INDIA (INDIA SERVICING)**



**OLAM GLOBAL BUSINESS SERVICES  
SHARED SERVICES IN INDIA (INTERNATIONAL SERVICING)**



**V. GROUP LIMITED  
SHARED SERVICES IN INDIA  
– EMERGING CATEGORY**



**TATA MOTORS LIMITED**  
DELIVERING BUSINESS IMPACT THROUGH  
EFFECTIVE DIGITAL TRANSFORMATION



**UNILEVER INDUSTRIES PRIVATE LIMITED**  
DELIVERING BUSINESS IMPACT  
THROUGH EFFECTIVE DIGITAL TRANSFORMATION



**EBEX SERVICES LIMITED**  
DELIVERING BUSINESS IMPACT THROUGH  
EXEMPLARY CUSTOMER EXPERIENCE



**JSW GLOBAL BUSINESS SOLUTIONS**  
DELIVERING BUSINESS IMPACT THROUGH  
INNOVATIVE PEOPLE PRACTICES



**IBM INDIA**  
DELIVERING BUSINESS IMPACT FOR A CLIENT BY AN  
OUTSOURCING SERVICE PROVIDER



**AVERY DENNISON INDIA PVT LIMITED**  
RECOGNITION OF EFFECTIVE SHARED SERVICES  
IMPLEMENTATION IN GLOBAL INDIA

The day concluded with a **Vote of Thanks & Key Takeaways** by **Anand Maheshwari**, who thanked the participants, the speakers, organizing committee, and the partners and sponsors who made the event successful. The participants carried forward their discussions informally during the networking cocktail-dinner.

The **9<sup>th</sup> Annual Global Business Services Conclave** was supported by the following partners: Knowledge Partner, **RvaluE**; Co-Sponsor, **ACCA**; Associate Sponsors, **Quintes Global** and **Conduent**; Corporate Sponsors, **VDP Global Services**, **Hindustan Coca-Cola Beverages** and **Nokia**; Academic Partner, **Presidency University, Bengaluru**; and Technology Partner, **Muniwar Technologies**. **SSF**