

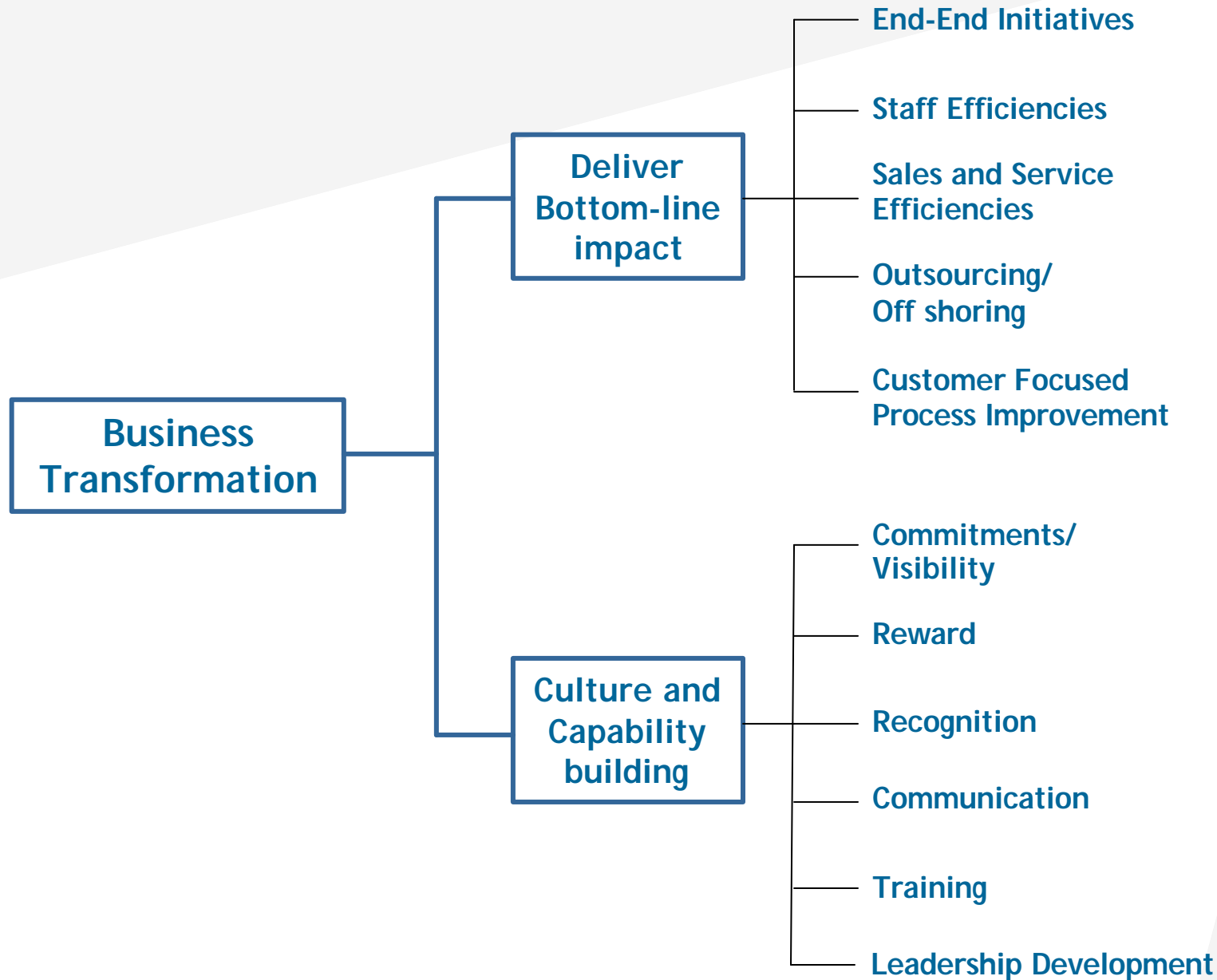


# Delivering Sustainable business impact

## *Re-engineering overview and case studies*

Melbourne, August '08

# Process Improvement in context



### ► Brief History

- Started small in 1997 as GE Capital's operations center
- Expanded scale & scope to serve all other GE businesses
- Moved up the value chain, from F&A to Analytics & IT
- Became an independent company in January 2005
- Investors include GE, Oak Hill Capital & General Atlantic
- Successful listing on the NYSE, August 2, 2007 (symbol: G)

### ► Genpact Today

- 35,000+ employees, 80+ clients, including 30+ Global 500s
- Presence in 9 countries, 20+ cities, 30+ delivery centers
- Core capabilities in processes, analytics & IT/software
- Domain experience & expertise in all major verticals
- Lean Six Sigma DNA & GE heritage differentiates us
- Progressive people practices make us Employer of Choice

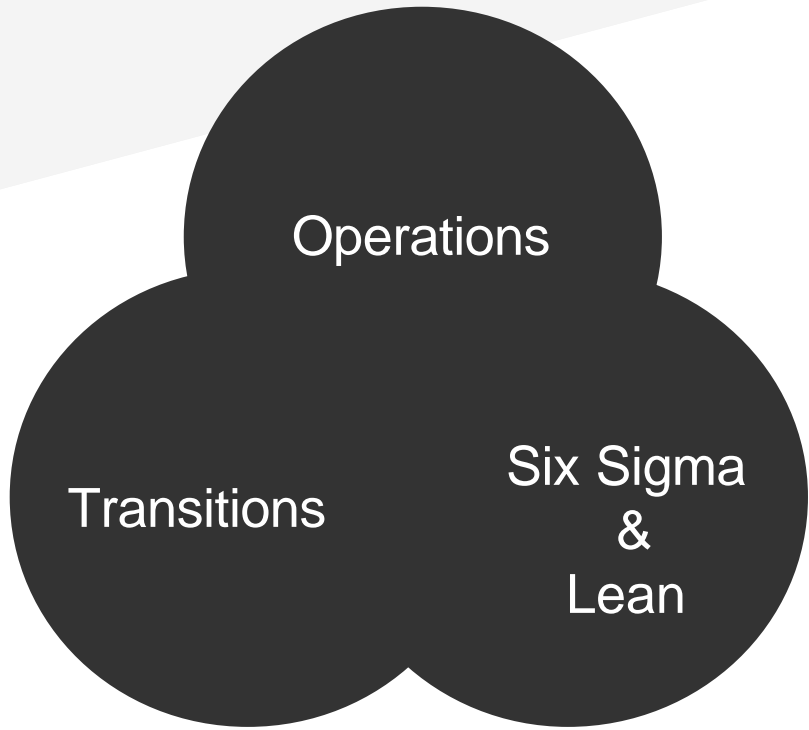
Genpact ranked No. 1  
**Best Performing BPO** and  
**Leaders in  
Human Capital Development**

The only winner in the Global Services 100 ranking to receive top honors in two categories



**Delivered > \$4 Billion Of Savings To GE And Other Clients Since 1997**

## People movement across functions



Developing Tomorrow's Leaders

- ? GE heritage emphasizing quality
- ? 360+ Certified BBs/MBBs/QL
- ? 5500+ Certified Green Belts
- ? 4500 Lean Trained Employees
- ? 400+ Six Sigma Projects, 4800 Lean Improvements

**Domain Knowledge**  
+  
**Process Excellence**  
+  
**Customer Centricity**

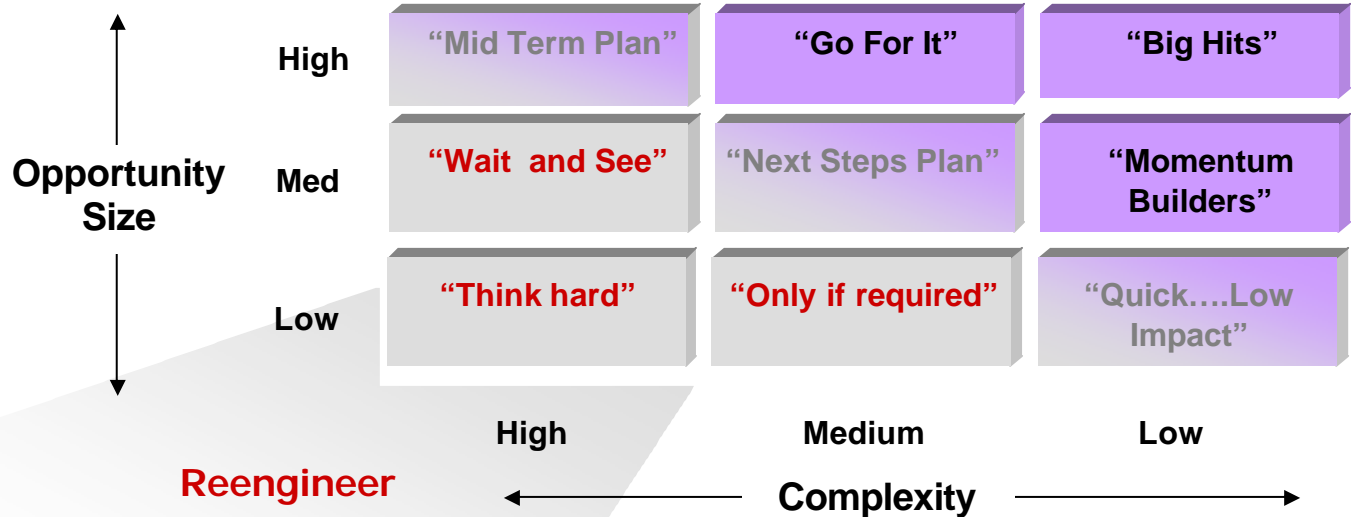
# Process Classification Approach

### Fix and Keep Strategy (40%)

- Critical core process
- Risk/Compliance issues
- Maximum opportunity to save on-site
- Not manually intensive
- Skewed effort/benefit relationship

### Ship and Fix Strategy (30%)

- Decouplable
- Manually Intensive
- Savings Opportunity high
- Level of Standardization
- Proximity Requirements



### Fix and Ship Strategy (30%)

- Broken process
- High Complexity
- Fixes critical to make it "off-shorable"

# Lean Six Sigma Roadmap to Process Transition Excellence

Level of Improvement



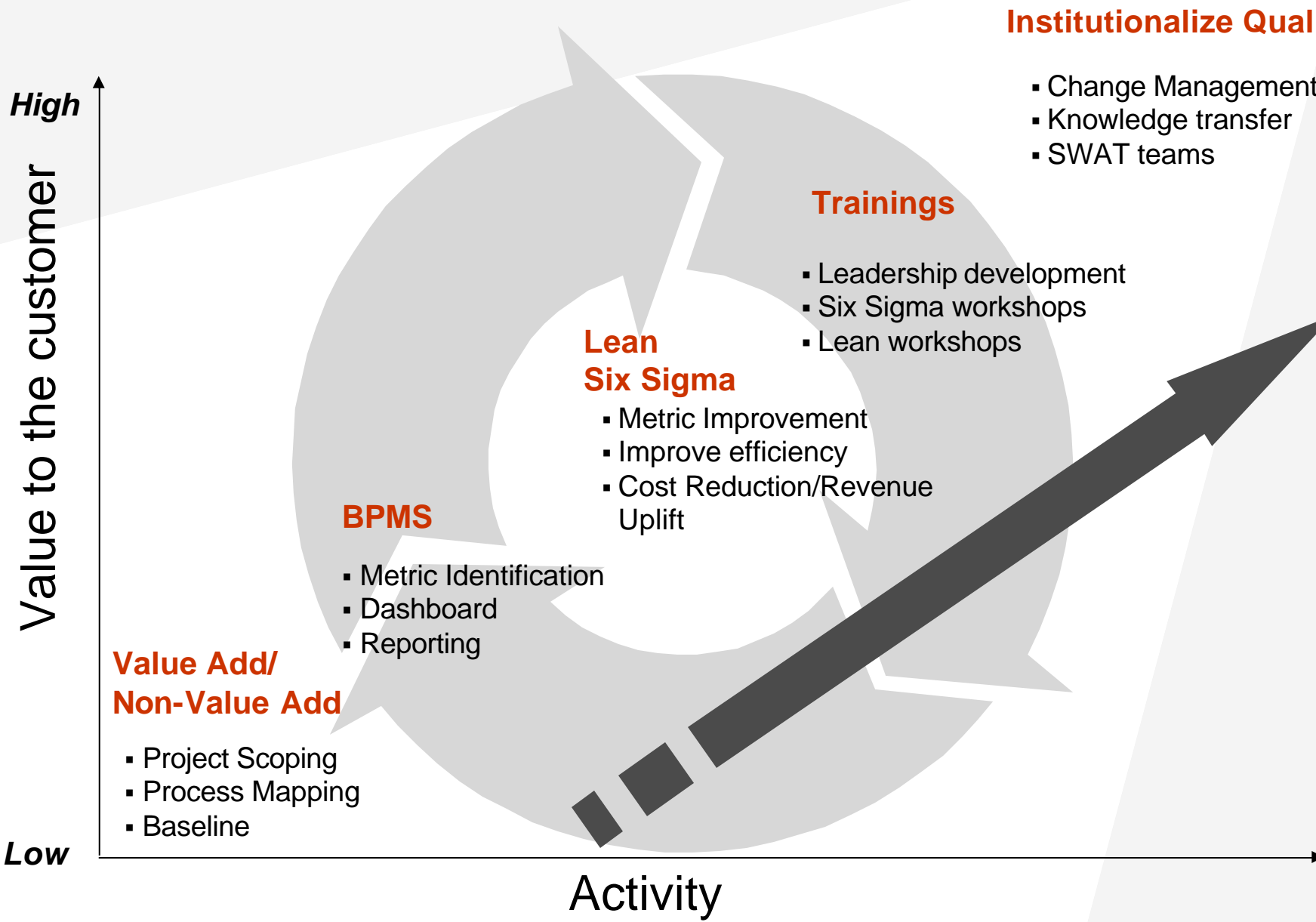
Phase I

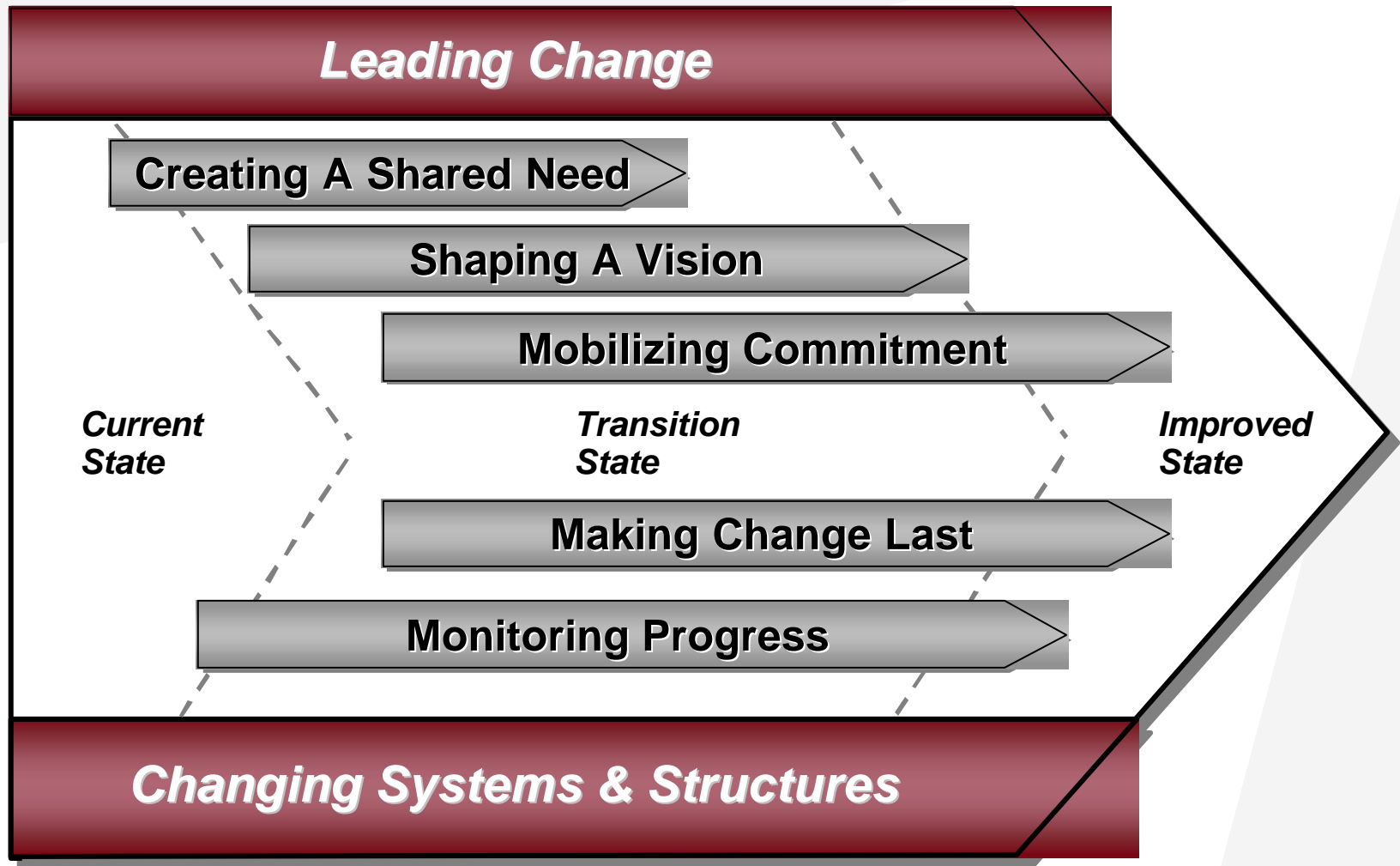
Phase II

Phase III

Voice of the Customer

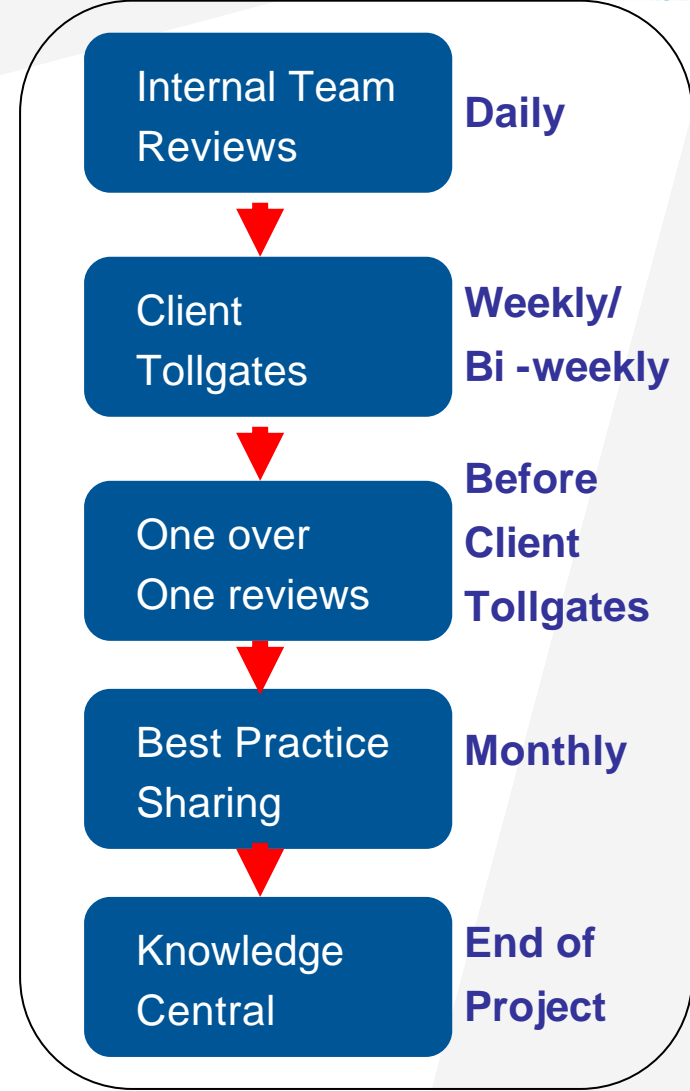
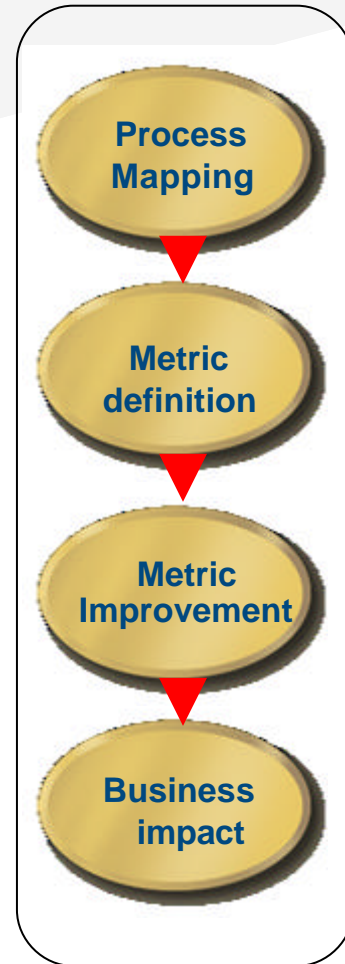
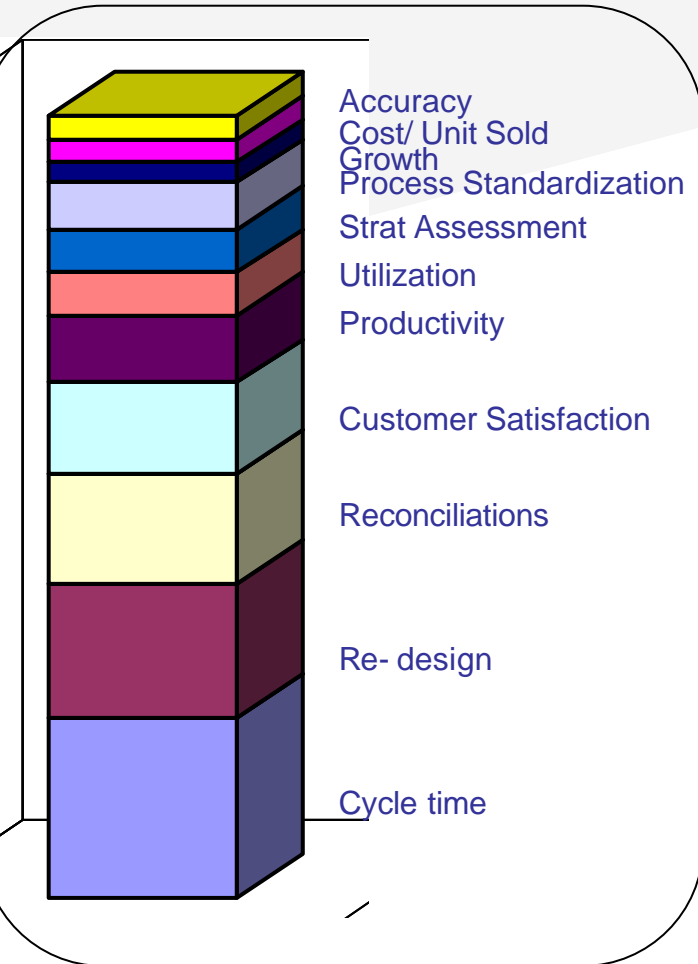
# On site Re-engineering Deployment





$$\mathbf{Q} \text{uality of Solution} * \mathbf{A} \text{cceptance} = \mathbf{E} \text{ffectiveness}$$

# Project Selection, Scope & Review



***Clear Deliverables, tight Scoping, strong review rigor***

## Business Process Reengineering

Applying reengineering to strengthen your processes.



## The Client

- ▶ A leading US based MNC in banking solutions with annual revenues in excess of US\$3 Bn

## Business Challenge

- ▶ Multiple, sub optimal and fractured processes between geographies
- ▶ Inability to optimize resource utilization between geographies - Inefficient capacity utilization

## Genpact Solution

- ▶ Mapped the “As is Processes” in 14 countries
- ▶ Gap Analysis, identified failure modes and recommended quick hits/ Projects
- ▶ Re-designed one robust global “Future state process”
- ▶ Recommended Structural simplification to derive optimum benefits from the “To Be” Process

- ▶ Potential margin impact ~ **\$6MM** by driving re-use for previously created assets.

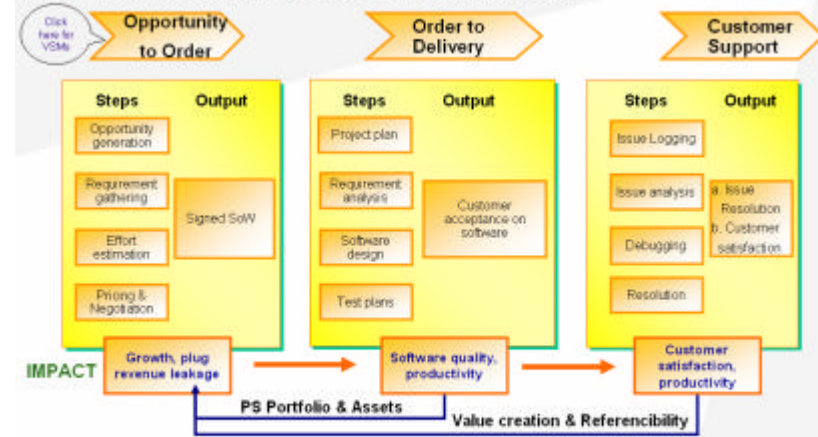
- ▶ **FTE Utilisation Capacity baselined**

## Current Process Status: Global Overview

Process	Region/ Country Sub Process	EMEA South		EMEA West			DNA			LA			AP							
		Italy	Spain	France	Portugal	Spain	Belgium	Iran	UK	West	Central	SE		East	Strategic	Operable	Media	Pre	Photo	RIS
Opportunity to Order	Opportunity Identification and pipeline mgmt	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Requirement gathering	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Pricing process	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Change order process	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Order to Delivery	Prioritization & Allocation of Resources	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Project Tracking	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Coding process	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Unit Testing	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Integration testing	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Delivery to Customer Satisfaction	Issue Logging Process by Services / Engineering	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Resource Allocation / Utilization tracking	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Process for Delivery (customer support)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Root Cause Corrective Action Process (RCM)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	Configuration Management - Eng	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Configuration management Field	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	

## PS – Future state process

Business Impact: Growth, Productivity & Customer satisfaction



Key Focus is the integration of EPM and the Repository Process

## The Client

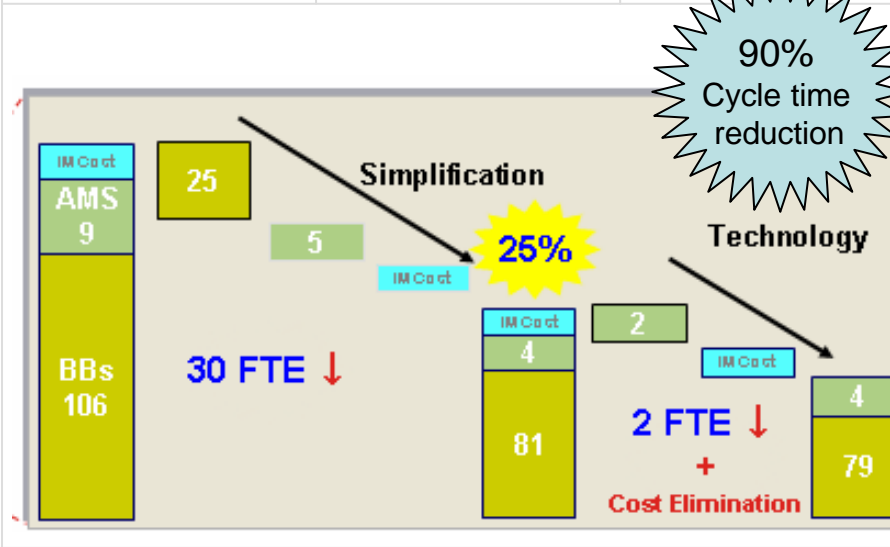
A leading Australian bank with AUD \$485 billion in assets and 8 million customer base

- ## Business Challenge
- ▶ Complex and non-standard business banking account opening process
  - ▶ Compliance issues (Risk exposure)
  - ▶ Reduce operating cost
  - ▶ Adherence to new regulation for id (AUSTRAC)
  - ▶ 65 % of Signature lookups fail

- ## Genpact Solution
- ▶ SVS Database Cleanup
  - ▶ New signatory deletion process
  - ▶ No authority card required
  - ▶ SVS uploading – converted batch to Flow process
  - ▶ Right Fax solution for instant uploading of signature
  - ▶ Form re-design (simplify and re-arrange)
  - ▶ SOP and CBT for KM
  - ▶ A rigorous process control plan

## Business Impact

Performance Metric	Pre-Genpact	Post-Genpact
Account Opening Cycle Time	Avg. 22 days	<b>Same Day</b>
# of Process Steps	75	<b>16</b>



▶ **Business Impact:** **148 FTE Capacity release**  
 (Only for transaction accounts)

**\$ 33 million AUD Annual**

**““The Genpact team did a First rate performance in difficult circumstances on the account opening process. The teamed nailed it in terms of their recommendations and doing workouts.”**  
 – Head of i-Service for the bank

# Enhanced Customer Experience

## Deceased Estate Settlement

### The Client

One of the leading banking and financial services company in Australia and New Zealand

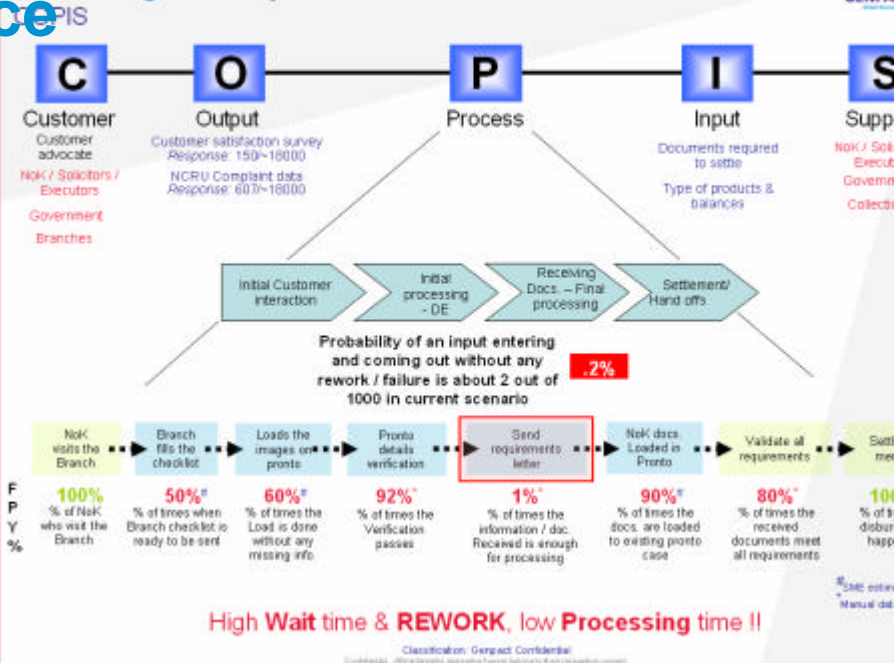
### Business Challenge

- ▶ The current Deceased Estates process was complex in nature, due to legislative requirements and system limitations within the bank. Settlement times varied between a median of 28 days to over a year, leading to customer dissatisfaction.
- ▶ The DE team is unable to settle deceased estates other than Current Accounts or Interest Bearing Accounts due to inaccessibility of other group-wide production systems, and lack of product specific skills.

### Genpact Solution

- ▶ 46 internal business units involved in a complex settlement. Multiple failure modes fixed. All processes mapped and quick hits implemented
- ▶ Initial interaction with the bank created a lot of dissatisfaction...empathy as a process along with expectation setting established
- ▶ Seamless future state processes to eliminate rework and have a high first pass yield redesigned
- ▶ Process established to view each settlement as a new relationship opportunity to retain funds for the bank...Potential opportunity in excess of AUD 150MM

AS IS: High level process flow



### Potential Business Impact

- ▶ 75% reduction in customer complaints, inbound calls to check on status
- ▶ 90% reduction in time to settle ( 2 days median from the current 28 days)
- ▶ Opportunity to build new relationships and retain funds of more than AUD150MM
- ▶ Validated Probate bonds as a good alternate to probates ( reduces cycle time without compromising on risk)
- ▶ 50% productivity benefits on full implementation of the future state process

## The Client

One of the leading banking and financial services company in Australia and New Zealand

## Objective

- ▶ To develop the finance business services of the bank into a robustly governed shared services centre that delivers a standard suite of products and services.
- ▶ Re-engineer all finance processes to target and deliver transactional productivity in line with the overall finance strategy program
- ▶ To enable a culture of continuous process improvement to sustain benefits

## Team & Timelines

- ▶ Project team
  - 6 Full time Process Experts (Genpact)
  - 10 Full time Process Leads (Client)
- ▶ Implementation Support
  - 6 part time members from the client side including IT, Compliance, operations
- ▶ Timelines: 24 weeks across 19 processes

- ▶ **Delivered ~ 30% transactional productivity through standardization and process harmonization without major IT enhancements** – *All recommendations signed off for implementation, 6x ROI in the first year of implementation*
- ▶ **Created a repository of re-engineered process maps with defined control points, owners & metrics** – *process library*
- ▶ **Simplified structure and aligned processes broadly across 3 core operating areas** – *(Decision support, performance reporting & Enterprise finance services)*
- ▶ **Trained, tested and mentored 10 client team members on Lean Six Sigma** – *Ensuring improvement sustainability*



**Truly Collaborative Model...Accelerated Business Impact**



# Thank You

## Contact Information

**KP Santosh**

**Email address:** [santosh.kp@genpact.com](mailto:santosh.kp@genpact.com)

**Phone:** 0437580477

[www.genpact.com](http://www.genpact.com)

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