A U.S. based global solar photovoltaic (PV) manufacturer was aggressively expanding its business into new markets in India, Africa, Australia, South Europe, and the Middle East. However, the company lacked the ready resources to rapidly design to local standards and meet cost pressures from increasing competition. Genpact helped this client become more “intelligent” by putting in place smarter sourcing and design processes that improved the current design, decreased time to market by four months, and produced over $4 million dollars in annual savings. This collaborative use of Genpact’s ready-to-deploy engineering resources put this client back on track to not just compete in its new markets, but outcompete.

The business challenge

This client wanted to expand into countries with high solar incidence in the global market. Increased competition in the solar industry and the limited efficiency of the current technology forced an increased focus on cost reduction. However, the client team was unfamiliar with International Organization for Standardization (ISO) standards and value engineering practices, and lacked ready resources with tactical capabilities to perform the needed changes quickly. Coupled with the client’s limited knowledge of the new geographies and local standards, this limited their ability to quickly enter the new markets with competitively-priced products.

The client used a contract manufacturing model and wanted to extend the concept to their engineering department. While aware of the need to save costs and upgrade their designs, they had not initially explored the opportunity to integrate the two requirements.

The Genpact solution

Genpact began with localization activities that included reviewing all the current 3D models against ISO standards. This led to:

- Studying all interfaces between mating parts and envelope restrictions
- Local expert review of the designs to ensure availability of supply in the new markets
- Utilization of zero base costing and objective supplier identification methods
- Implementing tactical sourcing techniques such as optimizing terms and conditions to accelerate savings

About the client

Global Solar Equipment Company

Industry

Manufacturing

Business need addressed

To assist the client in rapidly entering new markets and lowering design costs

Genpact solution

Provided ready-to-deploy engineering resources and expertise that helped client quickly redesign to new local standards while reducing costs

Business impact

- $4.25 million annual savings
- Decreased time to market by 4 months
- 6% drop in manufacturing time annually
Developed equivalent engineering documentation to ensure quality standards

**Sourcing**
- Identified Low Cost Country (LCC) suppliers
- Implemented zero base costing
- Instituted supplier / part / process qualification
- Negotiated price and delivery terms:

The resultant redesign shortened the client’s time to market by four full months and lowered the individual unit cost by 60%.

**Business impact**

Genpact solutions strive not merely for greater efficiency but to achieve the highest possible return to our clients from all sources. Our focus is therefore on overall business impact, which is the cumulative effect derived from lowering costs, improving the customer or vendor relationship, and boosting revenue. For this client, the business impact came from:

- $4.25 million annual savings
- Reduced time to market by 4 months
- Reduced manufacturing time by 6% annually

Genpact powers a more intelligent enterprise through process, helping our clients become not just more efficient, but more effective in serving customers and driving higher customer satisfaction and growth. The permanent process improvements and cultural change achieved consistently result in ongoing savings and enhanced revenue.

**About Genpact**

Genpact Limited (NYSE: G), a global leader in business process management and technology services, leverages the power of smarter processes, smarter analytics and smarter technology to help its clients drive intelligence across the enterprise. Genpact’s Smart Enterprise Processes (SEPSM) framework, its unique science of process combined with deep domain expertise in multiple industry verticals, leads to superior business outcomes. Genpact’s Smart Decision Services deliver valuable business insights to its clients through targeted analytics, reengineering expertise, and advanced risk management. Making technology more intelligent by embedding it with process and data insights, Genpact also offers a wide variety of technology solutions for better business outcomes.

For more information, visit [www.genpact.com](http://www.genpact.com). Follow Genpact on Twitter, Facebook and LinkedIn.

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