

## CASE STUDY

# Pharma major boosts efficiency by 20% with advanced operating models

## THE POWER OF PARTNERSHIP

In 2013, the client adopted the Global Business Services (GBS) model for transforming select functions within the finance organization, which included processes such as Source to Pay (S2P), Record to Report (R2R), Order to Cash (O2C), and taxation. For the year 2014, the newly setup GBS organization had a target to reduce costs, while enhancing compliance and customer satisfaction.

## Solution

Collaborative effort to drive process transformation and to achieve set targets

The company was able to envision a transformation roadmap with a clearly defined targets, ownership, and timelines.

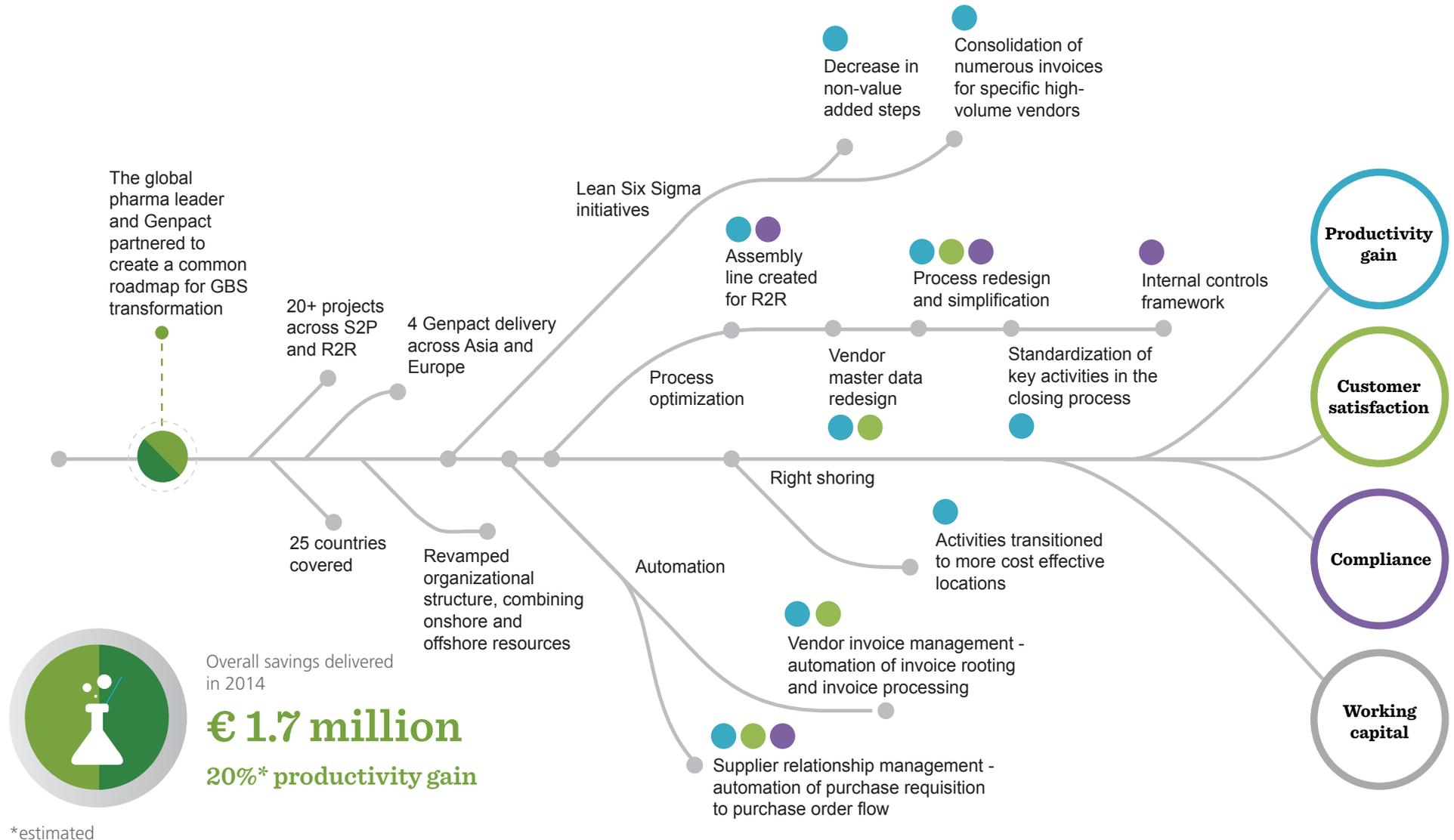
### The key drivers included:

- **Lean Six Sigma initiatives** to reduce non-value added steps and increase processing productivity at Genpact locations.
- **Automation** through the implementation of Vendor Invoice Management (VIM) and Supplier Relationship Management (SRM) in the S2P process.
- **Process optimization/redesign** through assembly line creation in R2R, standardization of key activities in the close process, and vendor master data redesign.
- **Other initiatives to support business (e.g., working capital) and to drive customer satisfaction** (e.g., process simplification for critical/sensitive stakeholders such as HCPs) and improve compliance (e.g., GTP, internal controls framework)

Over a period of 12 months, more than 20 projects were designed and completed that allowed the company to meet productivity and savings targets within agreed timelines.

### The key to success:

- Teamwork and close collaboration between partners
- Continuous focus on the agreed objectives and timelines, rigor, and monthly governance
- End-to-end process approach
- Leadership sponsorship and support



Genpact (NYSE: G) stands for “generating business impact.” We design, transform, and run intelligent business operations including those that are complex and specific to a set of chosen industries. The result is advanced operating models that foster growth and manage cost, risk, and compliance across a range of functions. We serve hundreds of long-term clients including more than one-fourth of the Fortune Global 500 and employ over 70,000 employees in 25 countries, with key management and a corporate office in New York City. Behind our passion for process and operational excellence is the Lean and Six Sigma heritage of a former General Electric division that has served GE businesses for more than 16 years.

For more information, contact, [www.genpact.com/home/industries/life-sciences](http://www.genpact.com/home/industries/life-sciences) or email [lifesciences.solutions@genpact.com](mailto:lifesciences.solutions@genpact.com).

Follow us on [Twitter](#), [Facebook](#), [LinkedIn](#), and [Youtube](#).

© 2015 Copyright Genpact. All Rights Reserved.