CASE STUDY

A global snack food firm sweetens productivity by 21% in one year
And there are more goodies to come

WHO WE WORKED WITH
A global consumer packaged goods (CPG) company.

WHAT THE COMPANY NEEDED
To drive savings by consolidating its finance and accounting (F&A) operations from regional shared services across the U.S., Europe, and Asia Pacific into a single global hub.

HOW WE HELPED
We designed and established a global finance center in the Philippines that evolved into a hybrid service delivery model with continuous improvement at its core.

WHAT THE COMPANY GOT
Productivity improved by 21% during the first year of operations, far exceeding projections of 15%. Plus, the transformation plan is on track to reach its 40% productivity target.
Streamline finance after a series of M&As

This CPG giant was growing rapidly following a series of mergers and acquisitions. But it had to contend with several legacy shared service F&A operations in various regions that functioned as silos and lacked standard processes. It recognized it had a formidable logistic task in front of it – migrating and merging regional workflows and 300 full-time positions to a global hub. But if that task succeeded, it could move to a service-provider relationship and realize real savings.

SOLUTION


Genpact worked with the company to develop a customized roadmap for the solution design and migration methodology. The aim was to gradually consolidate key F&A functions into a single shared service, and create a template for future consolidation. To make the center operational, we established it in a building where we were already running operations for several global clients, which ensured that we would develop an even closer partnership. Our knowledge of the local market and talent also helped us to quickly recruit the people we needed to run the center.

IMPACT

Productivity gains that far exceeded expectations – with more to come

With our global reach, deep F&A domain expertise, and large ecosystem, we helped the CPG firm go from almost zero presence in the Philippines to a fully functional global hub with 300 FTEs after only two years. The company then moved to a service provider relationship with 1,200 FTEs to deliver record to report and enterprise performance management globally.

Looking ahead, the 21% productivity gains during the hub’s first 12 months of operations mean that it is firmly on target to meet a four-year productivity improvement goal of 40%. To achieve that, we’re applying our Lean DigitalSM approach – a combination of digital technologies, design thinking, and Lean methodologies – to introduce systems of engagement and analytics.

ABOUT GENPACT

Genpact (NYSE: G) is a global professional services firm that makes business transformation real. We drive digital-led innovation and digitally-enabled intelligent operations for our clients, guided by our experience running thousands of processes for hundreds of Global Fortune 500 companies. We think with design, dream in digital, and solve problems with data and analytics. We obsess over operations and focus on the details – all 78,000+ of us. From New York to New Delhi and more than 20 countries in between, Genpact has the end-to-end expertise to connect every dot, reimagine every process, and reinvent companies’ ways of working. We know that rethinking each step from start to finish will create better business outcomes. Whatever it is, we’ll be there with you – putting data and digital to work to create bold, lasting results – because transformation happens here, at Genpact.com.

For additional information, contact, consumergoods.services@genpact.com and, visit www.genpact.com/what-we-do/industries/consumer-goods

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