



GENERATING CONSUMER GOODS IMPACT

Consumer goods leader enhances business agility through process transformation enabled by Lean DigitalSM



Client

A large nutraceuticals company producing nutritional and health supplements with operations in several countries

Industry

Consumer packaged goods

Business need addressed

- Increased business agility and efficiency of operations to keep pace with rapid growth opportunities
- Enhanced visibility to improve controllership and governance

Genpact solution

- Reimagined business process delivery with a Lean DigitalSM approach by complementing rather than replacing existing technology and processes with advanced digital technologies
- Best-in-class business process management (BPM) solution, to enable the visibility and governance at scale

Business impact

- Enhanced business agility through scalable IT platform and business processes
- Reduced turnaround time (TAT) of rolling out of new business processes or changing existing processes from 60 days to 15 days
- Faster time to market, with more than 150 new products launched and thousands of new customers on-boarded
- Increased visibility and controllership, resulting in fewer cases of regulatory concerns
- Lowered total cost of ownership

The client—a large company producing health supplements—was looking to optimize operational performance at scale as it expanded rapidly in new markets. Genpact helped the client identify the business outcomes that matter through an end-to-end process transformation, and then implemented a best-in-class BPM solution enabled by the Lean DigitalSM approach, which enhanced business agility, reduced costs and improved compliance and controllership for the client.

Business challenge

The client was finding it increasingly difficult to stay competitive via manual business processes and systems that were adequate only for localized operations, not enabled for scale. Legacy processes slowed decision-making, while IT systems struggled to keep pace with dynamic business requirements. Further, as the company scaled up in multiple markets, product lines, and channels, its leadership needed enhanced visibility to improve controllership and governance.

Genpact solution

Typically, in an environment of complex legacy systems, companies tend to either automate isolated processes or opt for a rip-and-replace of existing systems of record—approaches which demand large capital investments, are time consuming to implement, and offer minimal visibility into their near-term usefulness.

A more effective approach for technology intervention involves identifying business outcomes that matter; then, reimagining processes that have the maximum impact on these business outcomes; and finally, powering the transformed processes using advanced technologies that complement existing technologies rather than replace them. Such an approach creates a build-to-adapt technology and

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process foundation that helps enterprises respond to dynamic business environments.

The client partnered with Genpact to implement a best-in-class business process management (BPM) solution in record time, which seamlessly meshed with legacy systems of record and processes, allowing new workflows to be easily configured. Based on the process-transformation initiative, this implementation enabled scalable operations through flexible configuration modes, rapid automation capabilities, and the ability to generate actionable intelligence from data.

Genpact and the client focused on high-visibility, high-impact areas for process transformation and subsequent technology intervention. These processes involved manual flow of paper, high degree of collaboration, or multiple tasks to be completed in parallel or in sequence.

One such process that was identified for business process management implementation was registration services for selling products. The client had to comply with local country regulations to register the products for sale. With its manual paper-based system for requests, non-standardized processes, and lack of visibility of leadership into the performance level of their teams, the registration services needed an effective workflow solution for its shared services organization. Similarly, the manual process for legal review of contracts delayed approvals, therefore slowing go-to-market.

The legal processes were transformed digitally to allow for faster contract review and approvals, and created mechanisms for monitoring the performance

of legal teams. The shared services processes for registration services were standardized, enabling the client to easily use automation technology.

Business impact

Reimagined processes and subsequent BPM implementation enabled by Lean DigitalSM helped the client identify their true north to maximize business value while minimizing waste as well as the total cost of ownership.

Standardization and automation of relevant processes on a scalable IT platform enhanced agility,

efficiency, and throughput and reduced the TAT of rolling out of new business processes or change of existing processes from 60 days to 15 days.

The client gained better visibility into the status of registration of products in different countries, allowing it to more rapidly respond to local needs, enabling more than 150 new product launches, and onboarding of thousands of new customers.

The solution also enabled the client with complete visibility into process and audit trail, drive new product registrations, achieve better compliance, and improve governance and controllership globally.

About Genpact

Genpact (NYSE: G) stands for “**generating business impact.**” We are a global leader in digitally-powered business process management and services. We architect the **Lean DigitalSM** enterprise through our patented Smart Enterprise Processes (SEPSM) framework that reimagines our clients’ operating model end-to-end, including the middle and back offices. This creates Intelligent OperationsSM that we help design, transform, and run. The impact on our clients is a high return on transformation investments through growth, efficiency, and business agility. For two decades, first as a General Electric division and later as an independent company, we have been passionately serving a few hundred strategic clients including one-fourth of the Fortune Global 500, and have grown to over 70,000 people in 25 countries, with key offices in New York City. The resulting business process and industry domain expertise and experience running complex operations are a unique heritage and focus that help us drive the best choices across technology, analytics, and organizational design.

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