Case Study

Technology implementation
Case study on design and execution of the Chairman’s office MIS system for a leading diversified Indian group

**Context:** This is a case study of a Fortune 500 conglomerate comprising 70 legal entities with presence in 36 countries spreading across in 28 business sectors. The company’s businesses range from metals, building products to financial services, telecommunications and retail. In this case, the organization used a decentralized management policy which empowered leaders of each individual entity for majority of the decision making. Different entities had different policies, used different processes and ran varied information systems. The identified issue was that there was no single view for the Chairman’s office which could compare and contrast performance across entities.

**Project approach:** The problem at hand was assessed and the project was executed in the following steps:

- Compiled, structured and harmonized KPIs against leading practices and company’s requirement
- Enhanced existing business performance management processes and governance framework
- Defined the common Chairman’s office themes, designed user friendly dashboards, conducted enablement using leading technology offerings
- Enhanced data integrity and security
- Facilitated automatic and dynamic data collection in a central warehouse
- Facilitated technology enablement of dashboards including through mobile, e-mail integration
- Enhanced analytical capability eg. drill down, slice-dice, variance analysis, a management console

**Value derived:** The Company adopted leading practices (methodology, sector, KPIs, sector process performance inputs) and incorporated in the dashboards. EY also assisted the company in the selection of technology vendor for dashboard and Business Intelligence, facilitated in logic definition, prioritizing and feasibility assessment of each KPI selected.

For more information on the case study, you can get in touch with Gautam Bhattacharya on gautam.bhattacharya@in.ey.com
Case study on rapid implementation of consolidation solution to achieve reduction in reporting timelines

**Context:** The Company is a multi-national business process outsourcing major delivering services to its clients in the healthcare, communication, publishing, banking, financial services and insurance sectors. Need of the company was to implement a legal consolidation system using SAP Business Planning and Consolidation (BPC) 7.5 NW for its 17 entities spread across multiple geographies. The problem was that few entities were on new General Ledger (GL) and others were on old GL. Some were on non-SAP Systems. This lead to complex Business Warehouse architecture and no intercompany trading partners were defined in SAP ECC. Entities were defined as integral & non-integral as per accounting standards which further complicated the consolidation scenario. Service line specific data was also not maintained for few entities.

**Project approach:** A Business workshop and SAP BPC user training was conducted to make the target user group understand tool capabilities and ensure acceptability of the overall approach. This also helped in gathering detailed functional requirements.

Based on these inputs the target architecture of the solution was designed. Various scenarios of Goodwill calculation & fixed asset schedules were simulated. Subsequently, detailed training workshops were conducted before User acceptance testing.

**Value derived:** The solution offered clear benefits:

- Automation of legal consolidation & I-GAAP reporting
- Automation of data flow from ECC to BPC
- Reduced cycle time for consolidation
- Service line reporting & user acceptability

For more information on the case study, you can get in touch with Sunil Verma on sunil.verma@in.ey.com
Case study on process transformation based SAP enablement at a leading real estate player

Context: The company is a renowned name in the real estate sector with an experience of almost two decades. The company has successfully completed various projects, both residential and commercial in nature, on land acquired from DDA, GDA & Noida Authority through bidding and auctions. There were a host of challenges that the company was faced with like absence of policies, processes and systems, disintegrated legacy systems for sales and finance, lack of integration amongst sales and projects departments, absence of optimized procurement plans and inventory monitoring resulting in project delays and finally ineffective budget control with respect to projects.

Project approach: The project was executed with the following approach:

- Enabling an advance customized solution specifically for Real Estate Sale
- Optimized customer billing cycle time with mass level demand generation
- Timely follow ups through system generated demand note and reminders

Value derived: The client benefits were derived from:

- Better business control through workflow functionality activated for various business requirements like Purchase Requisition/Order approval, Project Activity confirmation/delays and invoice postings
- Purchase Requisition/Order approval solution tightly integrated Material Management module with the HR Personnel Area module
- Established robust HR system by interfacing of SAP HR with third party application for attendance and employee ID updates

For more information on the case study, you can get in touch with Gautam Bhattacharya on gautam.bhattacharya@in.ey.com
Case study on business led SAP transformation for a large Oil & Gas conglomerate

Context: The company is one of the largest Oil & Gas players with interests in Retail & Communications. The company embarked on a major business transformation initiative including people, processes and technology drivers in its endeavor to become one of the largest players in this industry in the world. The company has seen significant growth and increase in business complexity over the years. This coupled with a changing regulatory environment have led to an increasing dependence on manual processes, sub-optimal process automation and inadequate control. Additionally the conglomerate lacked a group wide business performance management and reporting framework.

Project approach: The project was executed with the following approach:

- SAP ERP- Finance across BUs, the Petrochemicals BU
- SAP CRM –Service management
- SAP APO & EWM
- SAP BI/BO & BPC
- SAP GRC
- SAP for the Mobile Operator business

Value derived: The client developed process efficiency and effectiveness, reduced process cycle times, leveraged tools and technologies for optimum automation and reduced manual intervention which led to increase control and management visibility. In addition the company now has a comprehensive business performance framework. The company was assisted in its’ transformational journey in adopting leading practices, automating and optimizing its processes as its SAP systems and meet its needs around new areas of diversification.

For more information on the case study, you can get in touch with Gautam Bhattacharya on gautam.bhattacharya@in.ey.com
Case study on IT led process re-engineering for leading Indian telecom infrastructure player

Context: This case study is of a company that pioneers in the shared passive telecom infrastructure in India and has grown exponentially after its inception by strategic acquisitions. The business needed comprehensive information infrastructure covering policies, processes and systems which could capture the transactions around procurement, asset movement and the reporting of profitability at each of its numerous sites.

Project approach: The project was executed by:

- Conducting a current state assessment of planning process through interviews with process owners
- Completing a comprehensive and detailed process mapping and gap assessment
- Developing a detailed design of planning, budgeting, roles and responsibilities & process maps
- Establishing a dedicated change management work-stream to obtain buy-in from key stakeholders
- Providing a system for adequate post go-live support

Value derived: The client benefits were derived from:

- Creation of a transactional system to provide for revenues, costs and profits at site level
- Enablement of budgeting control and reporting separately for capital and operating expenditure
- Enabling material requirement planning for advance procurement with provision for integration with project management
- Design and creation of an external service procurement process to capture direct and indirect expenses
- Enablement of a common inventory at warehouse to reduce inventory levels and creation of a tightly controlled integrated material issues and asset return process

For more information on the case study, you can get in touch with Gautam Bhattacharya on gautam.bhattacharya@in.ey.com