Advanced Technology Implementation - Challenges, Adaption and Impact on Employee and Customer Experience

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August 08, 2024

BPO, GBS and Shared Services Experience Overview

	GE / Genpact	Bank of America	General Motors
Company	GE / Genpact	Bank of America	General Motors
Years Worked	1999-2009; 2019-2021	2009-2014	2014-2019
Industry	Diversified, BPO	Banking	Automotive
Employees	300,000	250,000	175,000
SSC / GCC Emps	0 - 20,000	26,000	3,000
Shared Services	Fin, HR, IT, Analytics, Procurement, L&D, Risk, Compliance	All Banking Lines of Business, Finance, HR, Analytics, L&D, Capabilities, Risk, Compliance	Fin, HR, Procurement, Vehicle Operations, Mobility, Cafeteria, Real Estate
SSC / GCC Locations	India, Mexico, Hungary, Romania, China	India, Mexico, Costa Rica, Philippines	India, Philippines, Mexico, Brazil, Poland
My role (s)	1) Global Head of Souce-To-Pay for GE 2) Global Ops. Leader for E*Trade and Yahoo! 3) Practice Leader for Mortgage and Order To Cash 4) Site Leader 5) Head of Re-Engineering Consulting 6) Global Six Sigma Master Blackbelt 7) Head of Europe Transitions	Head of Operations Excellence / Transformation	1) Global Super-SME Exec. to help set up GBS 2) Global Finance Transactions Executive 3) Global Data Strategy Executive 4) Global HR Shared Service, Payroll and Timekeeping Exec
Largest Function Supported		250,000	175,000
Highest Span	2000 FTEs	65 Knowledge Workers	1200 FTEs
My Locations	India, Europe, USA	India	India, USA
My Team in # of Countries	12	4	26
Large Tech Implementations	Replatforming of Account Payables for GE's 5 Business with Genpact CORA AP Flow		AP-AR = eSAP Integration Payroll: Global ADP Deployment Timekeeping: Global Kronos Deployment HR: Workday Implementation

Team Location Footprint

	GE / Genpact	Bank of America	General Motors	Count
Amricas 12				
Argentina			●	1
Brazil			●	1
Canada	●		●	2
Chile			●	1
Colombia			●	1
Costa Rica		●		1
Ecuador			●	1
Guatemala	●			1
Mexico	●	●	●	**3**
Peru			●	1
Venezuela			●	1
USA	●		●	2
Europe 7				
Germany			●	1
Hungary	●			1
Ireland			●	1
Poland			●	1
Romania	●			1
Spain			●	1
UK	●		●	2
Australasia 10				
Australia			●	1
China	●			1
India	●	●	●	**3**
Japan	●		●	2
New Zealand			●	1
Philippines		●	●	2
Singapore			●	1
South Korea			●	1
Thailand			●	1
UAE	●		●	2
Africa 2				
Egypt	●		●	2
South Africa			●	1
Count	12	4	26	

Large Automotive Company: Timekeeping

Landscape: Timekeeping Initially done with Excel sheets

Need: Modernize Timekeeping for more Accuracy, Automation and Fidelity

Solution: Deploy Kronos (UKG) across All GM Plants Globally, starting with the US

Challenges:

Approach:
"Big Bang" v/s "Start Small"

Adoption:
User Acceptance Test failures
Business Requirement Documents Inadequacy

Overcome:
Back to the drawing board
Inclusivity and Inputs
Listening Posts
Steering Committee
Governance Board

Results:

Successful Pilot
Subsequent Global Deployment

Large Diversified Conglomerate: Source to Pay

Landscape: Group Companies across Aviation, Healthcare, GE Power, GE Renewables

                      4 different User Interfaces on the same Perceptive-based outdated Platform

                      Low Automation, AI or ML

                      Low e-Invoicing, Autoposting and OCR Capture rate

Solution: Replatforming: Implement new State-of-the-Art AP Flow Platform

Challenges:

Change Management:

        "All-Or-Nothing"

        Upfront Investment

Overcome:

        Compelling Business Case: Cost Per Invoice

        Amortization

        Client-facing Output Metric: Payment On Time

Results:

Total Savings, CPI, POT, Straight Through Processing (e-Invoice, Autoposting Rate, OCR Capture)

Let's connect

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