



Streamlined licensing process improves and tracks compliance

HCL standardizes license compliance and the governance process for a leading seed wholesaler

About the Customer

One of the largest member-owned cooperatives in the US involved in the dairy, seed, and feed business.

The Challenge

The US EPA (Environmental Protection Agency) mandates that all farmers have relevant licenses for procuring genetically modified (GM) seeds from seed manufacturers. The manufacturers incentivize intermediaries like the client's seed division to ensure compliance. Annually, the seed division earns over \$5M in incentives alone.

The seed booking cycle/season goes from booking-delivery-invoicing-reporting. The seed division tracks retailer compliance only during the reporting season, which makes the last leg of the whole cycle extremely cumbersome, causing missed deadlines. The seed division's customer operations approached HCL to undertake a feasibility study to look at the possibility of shifting compliance monitoring to the booking season.

The HCL Solution

HCL's team of consultants studied the end-to-end process of compliance monitoring to understand:

- The existing as-is process
- SOPs for monitoring and tracking compliance
- Current automation levels
- Process gaps, issues, and bottlenecks

The study revealed the following:

- A majority of orders booked resulted in seed deliveries to retailers and growers, which means licensing compliance can be ensured for most of the orders during booking season and the division will get an additional three months to ensure compliance (average time from booking to delivery).
- A new process for placing tentative grower orders was recommended. This process would allow faster visibility into compliance.

- Seed compliance should not be monitored alone for retail orders being placed on their system but also for the orders being placed by the retailers on the manufacturer's websites to ensure holistic reporting and tracking compliance for the retailers.
- There was a lack of grower-license relationship accuracy in the transaction system. A more appropriate mechanism would be to look at the license relationship being maintained in a separate transaction system.
- There was need for a separate classification to identify and segment retailers from a non-compliance perspective.

The Business Benefits

The compliance monitoring and reporting process was time-consuming, manual, and disjointed. Recommendations allowed the seed division to monitor and track the seed compliance and governance process well in advance and maximize incentives gained from the suppliers.

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