HCL

LEADING SILICON SOLUTIONS SUPPLIER AND MANUFACTURER TRANSFORMS ITS GLOBAL APPLICATIONS WITH HCL'S ALT ASM™

ABOUT THE CLIENT

US-based global supplier and manufacturer of silicon solutions, products, and technologies with over 25,000 customers and 7,000 products/ services with more than 9000 employees worldwide.

HIGHLIGHTS

The global silicon manufacturer major is currently supported by HCL through the ALT ASM™ methodology where HCL is doing end-to-end support for all of the 325+ applications across 10 key business processes that run their business. The current support model tracks each incident to application and business process level giving a health score for not just the application but the business situation. This engagement is in the second year of its contract and is aiming to deliver more transformation in the coming years.

OBJECTIVES

- Meet current and future business demand using a scalable operating model
- Create service delivery transparency, manage risk of delivery and incident behavior, and maximize internal effectiveness
- Delivery business impact
- Flexibility to attain services on both 'Fixed' and 'T&M' modes for business fluctuations and needs
- Improve organizational visibility and increase customer satisfaction and service quality
- Efficient control and visibility over IT spend
- Ensure higher predictability of services

SCOPE OF SERVICES

325+ applications across 10 business processes: Source to Pay, Financial Management, Human Capital Management, Solution Development and Delivery, Governance Risk and Compliance, Customer and Market Management, Order to Cash, Supply Chain, Product Capital, and Product Lifecycle Management.

Global Application Support Services involving SAP and non-SAP Application Management including Level 1 and Level 2 support and release management. SAP Application Development and Maintenance: Level 3 (bug fix/ code change) support, enhancements, business process support and re-engineering, and Testing and Quality Assurance Factory.

- This engagement covered wide ranging technologies including SAP MII, OSI PI (MES applications), other chemical engineering tools, collaboration tools and database support, SAP ABAP/ BW, SAP docs, integration, web, content management, and BOBJ
- 60+ HCL staff for support spanning 325+ applications - HCL owns end-to-end program, service, Transition Management, and Benefits and Change Management
- Organizational Design and Build, Offshore Build, Test, Data, BASIS, and Development Factory
- Functional and technical application management of SAP ECC 6.0, SAP CRM, and SAP SCM

DETAILS OF TRANSITION & TRANSFORMATION (TECHNOLOGY)

The implementation of good practice tenets assured that our transition did not lead to a Watermelon Effect. It was green both inside (in terms of delivery) and outside (in terms of Transition sign-off). After the three months of transition, steady state continued with no major glitches.

Transition Benefits (qualitative and quantitative)

- Overall transition schedule met with service transfer on the planned date
- The transition team met every quality gate by exceeding customer expectations
- Completely transparent service transition to the end user community
- Establishment of the Customer Academy knowledge base is a huge value add to both organizations
- Technical: 300+ Applications and 200+ System Overview Documents developed
- Knowledge retention: 160+ Foundation Trainings, 575+ Knowledge Acquisition Sessions, 600+ Hours of Content Recordings, and 40 + Knowledge Playbacks
- People and Governance: 70+ participants, 50+ Governance Processes developed, and 40+ HCL resources on boarded

Steady State Benefits (qualitative and quantitative):

- 425 incidents reduced by proactive problem management
- 30% reduction in major/ high priority incidents
- 20% improvement in SMI. Highest score amongst other MFG accounts. KeDB effectiveness improved from 5% to 30%
- 100% system availability and no major/ critical incident in the last 9 months, 25% overall operational efficiencies delivered
- Business-aligned IT; Scalable model to meet current and future business

DETAILS OF TRANSFORMATION (BUSINESS)

Business Needs:

- Lack of visibility and detailed documentation around existing business processes and pain areas across organization
- Lack of visibility on process roles and responsibilities, underlying technologies, and inter/ intra process hand-offs
- Reduced productivity due to large number of manual handoffs and high waiting time
- Lack of prioritized list of pain points and process/ technology improvement opportunities to focus on deriving the maximum value (productivity/ revenue)
- Lack of leadership buy-in on the process improvement opportunities due to missing documentation and analysis highlighting the value of improvement efforts

HCL APPROACH

- Establish detailed level 'As-Is' business process maps for all the processes in scope – till L5/ L6 level as per BPMN 2.0 standards (Business Process Model and Notation) that is readily understandable by all business users
- To demonstrate the level of current coverage enabled by IT systems to understand the way business is conducted by, identifying the actors – human or application – and demonstrate hand-offs across them
- Evaluate current processes for meeting the strategic objectives of client as an organization
- Identify some key 'process pain areas' to vindicate possible improvements needed for effectiveness of process in adherence with industry best practices and process standards followed by leading organizations
- Identify process standardization and improvement opportunity areas

BUSINESS BENEFITS

- Level 1 to L5 business processes mapped with country-level deviations captured at L6 for process areas across the organization
- Industry best practices recommendations and L1-L3 process alignment as per the frameworks such as SCOR, PCF, etc.
- Paint point analysis and prioritized list of strategic projects identified as next steps for each process area with quantifiable business benefits

Process Area Mapped	# Process Maps	# Pain Points
Source to Pay	102	62
Human Capital Management	60	137
Order to Cash	77	145
Supply Chain Management	79	253
Governance, Risk, and Compliance	155	283
Production and Capital	50	135

Relationship™
BEYOND THE CONTRACT

HCL