HCL

GLOBAL
DEPLOYMENT:
REDUCING COST, RISK
AND TIME TO DEPLOY

THE PROBLEM

SAP has an almost unique ability to provide support for large, complex, multi-national organizations. Recent improvements in the scalability of applications and their underlying infrastructure means it is now perfectly possible to run all your global processes on a single SAP application instance. However, although the benefits of this are obvious, the potential deployment challenges are very significant. We see many organizations adopting traditional delivery methodologies and approaches, which results in the following issues:

High cost and budgetary over-runs: 6 out of 10 global delivery projects exceed their budgeted costs even from the very earliest stages of the project. A typical project of this type experiences an average over run of 18%.

Major delays: Our experience also shows that projects of this type can expect average delays of between 20% and 50% against the original plan. This is usually due to unexpected local country requirements, poor governance and weak design.

Loss of control: Global template dilution which results from each region or country dogmatically sticking to localized processes and ways of working. The net result of this fundamentally undermines the original objectives and benefits case.

Issues with business buy-in and acceptance: In many instances these programs experience significant issues due to local businesses rejecting what is seen as a corporate template.

OUR PROPOSITION

HCL's approach and global delivery model reduces the risks, costs and need for large scale local deployment teams, and maximizes the use of cost effective offshore centers of excellence (CoEs) for repeatable technical activities. We have proven our approach can reduce the costs of deployment by 25% compared to most traditional models. We do this by:

1. Bringing the business with you. We go to great lengths to involve key stakeholders in the program but just as importantly, we develop a detailed business benefits case which we use to influence and guide the design of the project and measure its success post deployment.

2. Agreeing the global design up-front. We invest heavily in the global design phase of the program engaging corporate and in-country users through an effective business governance model. This has the advantage of avoiding local deployment conflicts during the subsequent rollout.
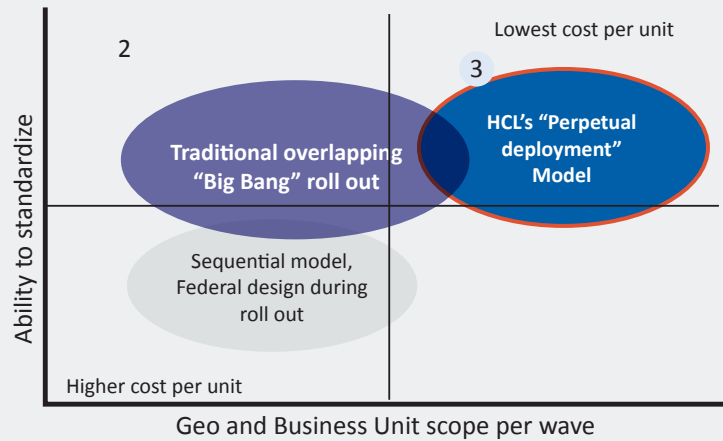
3. An industrialized approach to delivery. Our approach incorporates specialization and a repeatable deployment cookbook supported by a comprehensive tool kit. This accelerates, automates and de-risks the repeatable deployment tasks and allows the team to focus on higher value business readiness activities.

4. We deliver at pace. Adopting our approach allows rollout to progress at speed with managed risk. This has the significant benefit of generating project momentum and maximizing the return on your business case.

5. Tools and accelerators. Over many global engagements we have developed tools to help in planning multi-country deployments, identifying localization requirements, managing delivery and governing global templates.

6. An alternative approach for smaller countries. We recognize that one solution may not fit all of your sites. As such, we develop different templates for different country types, potentially utiltizing different applications and technologies.

Leveraging our approach reduces the cost per unit roll out

2

Lowest cost per unit

3

Ability to standardize

Traditional overlapping "Big Bang" roll out

HCL's "Perpetual deployment" Model

Sequential model, Federal design during roll out

Higher cost per unit

Geo and Business Unit scope per wave

CASE STUDY

THE CLIENT

One of the world's leading producers of prescription medicines, vaccines and consumer healthcare products, with sales of **$35bn+** and **100,000** staff over **114** countries.

THE PROBLEM

In order to continue to grow a diversified global business, the client urgently needed to address:

Business processes, operating models and data not standardised across the business

Manufacturing and supply chain models are not integrated, leading to an excess of unnecessary cost.

The current platform could not allow rapid integration or divestment of companies.

How HCL HELPED

HCL was the prime contractor for delivering a lean, agile and cost effective common cor set of processes and systems. This included:

Programme management, common design and implementation build, development factory, testing factory, infrastructure build change management and training

Implementing the global rollout covering 20 countries across Europe, Asia Pacific and Americas and with knowledge transfer a part of the project aims'

THE BENEFITS

The most successful SAP program in the client's history in terms of outcomes, delivery and quality.

Consolidation of several existing ERP systems into a single new SAP system that allows rapid integration or divestment of companies.

Standard global business processes and operating models across pharmaceutical and consumer health business units around the world.

Program schedule reduced by 9 months and budgets reduced by 15%.

68% reduction in cost per country from wave 2 to wave 3.

ABOUT HCL

HCL Technologies (HCL) is a leading global IT services company that helps global enterprises re–imagine and transform their businesses through Digital technology transformation. HCL operates out of 32 countries and has consolidated revenues of US$ 7 billion, for 12 months ended 31st December, 2016. HCL focuses on providing an integrated portfolio of services underlined by its Mode 1–2–3 growth strategy. Mode 1 encompasses the core services in the areas of Applications, Infrastructure, BPO and Engineering & R&D services, leveraging DRYiCE™ Autonomics to transform clients' business and IT landscape, making them 'lean' and 'agile'. Mode 2 focuses on experience–centric and outcome–oriented services such as Digital and Analytics Services (BEYONDigital™), IoT WorKS™, Cloud and Security, utilizing DRYiCE™ Orchestration to drive business outcomes and enable enterprise digitalization. Mode 3 strategy is ecosystem–driven, creating innovative IP–partnerships to build products and platforms business.

HCL leverages its global network of integrated co-innovation labs, and global delivery capabilities to provide holistic multi–service delivery in key industry verticals including Financial Services, Manufacturing, Telecommunications, Media, Publishing, Entertainment, Retail CPG, Life Sciences Healthcare, Oil & Gas, Energy & Utilities, Travel, Transportation & Logistics and Government. With 115,000 professionals from diverse nationalities, HCL focuses on creating real value for customers by taking 'Relationships Beyond the Contract'. For more information, please visit www.hcltech.com

ABOUT HCL ENTERPRISE

HCL is a $7 billion leading global technology and IT enterprise comprising two companies listed in India – HCL Technologies and HCL Infosystems. Founded in 1976, HCL is one of India's original IT garage start-ups. A pioneer of modern computing, HCL is a global transformational enterprise today. Its range of offerings includes product engineering, custom & package applications, BPO, IT infrastructure services, IT hardware, systems integration, and distribution of information and communications technology (ICT) products across a wide range of focused industry verticals. The HCL team consists of over 115,000 ideapreneurs of diverse nationalities, who operate from 32 countries including over 505 points of presence in India. HCL has partnerships with several leading global 1000 firms, including leading IT and technology firms. For more information, please visit www.hcl.com

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