

# Essar Establishes Financial Shared Services Center

**Capgemini helps Indian multinational implement SAP document management software to accelerate processes and reduce costs**

## The Situation

Essar Group, a diversified multinational with a balanced portfolio of assets in the steel, energy, power, communications, shipping, infrastructure and Engineering, Procurement and Construction (EPC) businesses, was looking to bring the processing of more than 30,000 financial documents generated by its business units every month into one central processing center. The group wanted to establish a Shared Services Center (SSC) for Finance and Administration that would cover Accounts Payable, Accounts Receivable, Fixed Assets, Banking, Tax and General Ledger spanning 41 account entities.

Capgemini was chosen to implement a document management and workflow solution to support the company's ambitious growth plan.

## The Solution

The primary objective of the solution was to automate the flow of information

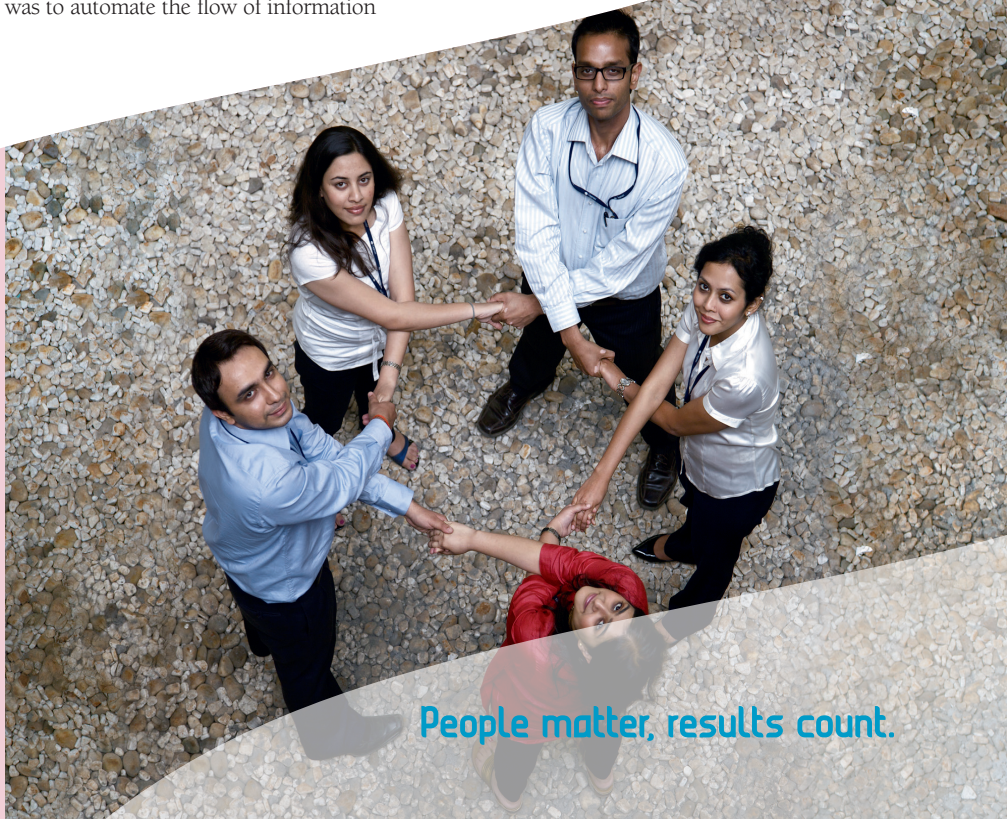
and documents in an electronic form to a central financial shared services center for transaction processing and accounting, helping to bridge the enterprise information gap and facilitate central processing. Capgemini implemented SAP document management software for managing documents. The team designed suitable SAP workflow templates to address processing requirements as per shared services design. Further, they integrated an interface scanning solution with SAP to ensure seamless movement of document flow and intermediate validation facility.

## The Result

"Sixteen months into our implementation, we have already recovered 50% of our investment," says Mandeep Singh, Senior Vice President with Aegis (an Essar Group Company).

“The SAP document management implementation helped us make better use of our resources and balance the workload. We've also lowered costs and accelerated processes, improved data quality, strengthened risk management and enhanced visibility. Capgemini helped us meet our time and budget targets. The implementation was a success because of the alignment of business and IT. Executive sponsorship was strong and visible. It was a symphony, rather than a stand-alone IT project – users plus IT, working together to deliver business value.”

Dr. Paritosh Basu  
Group Controller, Essar Group



**People matter, results count.**

“The SAP document management implementation helped in bringing routine accounting processes onto one platform,” says Dr. Paritosh Basu, Group Controller at Essar. “These functions had been performed at numerous locations across India. Now we have a single, centralized system for document management, workflow, and storage across the entire group. The SAP software helped us make better use of our resources and balance the workload. By automating the creation of SAP document information records, we’ve eliminated human intervention, saving time and effort. We’ve also lowered costs and accelerated processes, improved data quality, strengthened risk management, and enhanced visibility into financial accounting.”

Milind Joshi, Senior Vice President of IT services at Aegis says, “The document management implementation helped us harmonize processes and create a common document repository. This has improved employee efficiency, simplified document retrieval, and enhanced traceability for audits.”

### How Essar and Capgemini Worked Together

Capgemini extended the strategy and solution based on a clear understanding of Essar’s manifold business challenges. The team had to bring financial processes of the various verticals across the group on to one platform and map all desired characteristics for a business process in SAP documents. Financial documents from different business verticals are unique even if the business process is the same.

The team also had to retain each document’s type and individual identity in the workflow. The Essar business, Aegis and Essar IT worked together to integrate the SAP document management software and SAP workflow tools with the Laserfiche Enterprise Content Management System numbering logic to avoid duplication of document numbers. Capgemini worked in close cooperation with the Laserfiche team that was implementing the scanning solution across the various locations. Scanned images and

data were then seamlessly integrated with the SAP system for an efficient shared services operation. Essar’s IT arm provided the support on hardware and netWare availability.

Capgemini used the SAP Product Lifecycle Management (PLM) functionality to automate document creation with appropriate document classification, which saved time and effort. The consultants also assisted in setting up the structures whereby SAP workflow facilitates the business processes via document type, providing an efficient, guided flow of work across Aegis financial shared services. Another accomplishment was linking the SAP document management software to the Microsoft Office suite to create and manage SAP documents that employees had generated with their desktop applications.

Capgemini implemented the project with a collaborative approach coupled with world class system integration capabilities. The team ensured that the presence of multiple

stake holders in the project lifecycle was managed to deliver maximum value with minimum effort and rework.

“Capgemini helped us meet our time and budget targets,” Dr. Basu says. “The service provider brought strong system integration skills to the task,” adds Joshi, “The implementation was a success because of the alignment of business and IT. Executive sponsorship was strong and visible. It was a symphony, rather than a stand-alone IT project – users plus IT, working together to deliver business value.”

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### In collaboration with



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