



Equiniti Case Study - 12 Months On

By Sam Halford, Managing Director Equiniti India, June 2015

Now that 12 months have passed since we opened our Global In-house Centre in India, I am taking this opportunity to put pen to paper and look back on how we found the experience. I am also considering what, if anything, we would do differently if we had our time over again.

It is my strong opinion that it is critical that, before you embark upon establishing a native offshore operation in India, you should partner with a trusted professional organisation that has previous experience of successfully establishing and delivering these types of service. Whilst India is a great place to build an offshore operation there are many pitfalls that would definitely be encountered without the support of an experienced partner. Going it alone, in my view, is not an option unless you have key individuals within your business who have actual experience of implementation and delivery. Negotiation skills are extremely important, particularly in India, as it is well known for its own special level of bureaucracy. Equiniti working with CIO Plus maximised the partnership approach without which the success would not have been as great as it has.

The partnership between CIO Plus and Equiniti in planning and establishing the Equiniti Chennai office has been an outstanding success. The planning activity started in Q4 of 2013 and we were fully operational across all IT and BPO services by August 2014. This is a remarkable success by any standard given the complexity of the transition and integration of services from 4 separate suppliers. The CIO Plus experience and Equiniti commitment was a true partnership that delivered success on all fronts.

Since 2014 and the initial set up in Chennai we have doubled our staff numbers and transitioned additional service in areas such as HR, Marketing and Sales support. The success of the operation has acted as a catalyst for other parts of the business to see the benefits of offshoring which can add major cost reductions and innovation to service delivery. All our IT and BPO staff are graduates which is really key to driving transformation and innovation. Our business plan predicts a 30% growth in offshore numbers over the next 4 years.

Equiniti has absolutely no regrets in making the decision to partner with CIO Plus in creating our own native offshore capability, rather than having services provided by 3rd party suppliers (HCL, Accenture, Infosys plus old ICS). The native organisation has successfully achieved all the objectives originally established in the business case with greater control and we are now reaping the benefits.

As far as I am concerned, we made the right decision at the right time with the right partner.

Key learnings from the experience:

Never offshore something that is not working effectively as this can become worse when delivered offshore. Ensure you construct an experienced project team. Construct knowledge transfer plans and allocate key onshore staff to induct offshore people and remain with them for a defined period until satisfied that service levels are met and can be maintained. Construct an effective career grade structure for India offshore staff as this is key for retention. Indian staff look for regular salary improvements but they value job titles even more. Attrition can be greater in India than onshore but if this is fully recognised and the appropriate banding and career grade structure is



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established, you can effectively manage this. Equiniti did not do this from day one, although it was part of our future plan but now this has been implemented and we are reaping the benefits. So the lesson here is to give structures, banding and career grade sufficient priority. Additionally, build in some buffer resources as this aids service continuity, even when attrition is higher than desired.