GE Capital International Services

Header: As broad as it gets
Intro: This is, perhaps, the biggest of them all. And there’s hardly anything in the BPO space that it does not deal with. Consider these numbers: GECIS employs more than 11,500 people who deliver over 450 processes to 30 different businesses in the US, Europe, Japan and Australia

“India’s strength is in its intellectual capital. We have discovered that the treasure for GE is the quality of the people. I see a great future for GE’s investment in intellectual capital in India.” - Jeffrey Immelt, chairman and CEO, GE.

This is about scale. There are many BPOs in India – captives and third party. This is one of the earliest – started in 1997 – and one of the biggest – almost 11,000 employees. Welcome to GE Capital International Services (GECIS). It could be argued that GECIS taught outsourcing to India. GE Capital International Services (GECIS) is a world-class remote processing operation that services its clients from around the world through its IT-enabled services (ITeS). GE Capital International Services is headquartered in India and has operations in Mexico and China.

GECIS was set up in 1997 to carry out the back office operations for a number of the Capital businesses in order to leverage the English speaking, highly educated, intellectual capital of India to deliver processes that do not require face-to-face contact with the customer.

GECIS operates on a high technology platform to offer diverse ITeS with a quality, service and cost advantage to its customers worldwide. These services include ERP and Oracle database consulting, IT help desks, knowledge services, software solutions, analytics, data mining and modelling, remote network monitoring, e-learning and customer contact centres. GECIS is always strategising to find new locations, spread its processes across the map of this country and get new talent.

GECIS is the largest shared services environment in India. It employs more than 11,500 people delivering over 450 processes to 30 different businesses in the US, Europe, Japan and Australia. Starting with simple data processing, GECIS has constantly moved up the value chain over the last five years migrating more and more complex processes from diverse businesses across GE. Its approach is governed by speed, simplicity and service, and a constant quest for Six Sigma Quality. GECIS India has around 11,000 people – 4,500 in Hyderabad and another 5,500 in Gurgaon. GECIS has set up centres in Bangalore and Jaipur and is considering opening a centre in Kolkata.

GECIS is now a global company headquartered in India with operations in the Americas, Asia (Dalian, China), and Eastern Europe (Hungary).

GECIS Businesses
GECIS India includes nine Centres of Excellence (CoEs):

**Finance & Accounting CoE:** This CoE currently provides Finance and Accounting services to 26 Capital businesses and six Industrial businesses of GE.

**Insurance CoE:** It provides underwriting services and claims processing to GE Businesses (GEFA, GEMICO) and ERC (Employer's Reinsurance Corporation).

**Collections CoE:** This CoE is responsible for consumer and commercial collections for GE Card Services, Monogram Credit Services (MCS), Auto Financial Services (AFS), Vendor Financial Services (VFS), etc.

**Customer Fulfilment CoE:** The focus of this CoE is on a range of customer fulfilment activities, including inbound call centres and transaction processing for the GE Capital's consumer and commercial businesses.

**Industrial & Equipment Businesses CoE:** This CoE deals with GE business like Appliances, Medical Systems, Industrial Systems and certain equipment/operating businesses like Penske and Fleet Services.

**GECIS Analytics:** It provides data modelling and analytics support to GE Capital businesses across the globe in improving their processes and profitability.

**GECIS Learning:** It helps its customers make training more effective and efficient by digitising training programmes. It also runs B2B Telesales and Telemarketing processes for international customers.

**GECIS IT Services:** It provides technical support services such as offshore support for hardware and software trouble shooting and problem resolution, network and operating system monitoring and maintenance to companies all over the world.

**GECIS Software:** This GECIS business provides a wide range of software services from implementation, development and transition to maintenance and support, including helpdesk and upgrades.

**GECIS Learning**

GECIS Learning is a world-class learning solutions provider that offers a variety of wing-to-wing e-solutions to GE Businesses worldwide. It is the winner of the ‘Brandon Hall' Award of Excellence for Custom Content 2003" - a global honour that recognises outstanding examples of relearning solutions.

GEC’S Learning provides complete and comprehensive solutions in Custom Content Design, Development and Maintenance focussed on customer needs and end-learner effectiveness. Financing, leasing, customer retention and more.
It is a highly creative, diverse team of 300 employees based in Gurgaon and Hyderabad, India, comprising instructional designers, software developers and media developers, who bring years of combined experience in developing eLearning solutions.

**GECIS IT Services**

GECIS IT service offers various services – client services, security services, server services, network services and application services. Client services are related to offering helpdesk services for hardware configuration, software installation and support for applications services. Security services are services related to protecting IT infrastructure from virus attacks and so on. Server services include remote monitoring of servers running various applications. Network services include keeping high uptime of networking equipments. Application services include monitoring and fine-tuning of applications for optimum performance. 65% of the services offered by GECIS IT services are in the area of client services and only 35% are in other areas. GECIS IT services have around 1,200 people housed mainly in Hyderabad. The Hyderabad infrastructure speaks volumes for GE’s panache for grandeur. GE has spent almost Rs. 100 crore to set up 450,000 sq ft of infrastructure – 350,000 square feet for processing and 100,000 square feet for training. It has taken almost 12-15 months to build the premises. The entire premises have about 4,500 people. Apart from the IT services – centres of excellence, there are other COEs operating such as financial services, customer services, fulfillment services, insurance services and so on.

GE IT services is about technical help desk and hence the people recruited are highly technical – MCAs, Engineers and so on. The requirements of services are pretty stringent with need to offer prompt response for 60%-70% of the calls instantly. The level of expertise required is rather high – sometimes you need to be an expert on 400-500 business applications used by the user. The training is intense six weeks to eight weeks of technical process training.

Though GECIS is a captive BPO, still there is a need to maintain a marketing department to offer services to all GE divisions – GE, GE Capital, GE Airline and GE Medical systems.

**GE Analytics**

As part of GE Capital International Services in India, GECIS Analytics leverages advanced quantitative techniques and tools for data-driven business decisions in a variety of functional areas. GECIS Analytics supports the GE Capital and Industrial businesses to provide data driven predictive decisions in areas such as risk, marketing, collections, pricing, logistics, asset management, supply chain and inventory management, e-business, business intelligence, and enterprise wide business solutions.

This is as high end as it gets. Indeed the work done at GE Analytics impacts the business decision making at various GE businesses all over the world. GE Analytics would analyse data from GE through various statistical tools and techniques to provide information for better decision making. The core expertise at GE Analytics would range from sales and marketing to supply chain management, risk and actuarial underwriting to digitization and business intelligence.
Gopal Ratnam, CEO, GE Analytics says that this kind of high end activity is best done in captive mode, since the data is often of confidential nature. However, he points out that there could be room for a third party offering this kind of activity. For instance, McKinsey and other top management consultants do deal with confidential data of companies while offering strategic consulting.

GE Analytics employs around 550 people. Most of the staff is highly qualified, either holding masters or doctorate degree in business, finance, management, statistics or operation research. Work for almost 80% of the staff is of an ongoing nature and only about 10-20% of work is on project basis. Though the staff could be divided into teams supporting certain businesses, each individual has been assigned well-defined deliverables. The quality of work is determined by the business impact of the decisions based on the analytic driven inputs.

However the track record of GE Analytics in supporting GE businesses is exemplary inasmuch as GE Analytics has significantly increased numbers from just 4 in 1998 to almost 550 presently and this is likely to increase to 700 within a year.

Mr Ratnam admits, however that the numbers could not increase to very huge numbers, if GE Analytics is just confined to GE businesses. But he remained evasive on if GE Analytics would consider offering these services to external clients. This decision would be taken at the level of GE Capital International Services from where all marketing decisions are made.

The reason that GE outsources its high end work to India is not so much cost savings, but to leverage on high quality intellectual capital operating out of India. The cost savings are just added bonuses. And though the work is highly intellectual, the excellent track record of GE Analytics provides comfort for GE businesses to outsource these.

The work at GE Analytics is highly knowledge based and requires close knowledge sharing with GE businesses either over email, telephonic conversation or video conferencing. Often people from GE business come over to train and again sometimes staff from India moves travels to GE businesses to get deeper insights. The work required deep understanding of GE businesses, but GE Analytics employees have a fast learning curve and this is never an issue.

GE Analytics is unlikely to get into strategic consulting, confining itself to data driven decision making.

Approximate Headcount: 11,000
Start-Up Year: 1997
Promoter/Owner: General Electric
President and CEO: Pramod Bhasin
Area of Operations: Finance and accounting, insurance and claims processing, businesses, consumer and collection services, customer fulfillment activities, analytics, learning and remote
marketing, client services, security services, server services, network services and application services