

Beyond the numbers – GBS scope expansion and maturity assessment

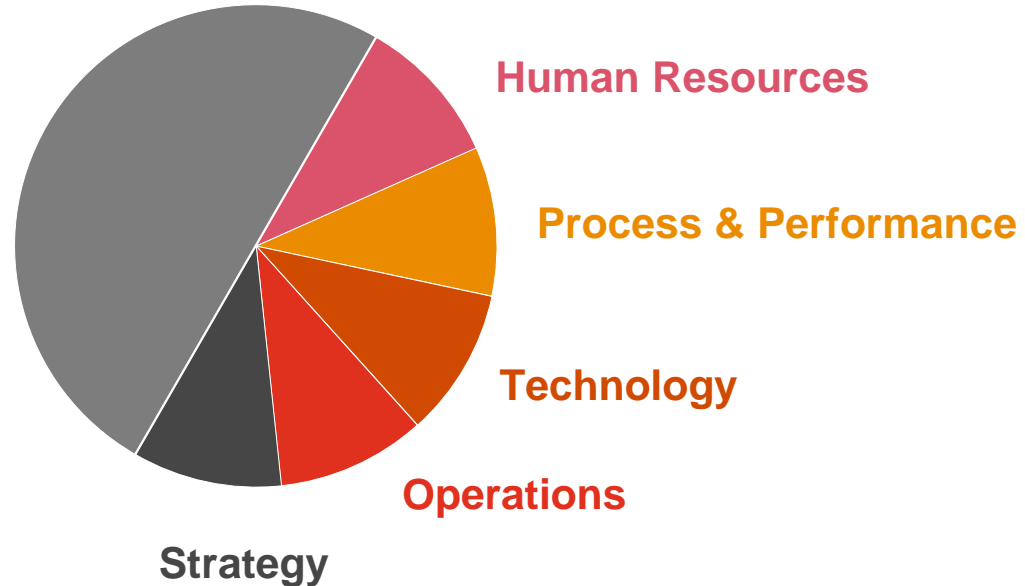
November 2022



Scope expansion – basis for the decision

Not only
the business case...

...but also
qualitative criteria



GBS challenges – Stakeholders concerns



- Strategy**
 - Optimal scope or clarity on the potential scope to be taken over
 - Lack of strategy and plans for the BGS to expand
 - GBS is considered only as a receiver, as a back-office to process „whatever business sends”
- Operations**
 - Lack or unclear organization structure
 - No comprehensive governance in place, communication limited to ad hoc discussions
 - Lack of standards in operational management, each team has own rules
- Process & Performance**
 - No right KPIs in place, efficiency or quality not being monitored
 - Limited standardization, every operating unit having different tools or ways of working
 - Significant opportunities for improvements, no CI mindset or true program driving it
- Human Resources**
 - Lack of structured approach for people onboarding
 - Insufficient training offer, not reflecting the actual needs and ambitions
 - Difficulties in hiring and retaining talents in the organization
- Technology**
 - Multiple systems, not linked to each other, scattered master data
 - Majority of the processes paper based, no sufficient, smart tools supporting the processes
 - Limited system performance, causing often delays and process bottlenecks due to waiting time

Maturity assessment

Provides vital information on the extent to which the GBS is aligned with important good market practices, specific to mature GBS organizations

Identifies the most crucial improvement opportunities, being enablers for further growth and optimization

Uncovers the employees and customers perception of the current GBS as an operation and its development

Address key stakeholders concerns in relation to current and future operations





Knowledge of the GBS maturity will also enable...

Maximising improvement benefits by focusing on the most significant improvements from cost, quality and business impact perspective

Achieving benefits faster due to effective and appropriate planning of improvements implementation

Avoiding unnecessary investments in areas not requiring immediate improvement

The 5 main areas of focus and analysis



Strategy	Operations	Process & Performance	People	Technology
<ul style="list-style-type: none"> • Target Operating Model • GBS organizational model and footprint • Strategic alignment • BPO model leverage • GBS location cost effectiveness • GBS location flexibility • Centralization level • Current scope coverage • Readiness for scope extension 	<ul style="list-style-type: none"> • Organizational structure • Organizational structure • Operational excellence • Governance model • GBS excellence measurement • SLA/OLA maturity • Pricing model • Work organization • Compliance & audit • Programs & projects execution • Change management • Back office functions effectiveness 	<ul style="list-style-type: none"> • Process excellence including RPA • Process optimization & standardization • Process improvement • KPIs framework • Process knowledge management • Process documentation • Process knowledge maintenance 	<ul style="list-style-type: none"> • Hire • Recruitment • Onboarding • Develop • Learning & development • Talent management • Reward • Compensation management • Performance management • Leave • Offboarding • Maintain • Leadership style • Employee's satisfaction 	<ul style="list-style-type: none"> • IT support & security • IT Business Support • BCP / DRP readiness & management • Office security • IT functionality • IT architecture • IT hardware and software • IT workflow

Key activities that need to be performed in order to evaluate, assess and conclude on the above:

Surveys and Data analysis

Distribution of employee surveys, collection and getting familiar with the procedures, policies, reports and other documentation from the GBS

Interviews

Face to face discussions with a selection of the GBS top and middle management to capture the key aspects of the GBS organization

Focus groups

Sessions with selected operational employees to share their experience and perspectives on the GBS as a workplace

Voice of the customer

Meetings with selected key business stakeholders to identify their views on the interaction with the GBS and potential suggestions for enhancements

Benchmarking

Assessing client's GBS against market benchmarks to position the organization.

Recent assessments we were part of

Effort metrics
(from one project)

Illustrative results
(report issued on one project)

Illustrative improvements
(collected from multiple projects)

6 Weeks duration

171 Online Surveys

15 Interviews with GBS Employees

6 Interviews with GBS Customers

4 Focus Groups

+50 Documents reviewed

Category	Good practices	Opportunities
Strategy	<p>FCO's Strategy Alignment and Effectiveness</p> <p>Good things the customer over strategy, vision and goals are in place for the SSC. There is still a potential to better position the SSC through better management, which later can be cascaded to the SSC. The SSC customer should have an agreement with the business as to the vision, business model and strategy creation. Employees can be an aware of the SSC's core value.</p> <p>Charging Model</p> <p>The charging model seems to be regularly benchmarked and adjusted, according to reality and market specific.</p> <p>Current Score</p> <p>3.3 / 5.0</p>	<p>There is a further potential to analyze some small scope changes more thoroughly to ensure that some services provided by the SSC are better aligned.</p> <p>It seems the small scope changes are not understood enough. Because of that, further analysis and further benchmarking is required to ensure that the SSC is better positioned.</p>
Operations	<p>Method distribution is provided for and based on FPO role</p> <p>After last year of COVID-19 guidelines and affecting the operations, there is a need to ensure an agreement in regards to proper work distribution.</p> <p>Operational goals within terms identified and handled effectively in order to maintain the service quality.</p>	<p>Due to the SSC growth and more operations, some teams still struggle with additional and unpredictable increase of workload long the main base of workload. This challenge is already recognized within the SSC leadership, automation and IT abilities are recognized in order to decrease manual effort and improve efficiency. However, more is required to be done in order to implement these initiatives.</p> <p>More consistent backup structure across functions should be implemented in the SSC. There are still cases where some teams are not performing based on the proper procedure in our technology base.</p>
Process & Performance	<p>There is a continuous improvement mindset and software capabilities across the SSC teams and teams are able to deliver services with a good level of SLA with the supports process optimization with the SSC.</p> <p>Strong BPA team is plan bringing tangible benefits to the SSC. It is highly valued not only within the SSC, but also by the business.</p> <p>Standardization is progressing within departments. One process is fully standardized in the SSC. There are initiatives to standardize them.</p>	<p>Due to the capacity challenges, employees are struggling to find the time to actively engage in the automation and adoption initiatives through their unfulfilled requests with some requests being in progress with capacity challenge. They need to be spent and allocated to the SSC.</p> <p>There is an opportunity to introduce a role of business analyst in order to manage the connected technologies and ensure the business goals are met.</p> <p>Process maps are not all processes should be created to better understand the activities for better representation.</p> <p>There is an opportunity for further standardization and harmonization in order to streamline the processes. Despite the initiatives undertaken, it is clear that still processes that are being processed are not an indicator against for the items as the main processes used to further representation, visibility of processes.</p>
People	<p>Staffing & Recruitment</p> <p>There is a dedicated recruitment support across COVID-related. The team has been already hired and trained as an integral of hiring the facilities.</p> <p>The SSC is already collaborating with University of Economics in Bratislava.</p> <p>Onboarding</p> <p>Onboarding process is in place in the SSC. The equipment and tools needed is provided to the employees in a timely manner. The process was enhanced to deliver the equipment to new hires at the time of arrival.</p> <p>Learning & Development</p> <p>Process induction training is in place.</p> <p>A set of external and internal training is in place. Good learning platform is available.</p>	<p>Team training was required by the renewment (lease 2020) but areas COVID-related. The team has been already hired and trained as an integral of hiring the facilities.</p> <p>Team training was required by the renewment (lease 2020) but areas COVID-related. The team has been already hired and trained as an integral of hiring the facilities.</p> <p>Team training was required by the renewment (lease 2020) but areas COVID-related. The team has been already hired and trained as an integral of hiring the facilities.</p> <p>Team training was required by the renewment (lease 2020) but areas COVID-related. The team has been already hired and trained as an integral of hiring the facilities.</p>
IT & Security	<p>IT Business Support</p> <p>The Local SSC IT support is appreciated by the business and the employees in regards with their requests.</p> <p>Software equipment are provided to the employees in a timely manner.</p> <p>Business Continuity Plan/ Disaster Recovery Plan</p> <p>ISCTE's response to COVID-19 guidelines was fast and the operations were not impacted significantly. Disaster BCP program is in place with the SSC services in place.</p> <p>Office Security</p> <p>There is a clean-desk policy in place. Accesses to the facilities and helpdes are reviewed.</p> <p>User Feedback</p> <p>There is a single sign-on for most of the applications.</p>	<p>There is an opportunity to review and further adjust the KPIs and SLAs for the IT Support in order to make sure the other business functions are not impacted.</p> <p>Although the IT Teams are valued by employees there is further potential to improve the IT Services and SLA in order to ensure timely and accurate issue resolution.</p> <p>Local BCP approach should be further strengthened, as currently all Teams are not responsible for the disaster recovery. Some employees report that the hardware and software they use is not up to date, which requires updates in order to improve efficiency.</p> <p>There is a further opportunity to review and update current procedures in all critical processes together with external process model and obtain external procedures to better manage the knowledge retention risk.</p> <p>There is a clean-desk policy in place. Accesses to the facilities and helpdes are reviewed.</p> <p>Multiple and different systems pose a challenge in process standardization and harmonization. Multiple legacy systems make complex IT landscape for users and demand process-agility. There are opportunities of system decommissioning supporting legacy month end and other critical processes.</p> <p>Some employees report that the hardware and software they use is not up to date, which requires updates in order to improve efficiency.</p> <p>There is a further opportunity to review and update current procedures in all critical processes together with external process model and obtain external procedures to better manage the knowledge retention risk.</p> <p>There is a clean-desk policy in place. Accesses to the facilities and helpdes are reviewed.</p>

28 FTE Estimated capacity release through implementation of 12 key solutions proposed in the support function of leading retail brand

€1m Cost saving/year in finance GBS for a global consumer goods organization

35% More output (timesheets) processed per hour at a HR services provider

30% Capacity released in each wave at a GBS in the CEE

40% Service level rise of the order to cash team of a global brewery

795h Estimated time saving in leading energy company due to implementation of proposed changes in the F&A department

A photograph of a modern glass skyscraper with a complex, multi-tiered facade. The building is viewed from a low angle, looking up. The glass reflects the sky and surrounding environment, creating a grid-like pattern of windows and balconies. The overall color palette is cool, with various shades of blue and grey.

Thank you

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