A Road-map to Rapid Returns
Optimizing and Transforming Shared Services
Questions

- Send me your question early
- Use this opportunity to get the answers/info you seek
- The sooner you send me the question, the more likely it will be asked
- Remember to stay on for Q&A in the last 10 minutes of the session
Your copy of the slides

The slides will be available after the webinar at www.sharespace.digital
Agenda

- Context and poll question
- Shared services journey so far and survey results
- Levers of shared services success
- Where RPA and AI fit in
- The journey towards transformation
- Q&A
One of the biggest inhibitors to end-to-end process transformation and optimization in Shared Services is not the lack of available automation. Rather, the challenge is aligning stakeholders and participants across the end-to-end process and the value chains that connect the business to its customers, suppliers and ecosystems. This is one of the standout findings of our recent research program.

This thought-provoking webcast will share the research results, and present a roadmap to rapid returns, how to reap the low hanging fruit of process optimization, whilst supporting and enabling broader more fundamental automation and digitization strategies.
A Road-Map to Rapid Returns

Transforming Shared Services

Wednesday 25th September 2019
Today’s Discussion

Dan French
Founder & CEO
Consider Solutions

Steve Rooney
Global Processes, Shared Services & Analytics Advisory Lead
This Session

- Shared Services journey and the Shift to Digital
- Shared Services & GBS Imperatives & Expectations
- Intelligent Automation
- Data-Driven Decision Making
- A Road Map for Rapid Returns
- Q&A
World Class Finance
Poll 1 – Your Role

1. Shared Services / GBS
2. Finance
3. IT/IS
4. Other Business Function
5. Consultant/Advisor
The Journey so Far

“Lift & Shift”
- **1990’s**
  - Single Process SSC
  - Centralisation
  - Transaction & Headcount focussed
- **2000’s**
  - Outsourcing
  - Multi-function GBS
  - India plus

**Optimisation**
- **2010’s**
  - Global Process Ownership
  - Process and CoE matrix
  - Integrating multi-function, -source, -location Global Business Services model

“Productivity benchmarks have steadily improved”
Transformation is not primarily about Technology
Executive Stakeholder Demanded Outcomes of SS / GBS

- **Direct Cost Reduction**
  - FTE reduction
  - Standardisation
  - Shortening cycle time for internal customers (Buyers et al)
  - Improving cash collection, cashflow management

- **Improving Business Unit Experience**
  - “Making Finance Easier”
  - Cycle time and cost reductions in the Business Units

- **Enhanced Risk Management, Control & Compliance**

- **Flawless Issue Resolution**

- **Preserving process knowledge (that was formerly in business, now in SS/GBS)**
Aspirational/Desirable Outcomes of SS/ GBS

- Enhanced Reputation as value creator as well as cost reducer
- Centre of Excellence (CoE), with expertise to optimise and automate
- End-to-End Business Process Collaboration
- Talent Pipeline for the entire business
Levers of SS/GBS Success

1. Low-cost sourcing
2. Simplification & Standardisation
3. End-to-End Process enablement and Ownership
4. Automation (ERP, RPA, niche process applications and Cloud apps)
5. Task Assessment framework for process/task automation
6. Talent & Skills
7. Business Partnering, focus on customer’s customer, engagement, interest, value, “Listen but Guide”
8. Analytics/Action Oriented Insights for better decisions, better business collaboration, better outcomes
9. Staff Engagement
10. Executive Support & Understanding
11. Organisation Structure
Clustered & Prioritised

A. Analytics, End-to-End Process enablement & Business Partnering (3,7,8) - 42%

B. Simplification, Standardisation, Assessment & Automation (2,4,5) – 30%

C. Staff Engagement, Talent & Skills (6,9) - 14%

D. Organisation & Executive Alignment (10,11) – 14%
Poll 2 – Your Current Shared Services / GBS Reputation

1. Low Cost Provider
2. Standard Service Provider
3. Centre of Business Expertise
4. Business Value Creator
5. Transformation Enabler
Global Process Enablement as a value-creating strategy
“Customer to Cash”

1. Marketing
2. Selling
3. Delivery
4. Cash

- Demand Generation
- Customer Engagement
- Compete & Contract
- Ordering
- Fulfilment
- Settlement

Strategy
Supply Chain
Operations
Shared Services/GBS

Sales
Marketing

Legal

Finance

Service Delivery

Treasurer

Collections

IT

Market to Contract

Order to Cash

Customer to Cash
"Source to Pay"
Navigating differing perspectives & performance measures
Global end-to-end Process focus is key to Value

- Capability & Skills
  - Engagement
  - Communication
  - Understanding
  - Collaboration
  - Shared Vision
  - Co-ordinated Execution
  - Ownership?
Intelligent Automation
Plenty of Investment Buzz!

Q. Over the next year, how much investment/focus is your organization making year to help you achieve operational cost saving goals?

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<th>Significant</th>
<th>Some</th>
<th>Limited</th>
<th>No Investment</th>
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<td>6%</td>
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<td>35%</td>
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<td>41%</td>
<td>18%</td>
<td>4%</td>
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<td>AI/ML/Cognitive</td>
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<td>48%</td>
<td>14%</td>
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<td>Blockchain</td>
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<td>4%</td>
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<td>30%</td>
<td>20%</td>
<td>18%</td>
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<td>Drones</td>
<td>19%</td>
<td>37%</td>
<td>20%</td>
<td>24%</td>
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<td>Driverless Vehicles</td>
<td>16%</td>
<td>32%</td>
<td>22%</td>
<td>31%</td>
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</table>

Source: HfS Research in Conjunction with KPMG, "State of Operations and Outsourcing 2018, March, 2018
Sample: (Interim Data) Enterprise Buyers (Global 2000) = 260
Poll 3 – What ERP do you use? Multiple Answers allowed

1. SAP
2. Oracle
3. Microsoft
4. Peoplesoft
5. Other
RPA / “Intelligent Automation” Experiences to Date

↓ Take Advantage!
- Big efficiency gains for the right tasks
- Cheaper and faster than ERP extension, integration
- BOTs don’t get bored, tired or lose concentration – quality & compliance benefits
- Integrates technology gaps in end-to-end processes
- Eliminates frustrating tasks from valuable people, a more appealing workplace

↓ Take Care!
- 400% task productivity increase may not be significant in the end-to-end process
- Development & Operation need control, oversight and governance
- BOTs have no judgement and will repeat errors at scale – design & test well!
- A lot of moving parts/points of failure, ERP updates/upgrades?
- Powerful, auditable, rules-based automation
- Without detailed, task level, standard operating instructions, don’t try to automate
- “Automation makes bad worse, faster”
- “Elimination is the best automation”
What about the role of AI?
Applying ML in the Real World - Diagnosing Cancer
The AI Classifier found 92.5% of cases!
But the Human Pathologist was better – 96.6%!

Diagnosis by Human Expert
But AI supporting humans is even better! 99.5%

Diagnosis by Expert Human AND AI
“Humanistic AI” is a key perspective . . .

- AI in itself is not a ‘doomsday scenario’
- Not just about eliminating jobs
- **Effectiveness** is every bit as value-creating as **Efficiency**
- “How AI can enhance our memory, work and social lives”
- Check out Dr Tom Gruber’s TED Talk . . .
  - Co-creator at Siri
  - Product Design Executive at Apple
  - Chief Scientist & Co-founder at Consider Solutions
The Balancing Act

Effectiveness
(Best Decisions)

Efficiency
(Best Execution)
Global Business Process – The Balance

Data Insights
(Best Decisions)

Tasks/Transactions
(Best Execution)
Up to

80%

of finance effort is spent acquiring and preparing data for reporting, leaving as little as 20% for value added analysis and decision making.
A World of Data Uncertainty

How Many Countries Are There in the World?

- 195 Sovereign States (according to the United Nations)
- 206 Olympic Nations
- 201 States With at Least Partial Recognition (acknowledged by at least one U.N. member)
- 204-207 De Facto Sovereign States (self-declared countries)
- 249 Country Codes in the ISO Standard List
- 211 FIFA Countries Eligible for the World Cup
Fast Insight drives Global Process Alignment & Collaboration

Capability & Skills

Engagement

Communication

Understanding

Collaboration

Shared Vision

Co-ordinated Execution

Performance Improvement & Value Creation

“Data Driven Decision Making”
KPIs are only “Indicators” ...

Time

KPIs

Defects

Consider
Traditional, and even "Agile", responses are too slow . . .
“Uberization” of Insight – Speed is a Necessity

Data & Process Insight

“Connect & Go”
Intelligent, process-aware services

‘Cloud cadence’ innovation

Data Driven Decision Making needs precision AND immediacy!
### P2P KPIs

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<th>KPI</th>
<th>Value</th>
<th>Top 10%</th>
<th>Bottom 25%</th>
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<tbody>
<tr>
<td>Average Cost to Process an Invoice</td>
<td>1.5</td>
<td>&lt; $1.29</td>
<td>&gt; $3.89</td>
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<tr>
<td>% of Electronic Invoices</td>
<td>37.9%</td>
<td>&gt; 90%</td>
<td>&lt; 45%</td>
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<tr>
<td>% of Invoices that Quote a PO</td>
<td>77.3%</td>
<td>&gt; 54.8%</td>
<td>&lt; 52.2%</td>
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<tr>
<td>Days to Process an Invoice</td>
<td>29.4</td>
<td>&lt; 3</td>
<td>&gt; 11.4</td>
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<tr>
<td>Average Number of Invoices per FTE</td>
<td>2815.5</td>
<td>&gt; 2928</td>
<td>&lt; 2258</td>
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<tr>
<td>% of Invoices Paid on Time</td>
<td>15.0%</td>
<td>&gt; 95%</td>
<td>&lt; 72%</td>
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<tr>
<td>Average Days Paid Outstanding</td>
<td>46.2</td>
<td>&gt; 45</td>
<td>&lt; 28</td>
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</table>
Compound Results of individual Defects . . .
This chart shows a compound score for each business unit based on a number of contributing factors.

Contributing factors cover areas such as causing additional work to shared services, inefficiencies, cash wastage, process variations.

Contributing factors are weighted. This chart shows overall weighted scores.

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Compound Score</th>
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<tr>
<td>AX Singapore (SG01 - SSC-Asia Pacific)</td>
<td>High</td>
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<tr>
<td>AX Singapore (SIL - SSC-Asia Pacific)</td>
<td>Moderate</td>
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<tr>
<td>Global Markets (GM1 - SSC-Europe)</td>
<td>Low</td>
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<tr>
<td>HCF Asia (SG04 - SSC-Asia Pacific)</td>
<td>Very Low</td>
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<tr>
<td>tEconomics (ME10 - SSC-North America)</td>
<td>Moderate</td>
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<tr>
<td>AX UK (UK01 - SSC-Europe)</td>
<td>High</td>
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<tr>
<td>AX Egypt (EG01 - SSC-Europe)</td>
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<tr>
<td>AX France (FR01 - SSC-Europe)</td>
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<tr>
<td>AX Germany (DE01 - SSC-Europe)</td>
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<td>AX Spain (ES01 - SSC-Europe)</td>
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<tr>
<td>AX Mexico (MX01 - SSC-North America)</td>
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<tr>
<td>AX Canada (CA01 - SSC-North America)</td>
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<tr>
<td>AX Hong Kong (HK01 - SSC-Asia Pacific)</td>
<td>Moderate</td>
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<tr>
<td>AX Japan (JP01 - SSC-Asia Pacific)</td>
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<tr>
<td>AX NL (NL01 - SSC-Europe)</td>
<td>Low</td>
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<td>AX Belgium (BE01 - SSC-Europe)</td>
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<td>AX Sweden (SW01 - SSC-Europe)</td>
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<td>AX Ireland (IR01 - SSC-Europe)</td>
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<td>AX Austria (AU01 - SSC-Europe)</td>
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### Involved/output

**Duplicate Invoices**

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**Processing Errors**

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**Lates / Early IDs**

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**Summary**

- Duplicates: 1 invoice, 0.003%
- Needing Rework: 70 invoices, 0.241%, 535 k, 2.062%
<table>
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<tr>
<th>Voucher Id</th>
<th>Business Unit</th>
<th>Invoice Date</th>
<th>Created Date</th>
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<th>Vendor Name</th>
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<td>9 Jan 2019</td>
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<td>101640</td>
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<tr>
<td>4137</td>
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<td>16 Jan 2019</td>
<td>246745</td>
<td>TYCO FIRE &amp; SECURITY US MANAGEMENT INC</td>
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1 to 10 of 10 Duplicate Invoices (filtered from 270 total records)
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<th>ID</th>
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<tbody>
<tr>
<td>484584</td>
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<td>205683</td>
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<td>CLEVELAND</td>
<td>37312-5823</td>
</tr>
<tr>
<td>205683</td>
<td>PHYSICIANS CARE</td>
<td>4490 HIXSON PIKE</td>
<td>HIXSON</td>
<td>37343-5036</td>
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</table>

**SimplexGrinnell LP**

**Type**: Subsidiary of Tyco Fire & Security  
**Industry**: Fire suppression systems  
Fire detection and notification systems  
Communications and security systems  
**Founded**: 2001, with roots going back to 1850s (Grinnell) and 1894 (Simplex)  
**Headquarters**: Boca Raton, Florida, U.S.  
**Corporate Sales & Marketing**: Westminster, Massachusetts  
**Key people**: George Oliver, President  
**Parent**: Tyco International  
**Website**: [https://www.tycomplexgrinnell.com](https://www.tycomplexgrinnell.com)
<table>
<thead>
<tr>
<th>Payment Run Id</th>
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<th>Payment Status</th>
<th>Cancel Action</th>
<th>Vendor Id</th>
<th>Vendor Name</th>
<th>Business Unit</th>
<th>Vendor's Invoice Id</th>
<th>Voucher Id</th>
<th>Bank A/c No</th>
<th>Currency</th>
<th>Amount</th>
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<td>0004037409</td>
<td>9 Jan 2019</td>
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<td>N - No Cancel Action</td>
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<td>DR DAVIS LOCK AND SAFE INC</td>
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<td>P - Paid</td>
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<td>SALON PS COLORADO LLC</td>
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<td>N - No Cancel Action</td>
<td>23781846</td>
<td>BRYANT AND FARRIS</td>
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<td>N - No Cancel Action</td>
<td>4374316</td>
<td>ALEXIAN BROTHER MEDICAL GROUP</td>
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<td>0004037418</td>
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<td>P - Paid</td>
<td>N - No Cancel Action</td>
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<td>ALEXIAN BROTHERS AMBULATORY GROUP</td>
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<td>36.28</td>
</tr>
</tbody>
</table>
Vendor Duplicate Characteristics

- All vendors have both invoices and payments (Vendors: 99)
- All vendors have invoices or payments
- All vendors have payments (but no invoices)
- More than one vendor has activity
- Only one vendor in the duplicate cluster has activity
- Duplicate vendors with no activity (invoices or payments)

Vendor Id | Name                                      | Site          | Street          | Town        | Postcode     | Country   | Status       | PO Status
----------|-------------------------------------------|---------------|-----------------|-------------|--------------|-----------|--------------|---------
454190    | GUARDIAN PHARMACY OF SOUTH EAST GA LLC    | PO BOX 740209 ATLANTA, GA | PO BOX 740209 DEPT 7012 | ATLANTA     | 30374-0269   | USA       | A - Approved | Closed (N)
606518    | GUARDIAN PHARMACY OF ATLANTA LLC         | PO BOX 740209-1 ATLANTA, GA | OF ATLANTA LLC | ATLANTA     | 30374-0269   | USA       | A - Approved | Open (Y)
205392    | SUNCOAST PTAC SERVICES INC               | PO BOX 530520 DEBARY, FL | PO BOX 530520   | DEBARY      | 32753       | USA       | A - Approved | Open (Y)
444768    | SOUTHERN PTAC SERVICES INC               | PO BOX 530119 DEBARY, FL | PO BOX 530119   | DEBARY      | 32753       | USA       | A - Approved | Open (Y)
This chart shows most commonly used payment terms.

Drill downs show usages by company code / business unit.

Focus is identifying where unusually short or long payment terms are in use.
Weekly P2P Summary for ABC Inc. from allumar

Aug 27 to Sept 2 2019

Non-PO Invoices

<table>
<thead>
<tr>
<th></th>
<th>Duplicates</th>
<th>Future Dated</th>
<th>Late Entry into System</th>
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</thead>
<tbody>
<tr>
<td>Non-PO Invoices</td>
<td>12</td>
<td>2</td>
<td>1663</td>
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</table>

New Non-PO Invoices: 3850.
Value: USD 12.76m.

PO Invoices

<table>
<thead>
<tr>
<th></th>
<th>Duplicates</th>
<th>Late Entry into System</th>
<th>On or Before PO</th>
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</thead>
<tbody>
<tr>
<td>PO Invoices</td>
<td>0</td>
<td>20</td>
<td>124</td>
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New PO Invoices: 280.
Value: USD 3.35m.

Vendors

<table>
<thead>
<tr>
<th></th>
<th>New Duplicates</th>
<th>New with Poor Data Quality</th>
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</thead>
<tbody>
<tr>
<td>Vendors</td>
<td>14</td>
<td>0</td>
</tr>
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</table>

New Vendor Records: 265
Total Vendor Master Records: 235428

VIEW DASHBOARD
Each defect may not be significant ... but the aggregation IS!
7 Ways Data Driven Decision Making drives value

1. Facilitating collaboration and alignment across the organisation, business, vendor and technology silos to drive genuine value
2. Adding insight to action of transactional activities
3. Analysing complete process operation, transactions and data activity
4. Driving automated, standardised KPIs and performance benchmarks
5. Identifying error, waste, outliers and conserving cash in the process
6. Providing process data for “tuning” of automation initiatives
7. Enabling enhanced fraud prevention and detection
A Road Map to Rapid Returns

Moving Shared Services & GBS to Value Creator status
Poll 4 – Biggest Challenge for Shared Services, GBS?

1. Reputation of SS/GBS in the Business
2. End-to-End Process Understanding and Alignment
3. Complexity of current Business Process and IT landscape
4. Availability of Data Insight to drive Collaboration
5. Talent & Skills
Poll 5 – Global Process Alignment, Leadership, Ownership . . .
What are the most significant performance improvement areas?

1. The SSC/GBS capability & skills for this need enhancing
2. Business engagement across end-to-end process needs enhancing
3. Our understanding of business unit needs, opinions and operating differences needs enhancing
4. Metrics and KPIs usefulness and timeliness needs enhancing
5. Detailed process execution data availability needs enhancing

Select the most significant to your situation, multiple selections allowed
Big Themes

- Transformation & Digital
- From Cost to Value focus
- Global Processes
- Business Partnering
- Intelligent Automation – RPA and AI
- Data Driven Decision Making
- Organisation & Operating Model
- Change Management
Future Business Operating Model – Platform Based?

Customer Experience, Customer Journey

Business Capability ("Soup to Nuts" Process, Digital End-to-End)

Hardcore Cross-Capability IT Platforms

Provides oversight, coordinates, allocates resources, sets standards

Derivation: McKinsey
The Technology Adoption/Disappointment Cycle
Lessons along the road

“RPA is about fixing the potholes in the road. Do not confuse it with building the new highway”

Steve Gordon, VP Global Service Operations – BD

"Don't trade the entire toolbox for one screwdriver"

Sanjay Srivastava, Chief Digital Office – GENPACT

“One of the myths in AI is that you can AI your way out of something you don't understand”

Anon

“The new technologies are helping us think differently, but in isolation they aren’t the answer”
No “One Hit Wonders” - It’s a continuous journey . . .

“We always hope for the easy fix: the one simple change that will erase a problem at a stroke. But few things in life work this way. Instead, success requires making a hundred small steps go right - one after the other, no slipups, no goofs, everyone pitching in.”

Atul Gawande, Better: A Surgeon's Notes on Performance

The “aggregation of marginal gains”, improving everything by a small percentage, is a proven recipe for success
The Shape of our Talent will help . . .

*I-shaped*
Expert at one thing

Generalist
Capable in a lot of things
but not expert in any

*T-shaped*
Capable in a lot of things
and expert in one of them

I-shaped vs generalist vs T-shaped

Courtesy: Jason Yip
Strategic Aspirations / Outcomes

- Enhanced Reputation as value creator as well as cost reducer
- Centre of Excellence (CoE), with expertise to optimise and automate
- End-to-End Business Process Collaboration
- Talent Pipeline for the entire business
The Road Map to Rapid Returns

- Transformation is a fundamental business process change
- Focus on Optimisation & Continuous Improvement while ‘driving’
- Global Process Stewardship is the key – decide on the CORE
  - Plan for uncertainty with deeper process and data understanding
  - Embrace Data Driven Decision Making - fuel for process insight & collaboration
  - Use Business Partnering skills to drive effective stakeholder collaboration across the functions, silos and business units
  - Align Digital/Automation with end to end Process goals
  - Always remember “the best automation is elimination”
- Focus on Talent – what is the future and what skills do we need to acquire, develop and retain?
Review

- Shared Services journey and the Shift to Digital
- Shared Services & GBS Imperatives & Expectations
- Intelligent Automation
- Data-Driven Decision Making
- A Road Map for Rapid Returns
- Q&A
“I skate to where the puck is going to be, not where it has been.”

Wayne Gretzky

Reputedly the greatest ice-hockey player ever

Questions or Get Involved?   dfrench@consider.biz

Dan French
Founder & CEO, Consider Solutions
www.consider.biz
@consider_ations
A Road-Map to Rapid Returns

Transforming Shared Services

Wednesday 25th September 2019
Next From sharedserviceslink

www.sharespace.digital

WEBINAR
DEATH OF THE VAT RETURN
THE NEXT EPISODE

WEBINAR
5 Traits of a World Class Tax Department

TaxTech Summit
20th & 21st November 2019, London