



**Chazey  
Partners**

DELIVERING THE PROMISE ...

**Inaugural SSO Week  
Europe Digital 2017  
Chairman Takeaways**

10-12 July 2017



## **Adding Value to the C-Suite: Becoming a strategic partner to the business**

### **Gary Critchley, Head of UK Shared Services, National Grid**

- The GBS model has been a strategic enabler for National Grid's strategic plans, including supporting a recent and significant divestiture
- At National Grid, the Shared Business Services is first to protect its value through sustaining its quality and fixing problems, and then to create value through improving services, process optimisation and building new portfolios and services
- Need to retrain and upskill leaders and team members as GBS moves up the value chain

## **Panel Discussion: Inside, Outside, Strategic, Operational: Which GPO model is right for you?**

### **Joanne Gavigan, Director, GPO, Account to Report, Unisys**

### **Rob Cowan, (formerly) Vice President - Enterprise & Technology Solutions, Unilever**

- It is usually most beneficial if a GPO sits within the GBS or Shared Services Organisation, if one is already established
- One of the key factors in making the GPO successful is senior leaders sponsorship for your GPO model and the role of the GPO
- Process Transparency is THE key factor to make GPO successful
- A GPO leader needs to have a good understanding of end-to-end process and the ability to support change management
- A GPO leader also needs to have the right level of authority to act, supported by great relationship skills

## Exploring the latest trends in Shared Services and decoding the Robotic Process Automation (RPA) phenomenon

**Phil Searle, CEO & Founder, Chazey Partners**

**Daniel Lawrence, Regional Director, Europe, Chazey Partners**

- Shared Services continues to evolve. Has been around for over 30 years now!
- New technology is accelerating change and providing new opportunities
- But, as ever, important that technology is used and implemented effectively and appropriately. Still critical to balance the four critical success factors of people, process, client and technology
- Offshoring less of a trend than used to be, but still relevant. Due to change in business requirements, new technology, economics and even perhaps some politics! Although ultimately it is all about the economics!
- Significant new growth and emphasis on shared services in the public sector – higher education and government
- It is important to continue considering and examining processes end-to-end, which links closely with the discussions in session 2 from day 1 regarding the importance of developing the right Global Process Ownership model
- When implementing RPA, don't underestimate change and communication - engage early with Stakeholders and set expectations
- It is essential to get foundations of an operating and governance framework in place before embarking on an RPA journey

## Siemens: How you can make the most of digital transformation in your shared services

**Tobias Sebastian Unger, Head Organisational Development and Strategic Projects, Siemens Shared Services**

- There is a NEW THIRD layer of technology - USER layer! (The other layers being ERP and BPM). And an integrated approach is necessary to consider all three layers of technology
- Don't fall for the "sunk cost" argument! You must understand what you have already invested in, how best to leverage that, and what restrictions that existing technology landscape imposes on you
- ERP level implementations often "top down", enterprise wide initiatives. But RPA often works well from "bottoms up", which means the opportunity to be satisfy more local demands
- The more disparate and more unintegrated your existing technology landscape, the more robots you may want to/need to deploy! But that isn't necessarily a good thing!

## Accelerating to Integrated Business Services through Digitisation!

**Rob Cowan, (formerly) Vice President - Enterprise & Technology Solutions, Unilever**

- Focus on end user first and then all else follows
- Strategy needs to be simple and outcome driven
- Draw up and manage to a 3-year plan, with detailed annual updates
- If you can't measure it, you can't improve it!
- The strategy at Unilever placed the consumer at its heart
- Key goal to free up "the business"; to reduce cost and simplify...and to transform for greater agility
- The starting point for Unilever was the Operating Framework, NOT the Org Chart; then build out the "Service Standards"; finished with Customer/Stakeholder feedback to establish a clear baseline
- Underpinning this were...Performance Management...Process Models...Operating Models...Continuous Improvement
- Digital is and will be a key enabler for further expansion for GBS to ensure "radical simplification" and to support "delighting the user", including more emphasis on analytics and insights

## Establishing a Centre of Expertise for Robotic Process Automation: A collaboration between IT and the Business

**John Dickens, Head of Finance Shared Services, British Gas**

**Jeremy Orr, Head of SAP Implementation, Centrica**

- RPA is more of a tactical solution - delivers efficiencies within existing back-office processes and technology framework
- Centrica has pushed back on gain-share proposals received from third party partners. Did not want to give away too much value, especially until they'd understood the value available. Instead they now have a preference for time and material contracts
- Need to manage risk and assess and control potential impacts of RPA on other parts of processes
- Robots do get sick! And RPA not a silver bullet
- If you consolidate your processes, you may not need robots
- RPA: Go for the 80:20 rule – 20% effort to achieve 80% of the benefit

## **Fast-forward: Leap-frogging the shared services maturity curve**

**Cindy Gallagher, SVP GBS Controller, Discovery Communications**

- Focus on what's right for you, and on what people really need rather than what they want – always ask “why?”
- Leverage your people, ensuring they are in the right role, have the right skills and cultural fit
- Place customer experience at the heart of what you do and how you deliver it
- Invest in video technology so that GBS and customers can communicate face-to-face often and not only from travelling, and invest in mobile technology to create a flexible, connected, agile and happier workforce
- With RPA, address concerns up front that people aren't losing their jobs...communicate, communicate, communicate!
- In approaching transformation, we flipped the typical sequence and now start with Technology followed by Process, and then finally People (although, Customer is always at the heart of this)

## **Panel Discussion: Global Standardisation, Agility and Increased Visibility: How Can a GBS Model Add Value to Your Organisation?**

**Tobias Sebastian Unger, Head Organisational Development and Strategic Projects, Siemens Shared Services**

**Julie Harbert, SVP Global Business Services, Philips**

- Digital/Technology Impact is accelerating the move to “value-added” services allowing organisations to “leapfrog” into new areas more rapidly
- It is critical that GBS fits the mission/vision for your company – not a generic mission/vision statement
- Data Strategy is key to evolution of GBS
- Don't overthink or plan on your data utilisation. It is important to find practical ways to start using data quickly while continuing to evolve
- Regarding talent development, skills building is key across the entire organisation at all levels in GBS

## **Panel Discussion: Eradicate inefficiencies and find HR golden nuggets: Making HR Tech work for you**

**George Gabero, HR Solutions Director, Levi-Strauss Europe**

**Dan Belli, Director – HR Operations, Thales Group**

- Change Management was enterprise wide - linked to GBS - at Levis
- With cloud based solutions responsibility for security has moved from IT to HR, and more broadly to the function/service line owner
- With data privacy in a cloud based environment with upcoming changes to regulations will potentially have a significant impact on how technology is used and how data is stored, maintained and utilised across the business
- Do not do HR for HR! Make sure this actually links to your business needs. For example, Levis have both wholesale and retail - very different employee bases with different needs - from an employee and business perspective
- Significant requirement from any HR technology to capture, manage and report enterprise wide headcount. And critical need to link to payroll systems and providers
- New HR and specifically cloud based solutions has helped drive greater integration between HR services and processes, and headcount data and payroll feeds. Integration remains a challenge, but is better than before. Single source of truth becoming more a reality!

## **How Celonis paved the way to digital transformation**

**Jan Philipp Thomsen (Head of Celonis Content Store)**

- One of the biggest challenges for Shared Services is to get a right view of the "As-Is" processes
- Gain full operational process excellence to stay competitive
- Business process transformation is key to maximising the best potential from RPA, so process mining tools like Celonis could be a real benefit to have in the tool box
- Using process mining tools help to identify patterns in processes which can be used to identify the best candidates for RPA or other automation

# Thanks for participating in the SSO Week Europe Digital Conference!



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