



scottmadden
MANAGEMENT CONSULTANTS

Smart. Focused. Done Right.®

Shared Services 501

Next Generation Concepts to Boost the
Value of your Shared Services Organization

Workshop E

March 21, 2023

YOUR DISCUSSION LEADS



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Introduction to ScottMadden



Who We Are

ScottMadden is a management consulting firm with more than **35 years** of deep, hands-on experience.

We deliver a broad array of **corporate and shared services consulting services**—from strategic planning through implementation—across many industries, business units, and functions.

.....

WE DO

**WHAT IT TAKES
TO GET IT DONE
RIGHT**

EXPERIENCE

Our experienced team has been a pioneer in corporate and shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

SCOPE

We have completed more than 2,200 projects since the early '90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail. Our areas of expertise span the spectrum of middle and back office corporate and shared services.

SERVICES

We have helped our clients with business case development, shared services design, shared services build support, implementation, and improvement.

Our corporate and shared services knowledge, expertise, and experience are unmatched—no other firm has helped more clients with more unique solutions.

Areas of Focus

TECHNOLOGY

From IT assessments and strategic direction to governance, cybersecurity, and risk and compliance management, we can help your organization get the most out of its IT investment.

We also help you optimize your projects to focus on delivering business outcomes not just installed technology.

HUMAN CAPITAL

We offer HR transformation (including HR shared services), analytics, HR systems (selection, implementation, and optimization), process design and continuous improvement, talent and employee engagement strategy and programs, and payroll—the services your organization needs to excel.

MULTIFUNCTION/GBS

We move shared services to the next generation—integrating finance, human resources, information technology, supply chain, and/or other business services into a single, multifunction shared services or global business services operation with effective governance and management.

SUPPLY CHAIN

We assist clients across the full range of supply chain processes and have the unique ability to create alignment between supply chain and its stakeholders. From crafting new supply chain strategies to restructuring your organization to improving your daily operations, we help you with every step.

FINANCE AND ACCOUNTING

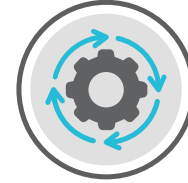
We help companies transform their finance and accounting operations. Through enterprise financial business services, strategic centers of expertise, intelligent automation solutions, hybrid insource/outsource delivery models, and other solutions, we help you increase value for your company.

BUSINESS SUPPORT SERVICES

We help our clients integrate various administrative services into their shared services model to improve service response performance to the business. Services often include real estate, facility maintenance, fleet, security, sales and marketing, insurance, customer service, research, and others.



Corporate and Shared Services Capabilities



Assess and Plan

- Strategic planning
- Feasibility analysis
- Benchmarking
- Statistical and analytical modeling
- Leading practices assessment
- Performance evaluation
- Project planning
- Leadership education and buy-in
- Staff evaluation
- Change readiness assessment
- Site visits

Design

- Current state analysis
- Future state design
- Business case development
- Service delivery model design
- Work scope delineation
- Intelligent automation strategy
- Sourcing evaluation
- Organizational design
- Technology evaluation
- Transformation planning
- Implementation planning
- Change management

Build

- Project management
- Service and transaction center build
- Detailed organizational design
- Staffing
- Process redesign
- Technology design, selection, implementation, and support
- Education and training
- Facility design and setup
- Change management
- Sourcing implementation
- Metrics and dashboarding

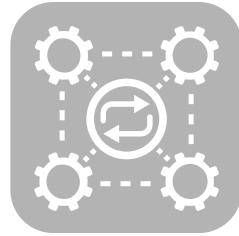
Improve

- Analytics setup and deployment
- Operations improvement
- Governance
- Service expansion
- Cost reduction
- Process redesign
- Intelligent automation opportunities/implementation
- Technology upgrade
- Merger and acquisition integration
- Field resource development
- Voice of the customer surveys
- Metrics and performance management

Representative Clients

Retail and Consumer Products	Manufacturing and Industrial	Technology and Communications	Higher Ed., Public Sector, and Defense	Energy and Utilities	Healthcare	Professional Services
						
						
						
						
						
						
						
						

Note: Representative sample; not all-inclusive of clients served. Excludes numerous well-known clients due to confidentiality agreements



Next Generation Concepts

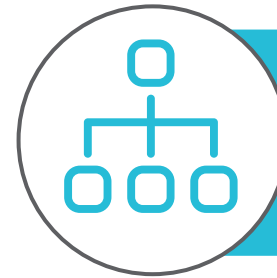


Before We Get Started

Before advancing your shared services organization with next generation concepts, the following foundational principles must be in place:



Refine business operations, governance, work alignment, and structure



Optimize processes and building a culture of continuous improvement

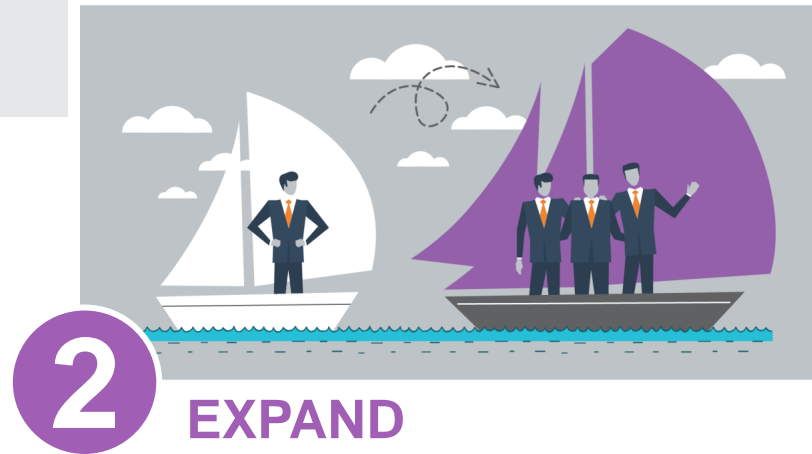


Leverage technology for service delivery



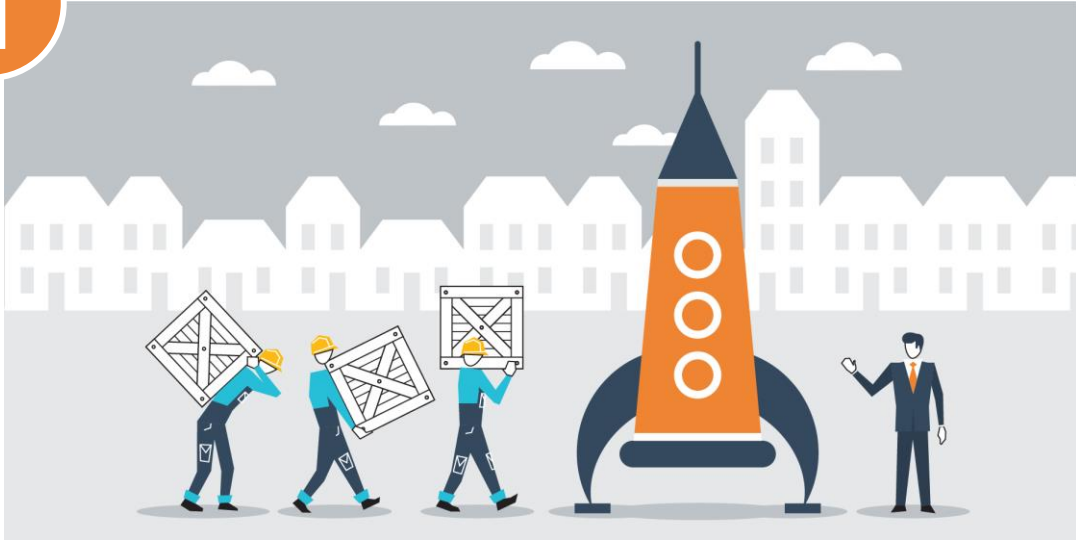
Focus on customer satisfaction and performance

Next Generation Concepts



Next Generation Concepts

1 IMPROVE AND ADJUST



“People don’t know what they want until you show it to them.”

– Steve Jobs

Improve and adjust

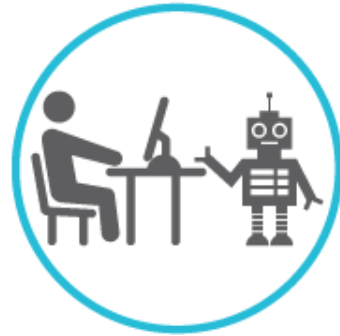
Assessing “Disruptive Technology” Impact on Delivery Models

Intelligent Automation Continuum¹



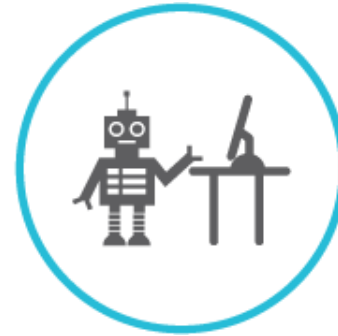
Manual

Judgement based
Customer focused
Problem solving
Unstructured
Value adding



Assisted

Repetitive
Semi structured
Customer facing
Manually triggered



Unassisted

Repetitive
Rules driven
Structured
Schedule/event driven






Cognitive & AI

Pattern matching
Unstructured
Self Learning

¹HfS

Improve and adjust

What's Really Out There... And Being Used

	 Robotic Process Automation	 Virtual Agents and Chatbots	 Artificial Intelligence
Level of Adoption	80% ¹	45% ¹	43% ¹
Characteristics of Data Input	Structured, rule driven, static	Structured data, but requires cognitive computing	Unstructured/structured data with hidden patterns
Nature of Ideal Process Fit	<ul style="list-style-type: none"> ▪ Digital Repetitive Steps ▪ Rule-Based/Logic Driven ▪ Time Consuming ▪ Documented ▪ Static Rules 	<ul style="list-style-type: none"> ▪ Customer-Interfacing ▪ Requires access to solve? ▪ Multiple languages required ▪ Multiple time zones required 	<ul style="list-style-type: none"> ▪ Requires research ▪ Non-routine inquiries ▪ Formula-driven ▪ Requires pattern and detailed analysis
Process Candidate Examples	<ul style="list-style-type: none"> ▪ AP/AR management ▪ Billing and invoices ▪ Data entry/management 	<ul style="list-style-type: none"> ▪ Customer service ▪ Vendor inquiries ▪ Delivery/scheduling 	<ul style="list-style-type: none"> ▪ Document research (contracts) ▪ Forecasting (turnover) ▪ Analytics (process mining)

Data structure and integrity is essential across all IA.

¹ = Source; HfS research

Talent Acquisition – An Automation Example

Sourcing

Chatbots engage passive and active candidates in intelligent conversation via web, mobile, or social media platforms

Scheduling

Virtual assistants schedule candidates, reserve meeting rooms, send communications/notifications, and process reschedule requests

Onboarding

RPA automates repetitive, administrative tasks like generating offer letters, creating new employee records, and gathering needed documentation



Identifying

Automated data mining technology reviews social profiles to identify top candidates



Screening

Automated text conversations ask specific questions to evaluate qualifications and identify top candidates for open positions



Engaging

AI communicates with an unlimited number of candidates through text and chat to answer questions and provide insight on job opportunities



Improve and adjust

Beyond the “Big 3” – Process Mining

“Process mining software can help organizations easily capture information from enterprise transaction systems and provides detailed — and data-driven — information about how key processes are performing.” – HBR

Works by creating event logs as work is executed

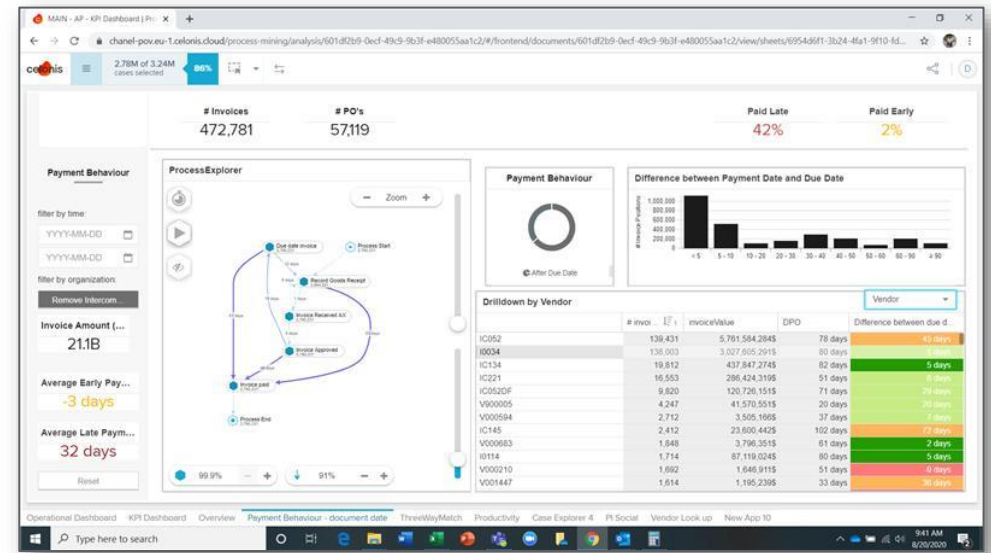
- Orders received
- Products delivered
- Payments made

What it tells us...brings visibility to:

- Who did it
- How long it takes
- How it departs from the average

Analysis opportunities

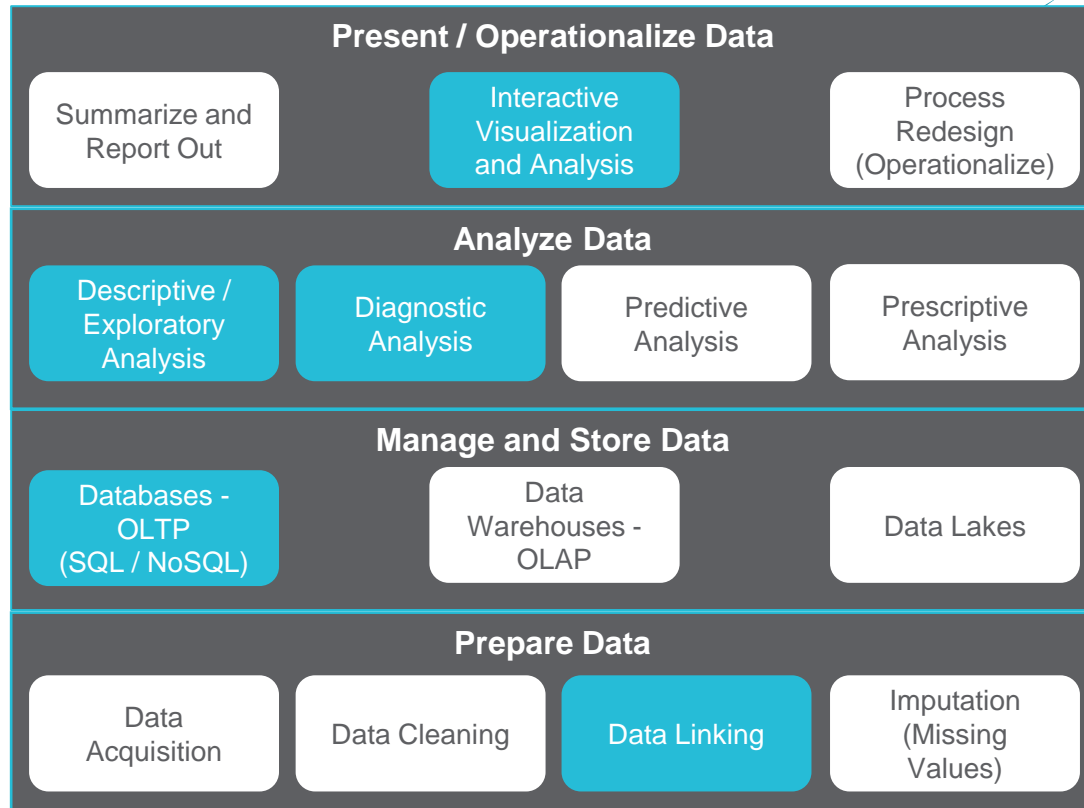
- Helps identify roots causes (e.g., how certain activities take more time)
- How it departs from the average
- Major value comes from digitized work (i.e., supported by IT systems vs. unstructured work like reviews and approvals)



Improve and adjust

Beyond the “Big 3” – Data Science and Advanced Analytics

Shared services organizations have access to tremendous amounts of data including employee data, vendor data, customer data, and financial data... and leading companies have harnessed that data to drive better decision-making.

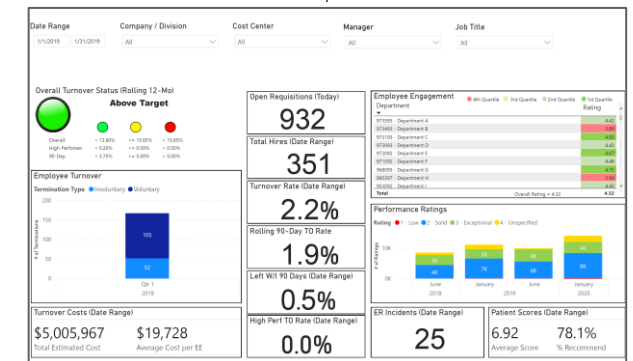
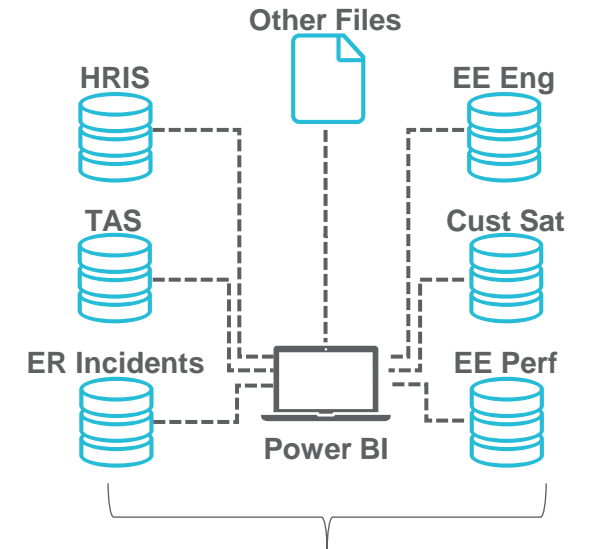


Challenge

The HR group of a 13,000+ employee organization was seeking a way to easily **identify trends** across the enterprise to **highlight potential issues**.

Solution

- Deploy a **scalable, self-service** solution for HR to identify trends, emerging issues, and performance concerns **across the enterprise** and down to the **manager level**
- Inform HRBPs on **areas to focus** their attention to perform root cause analysis
- Enable HRBPs to advise departments under their purview of **potential issues**



Improve and adjust

Defining Your Strategy – Objectives of Innovation

Answers help define program design and funding requirements.



Defining Your Strategy – Delivery of Automation Services

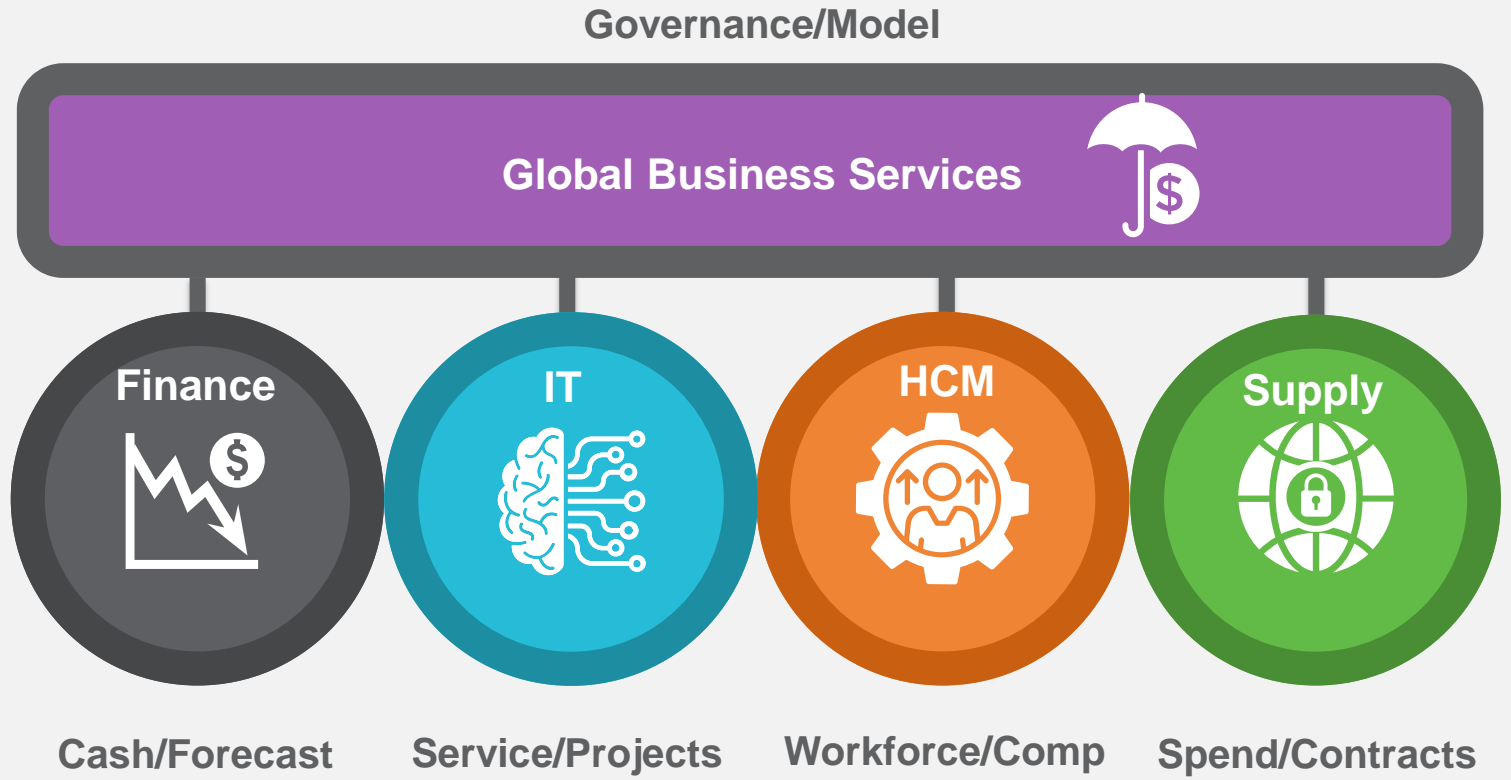
	Description	Enterprise Role	Challenges
<p>Centralized</p>	<ul style="list-style-type: none"> RPA launched from within enterprise COE or shared services with high visibility and control of efforts 	<ul style="list-style-type: none"> Almost entirely enterprise-led approach (typically IT, though it could be led by another centralized business function) 	<ul style="list-style-type: none"> Less responsive Development time reduces impact opportunity
<p>Hybrid</p>	<ul style="list-style-type: none"> Baseline guidelines, controls and QA Core team provides automation services for areas unable to support own needs 	<ul style="list-style-type: none"> Provides: <ul style="list-style-type: none"> Direction and leadership Orchestration and quality assurance Optional process selection/design Optional scripting 	<ul style="list-style-type: none"> Potential conflicts between central and local efforts and authority
<p>Decentralized</p>	<ul style="list-style-type: none"> RPA efforts are launched locally within business functions Can have business or function specific COEs 	<ul style="list-style-type: none"> Little/no involvement at enterprise level Informal ad hoc coordination 	<ul style="list-style-type: none"> Varying quality Potential bot impact on other departments/bots Robot chaos

2023 Downturn?

Throw the “GBS Life-Ring”



GBS Opportunities In A Recession



Finance to the Rescue

2023 Challenges

- Managing cash flow risk
- Ability to collect
- Prediction of recession timing and impact
- Reduced revenue and margin pressure

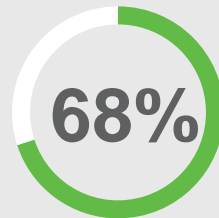
GBS Rescue

1. Increase focus on credit analytics
2. Run new/better forecast models
3. Adjust AP, T&E, Billing and AR terms



WHAT WE'RE SEEING:

-0.9% quarterly change in Q2 2022 U.S. GDP driven by decreases in inventory

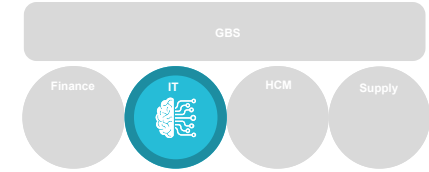


of CFOs predict a recession in the first half of 2023¹



of CEOs say inflation will be a significant factor in their region¹

Information Technology to the Rescue

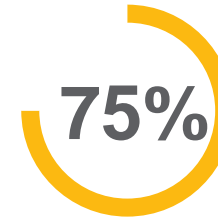


SURVIVAL SKILLS OF THE PAST



a majority of companies that weathered 2008 recession by cutting operating cost early on¹

INVESTING IN THE FUTURE



say they will spend more on technology next year, despite recession predictions²

2023 Challenges

- Paying for services that go unused
- 2022 project overload into 2023
- Sensitive data held for ransom
- Escalating IT price of service

GBS Rescue

1. Downgrade service contracts
2. Re-evaluate service levels
3. Inventory and thin down projects
4. Re-evaluate labor structure



Human Capital to the Rescue

2023 Challenges

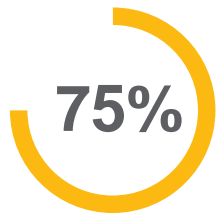
- Lack of position management framework
- Long-term incentive creep
- Mis-aligned training with business needs
- “Hand-holding” in the business unit

GBS Rescue

1. Tighten spans & layers
2. Run workforce simulations
 - Compensation & workforce planning
3. Limit business unit hand-holding



INFLATIONARY MEASURES



of companies manage through inflation by layoffs, bonus cuts, and wage freezes¹

DEMAND IMBALANCE



We will begin the next recession with nearly 2 unfilled positions for every 1 unemployed person²

¹Families and work institute

²Forbes

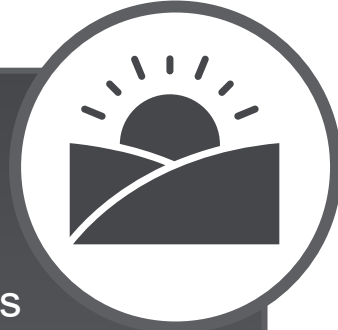
Procurement and Purchasing to the Rescue

2023 Challenges

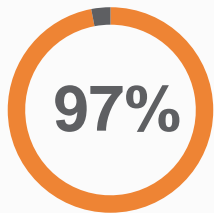
- Timing of raw materials and critical parts
- Raw material price inflation
- Rising logistic cost impact on product cost
- Demand planning forecast accuracy

GBS Rescue

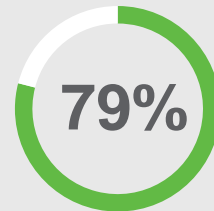
1. Proactive prep of suppliers
2. Find win-win's with BPO providers
3. Tighten category spend and inventory control
4. Create a "Supply Chain Risk COE"



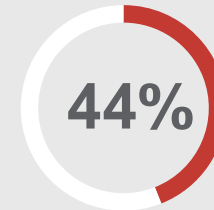
WHAT WE'RE SEEING:



of procurement executives are experiencing disruption in their direct materials supply chain*



of organizations are prioritizing SC resilience and risk management*



of procurement leaders expect the supply chain crisis to ease by the end of 2023*

Leveraging the GBS Model

2023 Challenges

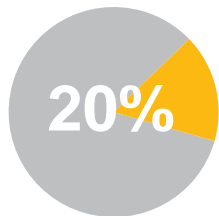
- Maintaining service while cutting cost
- Can't sell the automation business case
- Not “maxing out” infrastructure
- Adapting to new generation needs

GBS Rescue

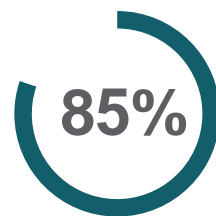
1. More leverage on low-cost hubs
2. Hire an automation Czar
3. Simplify service catalogue
4. Open hubs to “landlord model”
5. Self service no longer “optional”



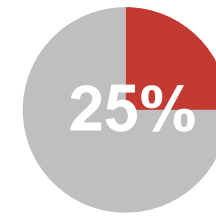
MEASURES TO COMBAT RECESSION



Only 20% of captive operations willing to push work to lower cost locations as emergency measure*



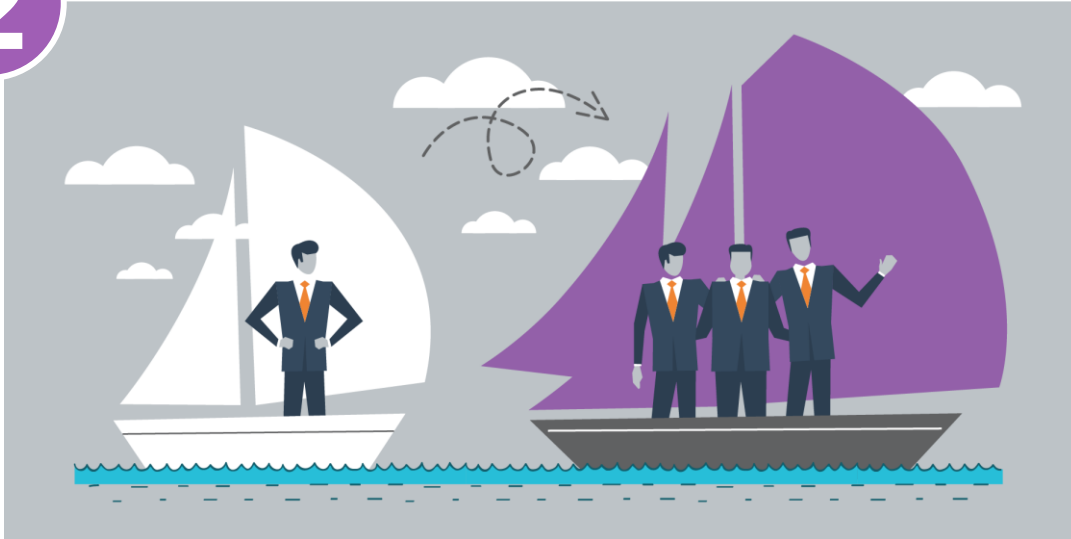
But, 85% of BPO operations will push work to lower cost locations *



will look to BPO as an “emergency measure” to counter a downturn*

Next Generation Concepts

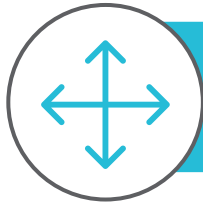
2 EXPAND



“Growth is never by mere chance; it is the result of forces working together”
– James Cash Penney

Evaluating Multiple Expansion Methods

After companies implement and refine shared services, they look for opportunities to expand and better support their customers. Companies can expand their shared services operations by offering more services or supporting more customers.



Expand Across Functions More Services

- New shared services functions – HR, IT, Supply Chain, and Finance
- Additional business administrative functions
 - Communication services
 - Environmental, health and safety
 - Regulatory compliance
 - Real estate
 - Facilities
- Additional transactions-based functions
- More value-added services



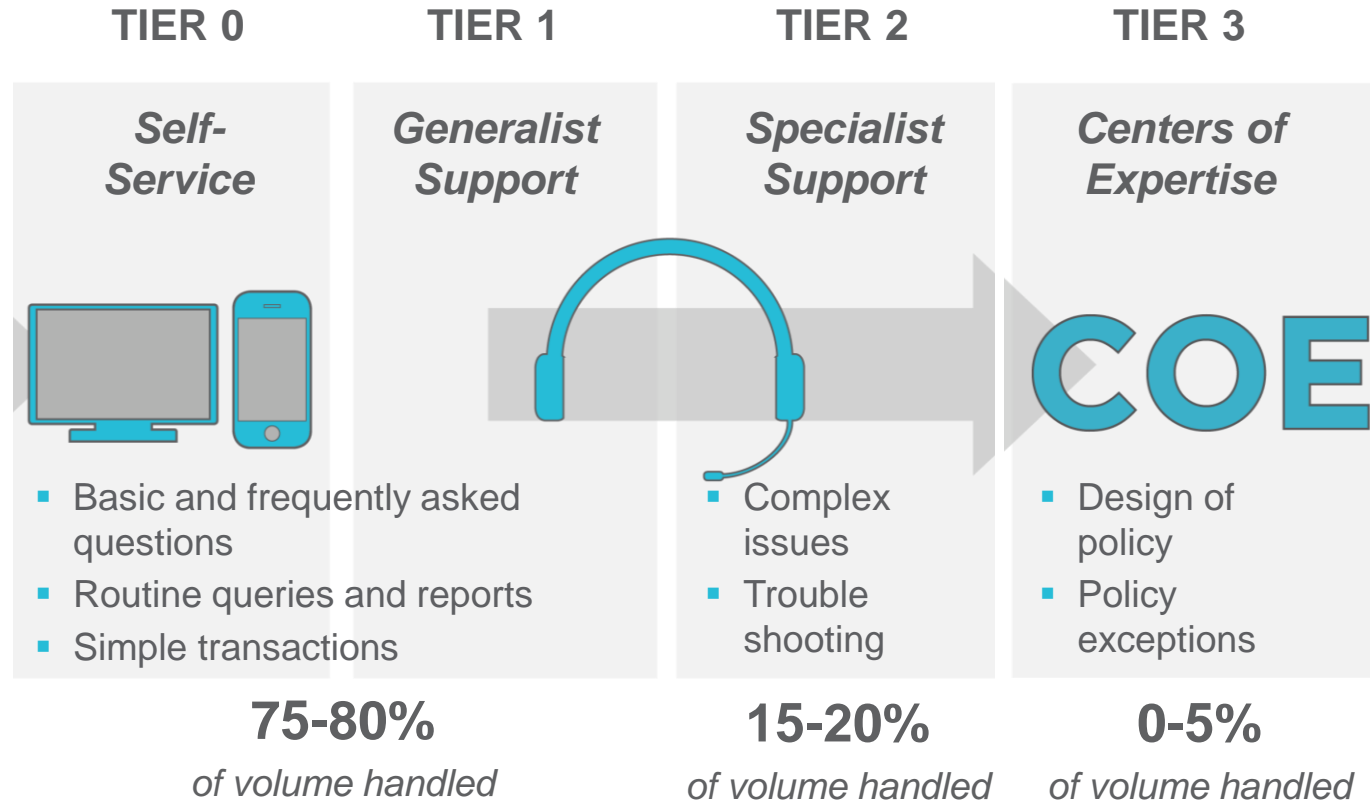
Expand Across Geographies More Customers

- Additional customers
- Additional business units within each company
- New geographic areas
 - New states, regions, countries, etc.
 - Global shared services centers
- Support to other companies (external sales)



Recession-proofing via GBS expansion – are there “low investment” ways to create scale for your organization?

Continuing to Drive Scope Up the Value Chain



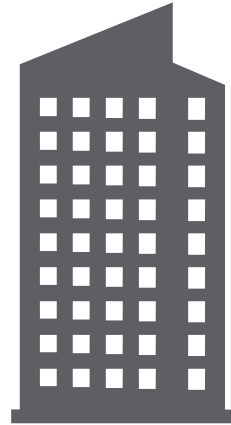
For example: A similar trend is occurring in HR SSOs – higher value services:

- **Employee Relations**
- **Labor Relations**
- **Organizational Effectiveness**
- **Business Analytics**

Understanding the Multi-Function Rate of Adoption

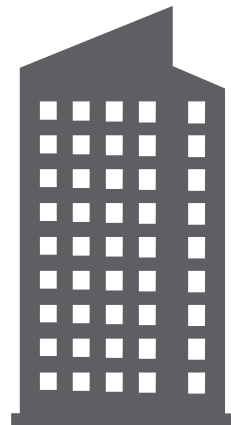
GBS has emerged as the standard operating model for internal enterprise services.

>53%



Top 1000
companies with a
**Multifunction
Shared Services**
(3 or more functions)

>73%



Top 1000
companies with a
**Multifunction
Shared Services**
(2 or more functions)

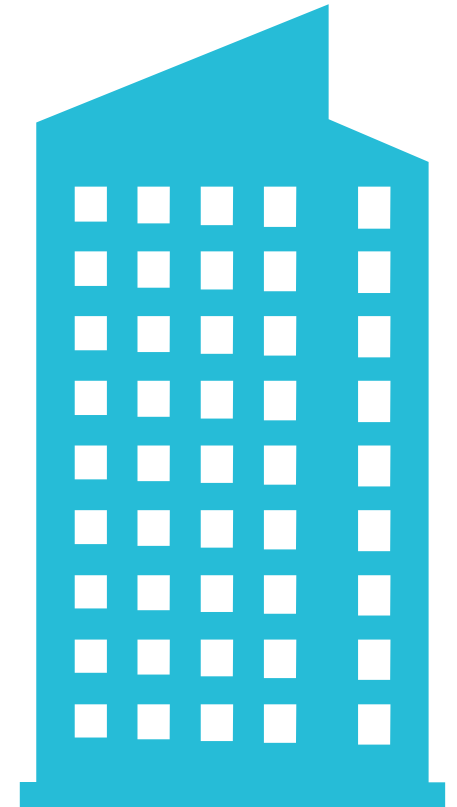
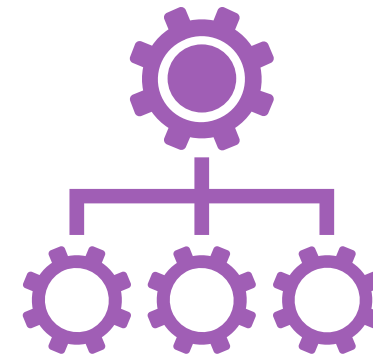
Trend points toward a continuing migration to a **Global Business Services** with over 90% of the F 1000 considering a move within the next 3 years

Defining Global Business Services

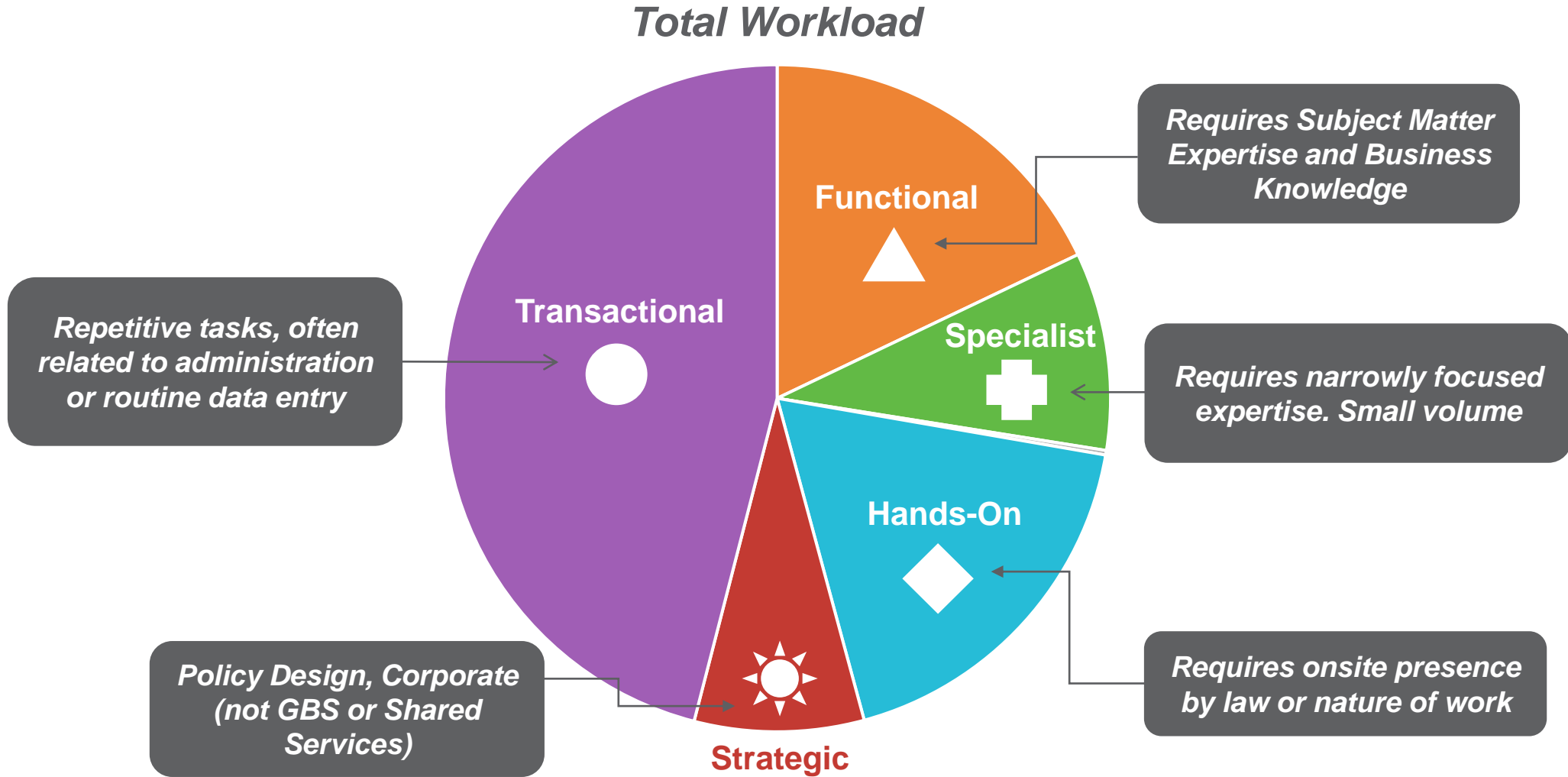
Global Business Services (GBS) is the integrated services capability of an enterprise, focused on the delivery of transactional and analytical work supporting the business units and corporate, under a single organizational structure.

We believe that a true GBS demonstrates five characteristics:

1. Delivers services to a global customer base
2. Reports to one person with responsibility for an overall budget
3. Shares infrastructure, including locations and technology platforms
4. Incorporates end-to-end process ownership
5. Includes higher-value activities



Focusing on the Nature of the Work...Not the Work Itself



Determining the Extent Work Can Be Consolidated

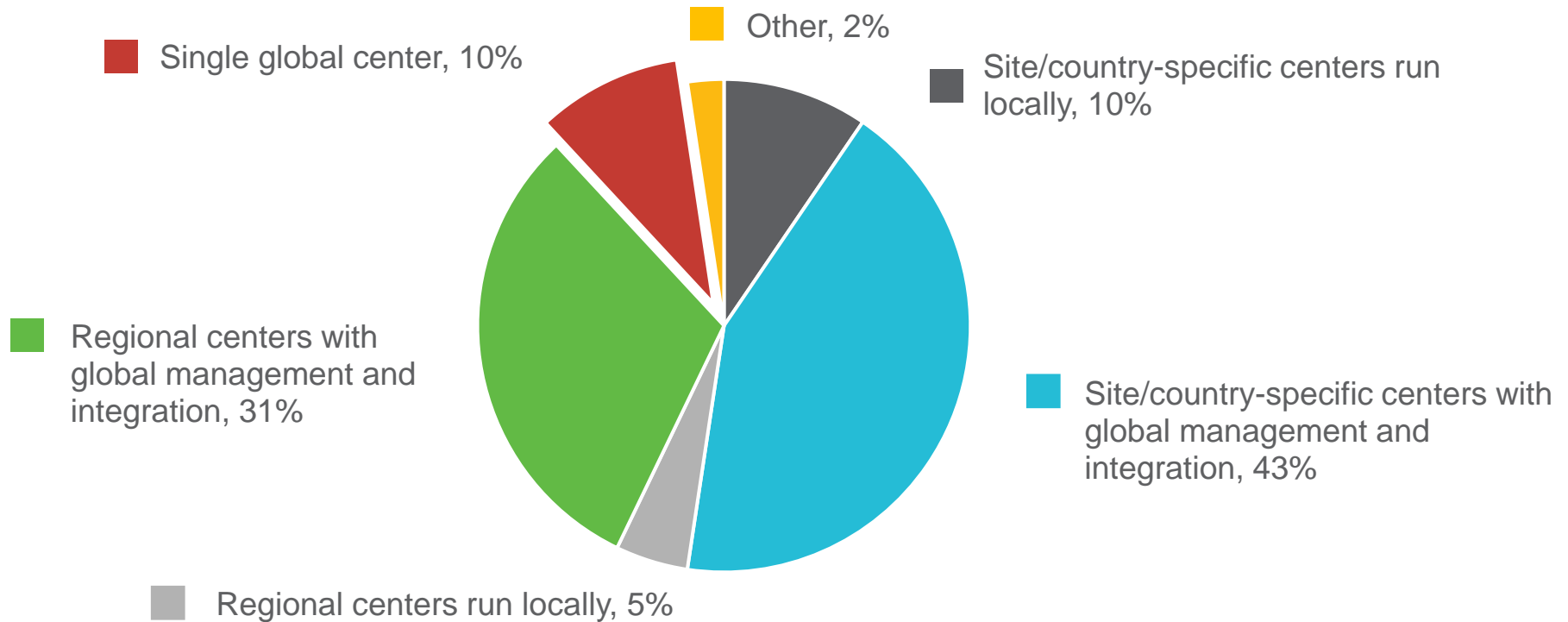
	On Site	Transactional Center	Regional Support Hub	Connected Specialists
Type of Work	Hands on	Transactional	Functional	Specialists
Finance Example Services	<ul style="list-style-type: none"> Mail handling Cash processing Audit facilitation 	<ul style="list-style-type: none"> Invoice processing Payroll processing Vendor payments 	<ul style="list-style-type: none"> Closing books Financial reporting Solving problems 	<ul style="list-style-type: none"> Tax planning Financial forecasting Cash flow manage
Central?	<ul style="list-style-type: none"> Not possible 	<ul style="list-style-type: none"> Great opportunity 	<ul style="list-style-type: none"> Good opportunity (but know business) 	<ul style="list-style-type: none"> Possible, but can connect virtually



Assessing Norms – Physical Dispersion, Global Governance

Single “global super centers” are rare, but global coordination is not. We find knowledge of business, country regulations, language, and time zone encourage regional models.

Geographic Model



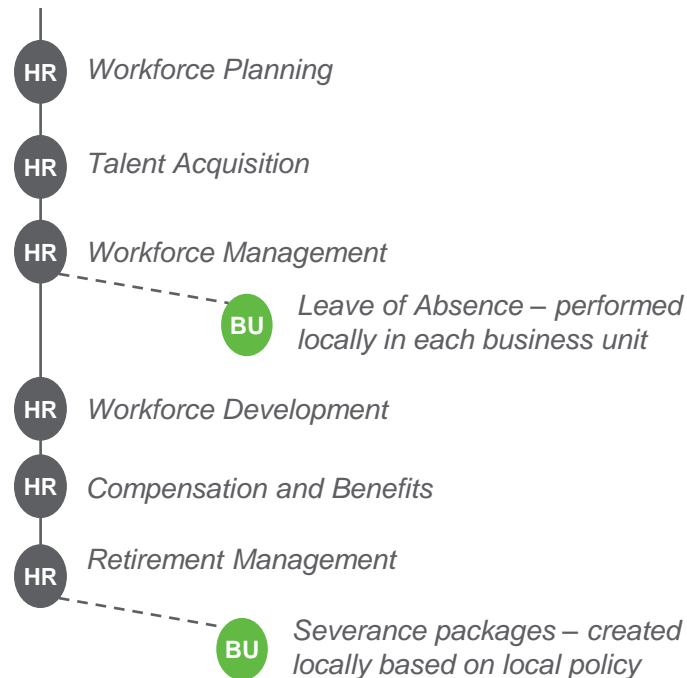
Considering End-to-End Processes in Expanding Services

In evaluating what further services to incorporate into a shared service, consider those elements of work that can make most sense from an end-to-end view, and therefore further enhance and drive consistency in customer experience.

“We’ll tackle these over time”

- Often, activities may be left behind during a transition...too complicated, too sensitive
- Opportunities to revisit and expand
- Easier to articulate how these fit into the overall process

HR End-to-end process example

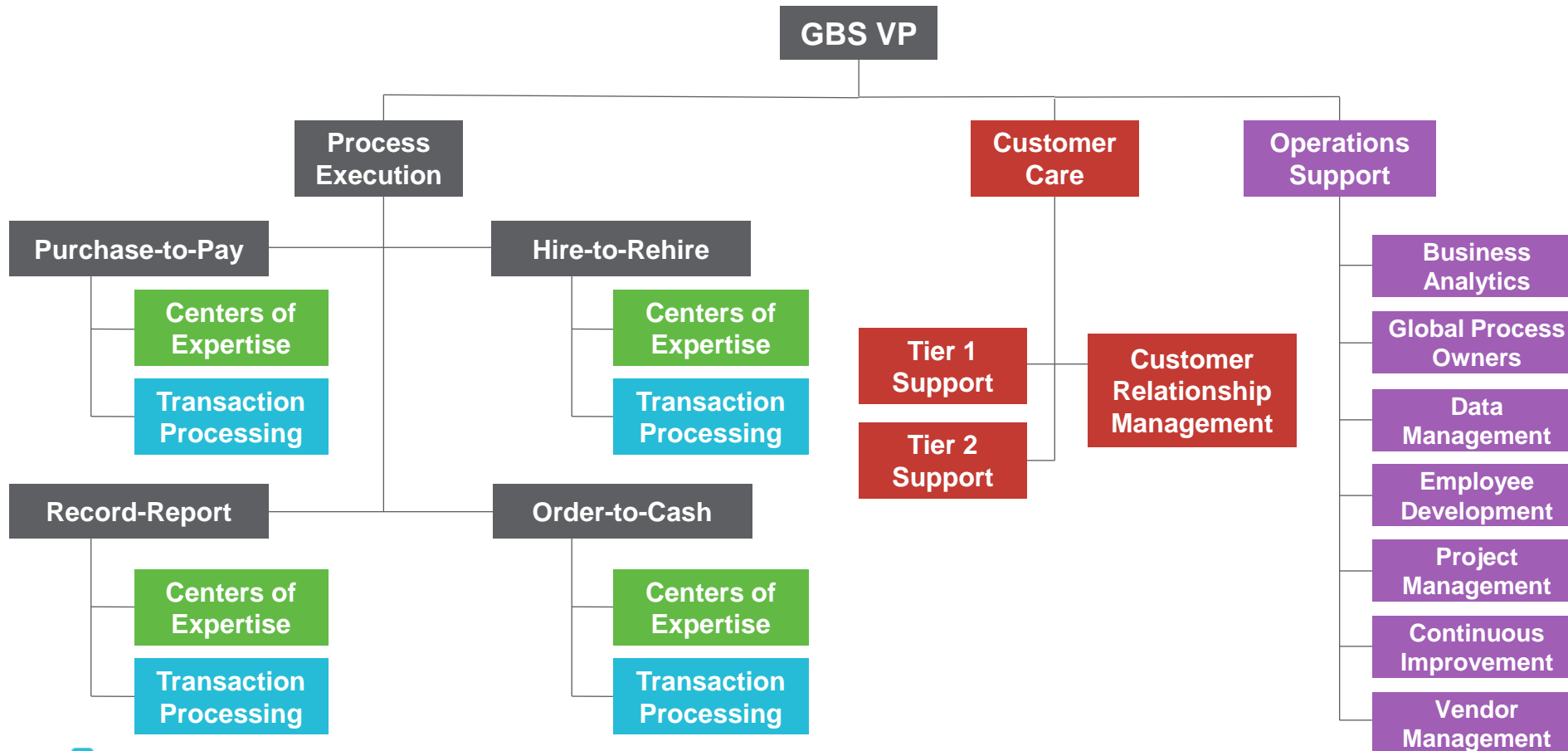


P2P End-to-end process example



Viewing A Typical GBS Organization

GBS organizations fundamentally shift several processing structures, while maintaining some commonality in operations support with more traditional shared services models.



Several highlights

- End-to-end process orientation
- Separate, accountable, customer care
- Enhanced “Operations Support” to factor key elements of the GBS model (e.g., Global Process Owners)

Next Generation Concepts

3 INSPIRE



“Aerodynamically, the bumble bee shouldn't be able to fly, but the bumble bee doesn't know it so it goes on flying anyway.”

– Mary Kay Ash

Building an Inspired and Productive SSO

INCLUSION

Diverse and inclusive teams are 17% more likely to report that they are high performing, 20% more likely to say they make high-quality decisions, and 29% more likely to report behaving collaboratively¹

ENGAGEMENT

An inclusive culture promotes engagement by creating a welcoming environment that accepts individual differences, embraces strengths, and encourages involvement

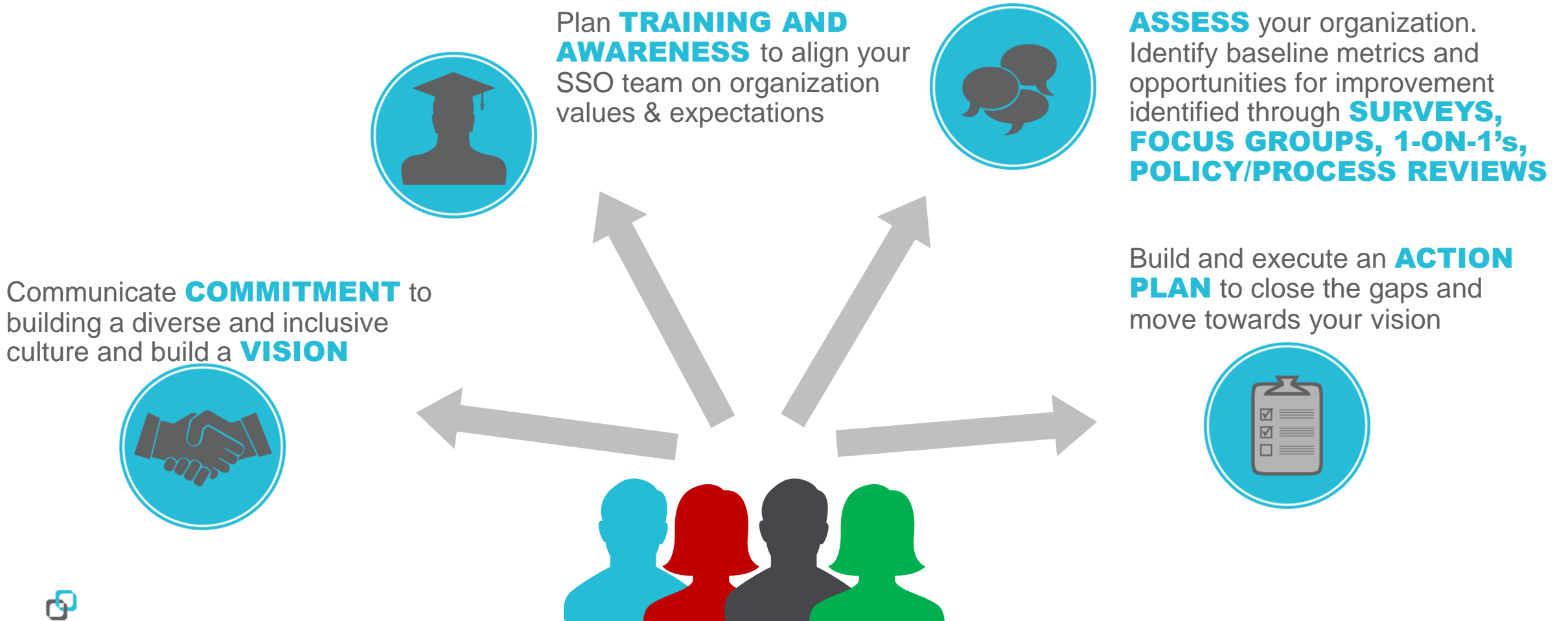
INSPIRATION

A highly engaged SSO provides opportunities for all to be inspired to achieve their full potential



Inclusion Strategy

A comprehensive inclusion strategy builds a culture in which people in the SSO organization feel valued and inspired to contribute. Strategy includes commitment, education, inclusion surveys, identification of gaps and development of metrics



Engaging Employees

What Are Employees in the Workforce Saying?



Taking the "long view" on employee opportunities and capabilities will motivate the right staff to deliver and to be around for the long haul

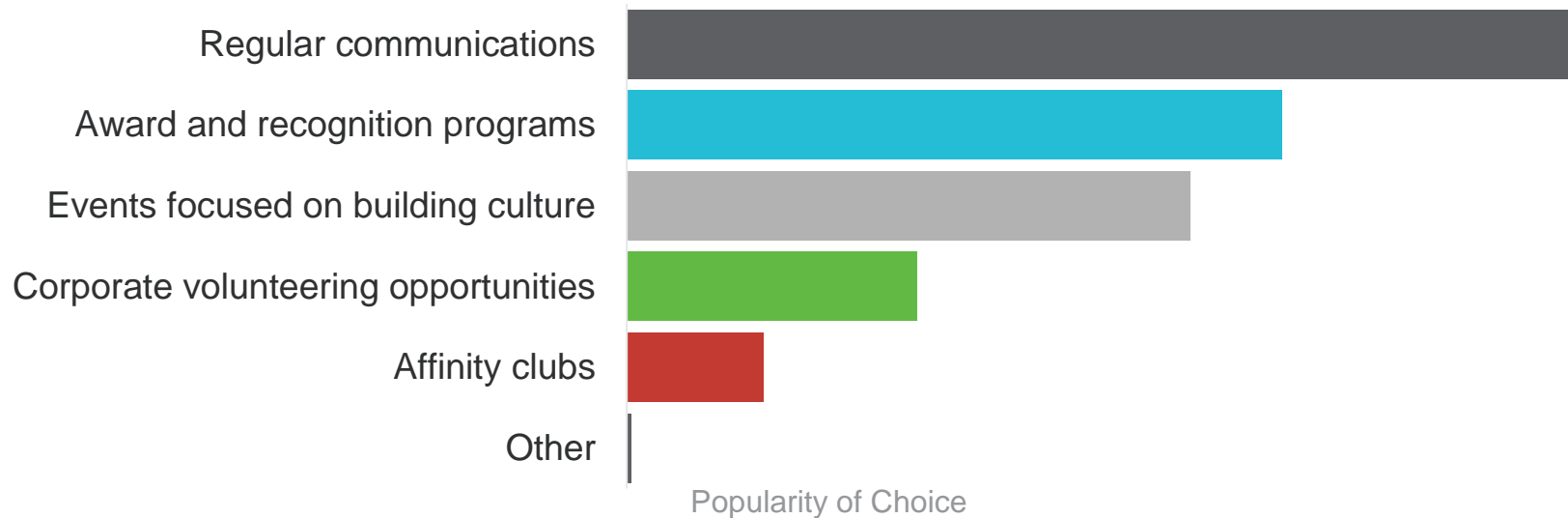


Cultivating Employee Engagement and Culture in SSOs

ScottMadden’s SSO Talent Management Survey identifies communication, recognition, and culture building events are favored engagement tactics

- Small SSOs indicate events focused on building culture are slightly more effective than award and recognition programs
- Large and medium SSOs rank award and recognition programs as more effective

Which tactics are most effective for engaging employees and building culture within your SSO?

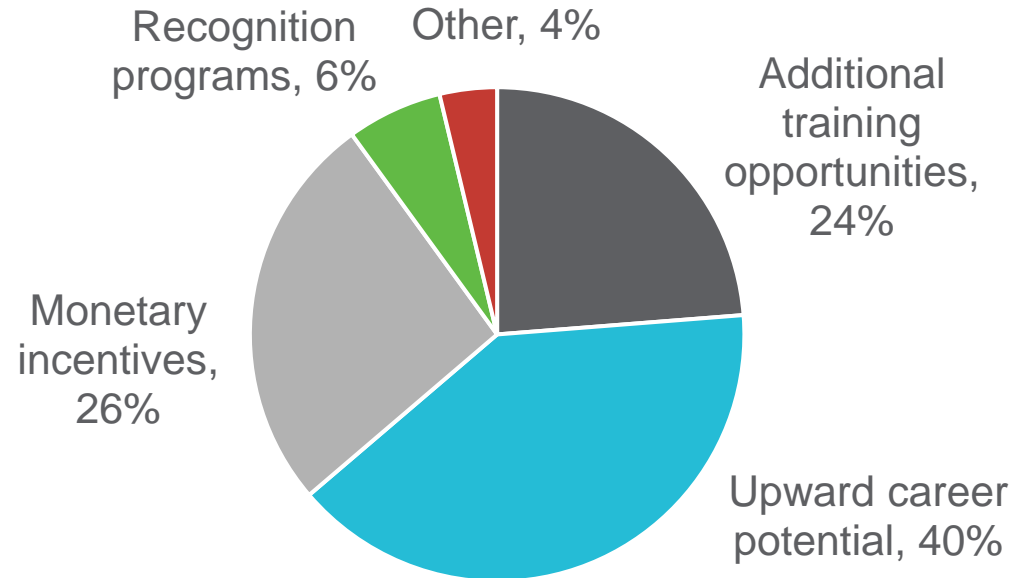


Validating Your Employee Value Proposition (EVP)

Upward career potential, monetary incentives, and additional training opportunities are reported as top drivers for retaining staff among survey respondents. An effective EVP:

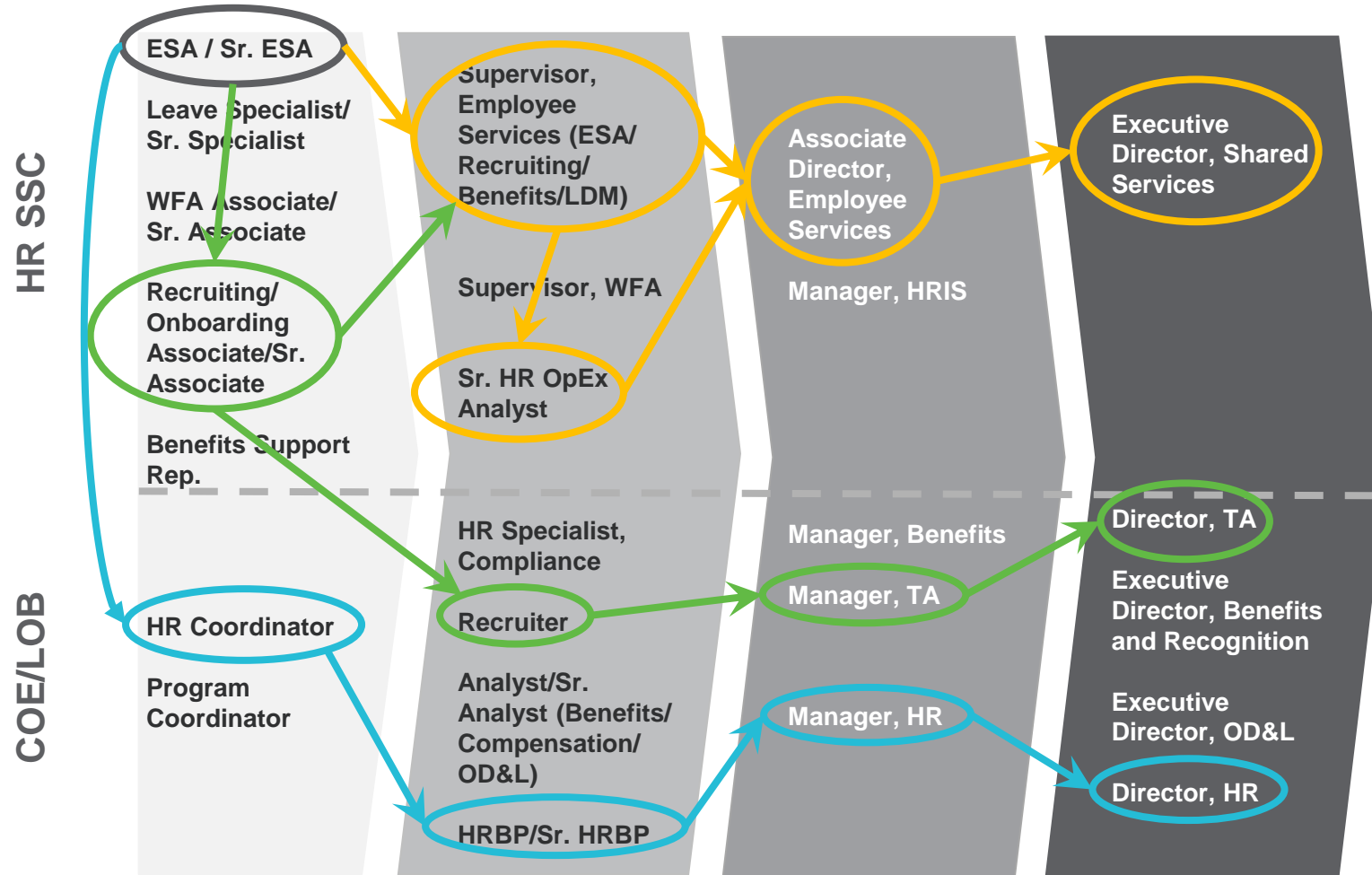
- Provides a clear, concise, and overt statement on rewards
- Is helpful in markets where talent is difficult to attract
- Differentiates a company as an employer of choice and provides candidates a clear view

What is the biggest driver for retaining staff in your organization?



Emphasizing Career Development

Career development is a key part of your **inclusion to inspiration** strategy. Below is an illustrative example of a potential career path for shared services:



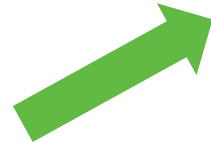
The diagram above is not hierarchical, but rather an example of a career path.

Remote Work is Here to Stay... but What are the Consequences?



REMOTE WORK

Work from Home (WFH) has proven to be **equally, or even more productive,** than work in a traditional office setting



FACILITIES IMPACT

Shared services facilities may be changed forever

- Smaller footprints reduce facility-related costs
- More collaboration spaces and tools improve connectedness when in the office
- Open plans will be re-imagined and cleaning requirements will be enhanced



CULTURE IMPACT

The “secret sauce” that defines a company’s culture may be negatively impacted

- Older generations are more comfortable working from home than Gen Z – FOMO is increased with fewer daily connections
- Loss of connectedness can make an employee feel like an independent contractor, not a valued employee
- Turnover may increase... which is good (fresh talent, lower rates) and bad (hiring costs, knowledge loss)

While remote work may have led to short-term productivity increases, leading companies will develop strategies to measure and improve employee engagement and connectedness



Wrap Up



What's Next? ... Here's Five Things to Do

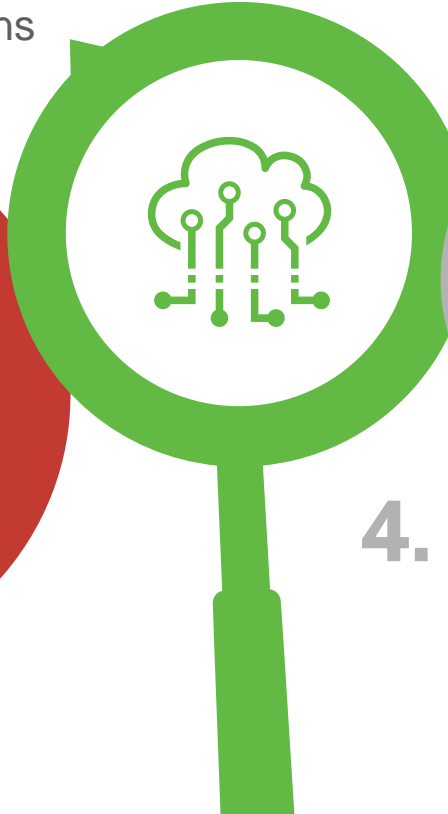
1. Develop your shared services strategy and is there an opportunity in this 2023 climate to leverage your shared service operations as a catalyst for scale?



2. Focus on innovations to shared services that enable efficiency, agility, and scale – all while maintaining or improving customer service



3. Consider the impact of technology to major decisions including your expansion strategy, service delivery model, BPO contracts, and ERP implementations



5. Consider ScottMadden and our **SSO Accelerator** tool for an assessment that will generate recommendations to boost the value of your shared services organization



4. Create an inclusion strategy that builds a strong corporate culture and improves employee engagement



Wrapping Up



Housekeeping items:

- Complete SSON's workshop evaluation form to help us improve
- Request access to our complete workshop presentation

Hear from one of our clients:

- Tuesday, 1:25pm–1:55pm
 - **GXO:** Building a Continuous Improvement Culture in HR Shared Service



Stop by ScottMadden's booth to:

- Participate in our demo drive
- Drop a card to gain access to shared services insights and helpful resources
- Enter our booth drawing for a chance to win Apple AirPods
- Learn more about participating in our HR or Finance Shared Services benchmarking studies
- Play the "GBS Survival Game"



Thank you for participating in today's workshop and enjoy the rest of the conference!

