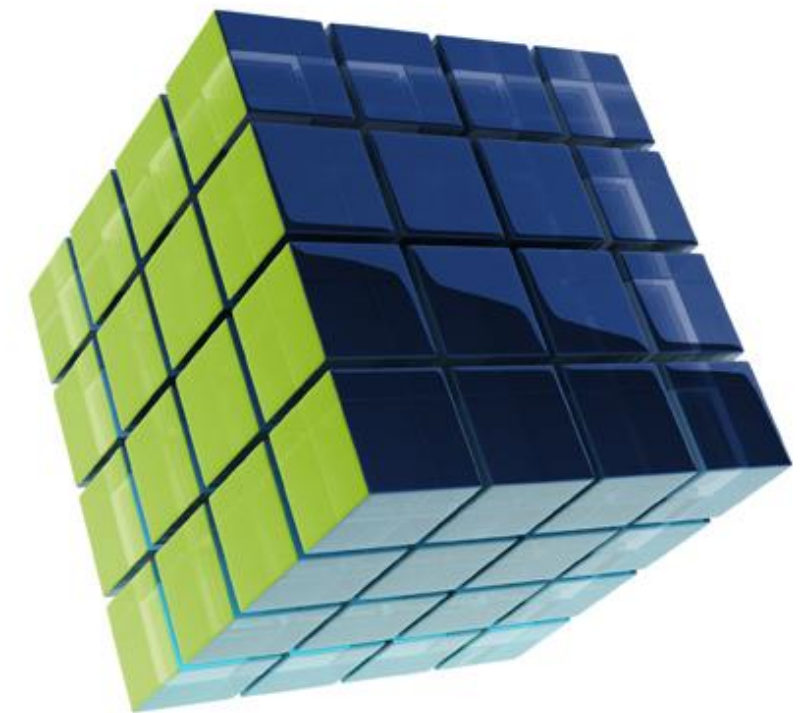


## Annual Shared Services and BPO Conference 2013

Unlocking value through a global  
process ownership model



# Introducing our Panel Members



## Colin Glynn

- Global Head of Finance Service Centres
- **Rolls-Royce**



## George Connell

- VP Strategy and Glasgow Centre Finance Lead
- **Royal Dutch Shell**

What is Global Process Ownership?

*A few quotes  
on Global Process Owners*

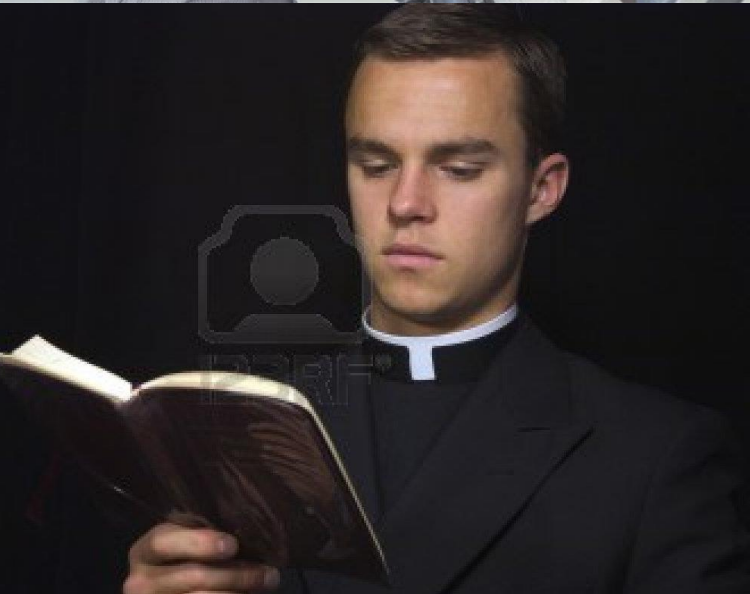
*(not Deloitte definitions)*



*... half Policeman*



*half Architect*



*half Priest*



*... half Adventurer*



*... who mobilises energy  
towards one common goal,*



*regardless of functional agendas*



*... someone who travels a lot  
but achieves little*





# *Questions for the Panel*

What are the different approaches to Global  
Process Ownership?

How do you find a strategy that works best  
for your organisation / culture?

What should be the profile of a Global  
Process Owner?

How do you govern process owners?



How realistic a goal is it to expand process ownership beyond finance?

What are the typical Global Process Owner  
pain points?

What are the common misconceptions  
around Global Process Owners?

Why it is hard to be a Global Process Owner?

# Typical Challenges



# Establishing a Global Process Ownership Model

Top reasons why the model is sometimes failing



## Lack of definition and clarity

- Confusion around role and remit of process champions / owners



## Limited decision power and impact

- Concerns around ability to change / decision authority



## Too narrow a focus/scope

- (sub)process focus, with end-to-end process view missing



## Opt in / Opt out culture

- Optionality prevailing in the business and functions



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