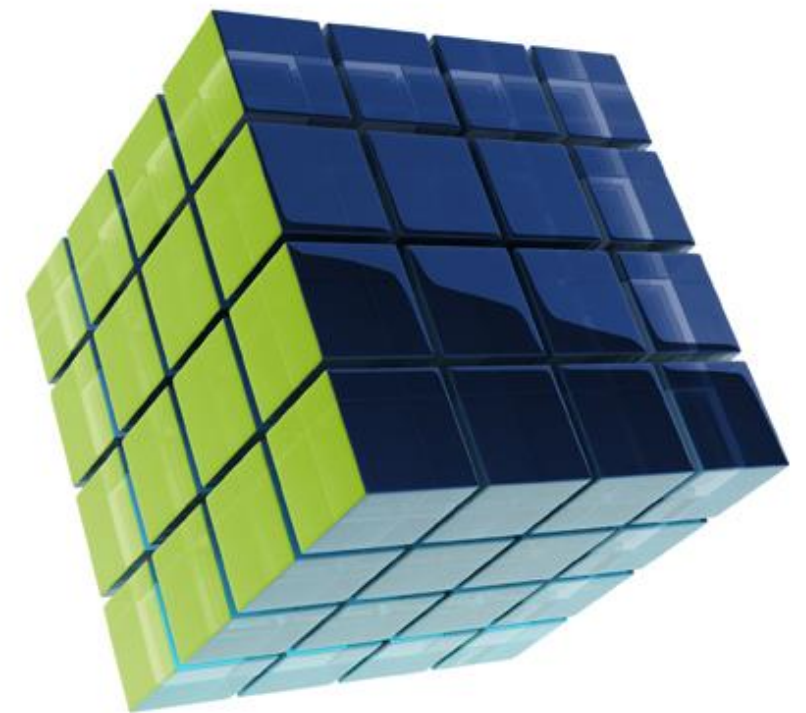


Annual Shared Services and BPO Conference 2013

Continuous improvement end to end
- who dares wins

Geoff Gibbons & Mathew Shreeve



Agenda

Who Dares Wins

- Introduction
- What tools should you have in your shared services CI toolkit?
- How should you incorporate CI teams within a global shared service organisation?
- Why will getting access to the end to end process boost your savings significantly?
- How do you get the mandate to tackle the end to end process? What does the business case look like?
- Summary

Situation

Global Processes and Dispersed Accountability

Adam Smith, 18th Century Political Economist and Philosopher:



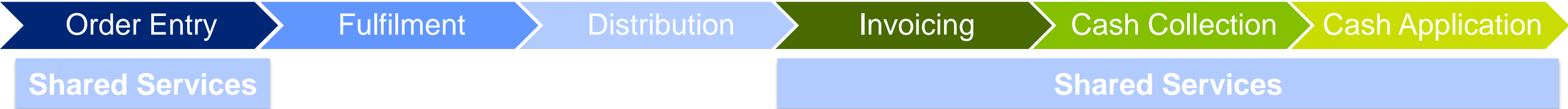
The division of labour in pin manufacturing:
(and the great increase in the quantity of work that results)

The division of labour in pin manufacturing:
(and the great increase in the quantity of work that results)



Situation

Global Processes and Dispersed Accountability



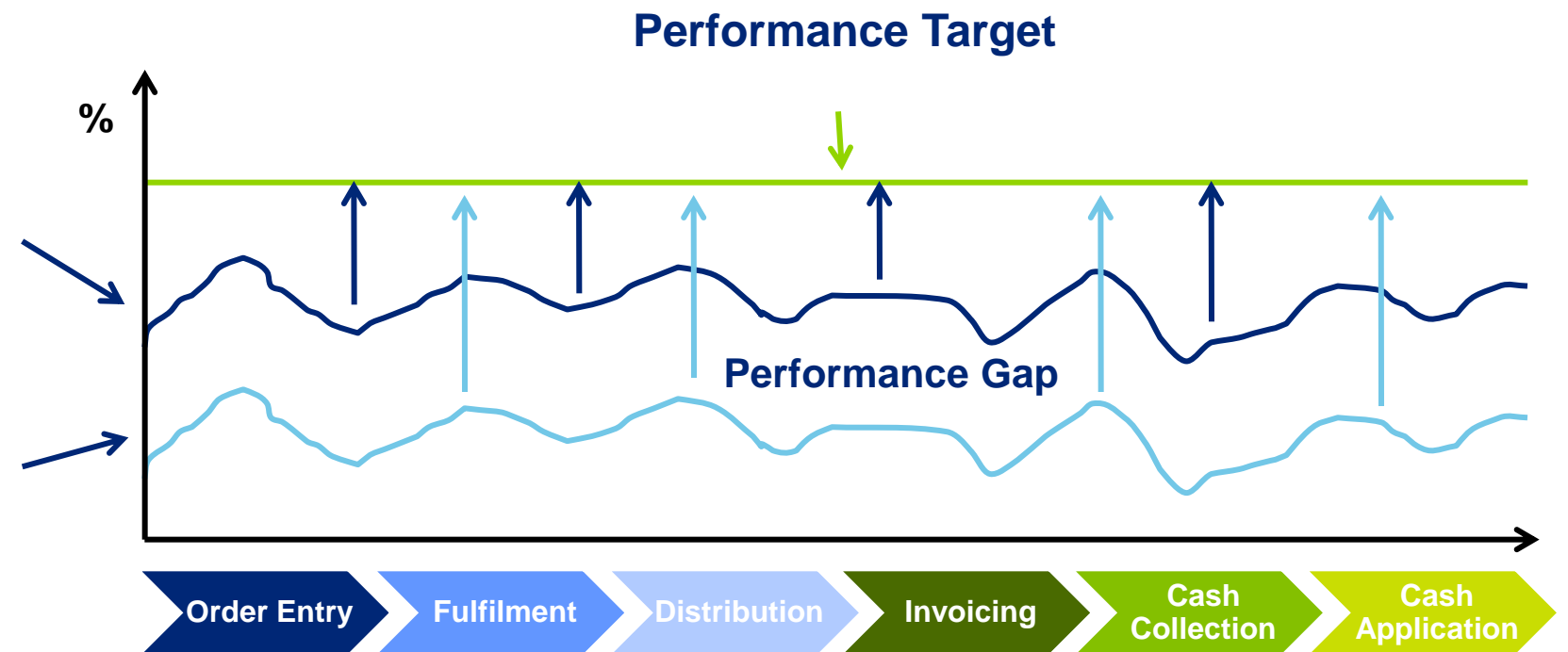
Opportunity for Continuous Improvement

Global Processes and Dispersed Accountability

The Division of Labour, and the various sources of true performance results in a muddled picture of actual performance:

Perceived local / global process performance based upon current internal facing Data (KPIs) and Voice of Business (VOB)

Actual process performance, based upon Voice of Customer (VOC), deeper data analysis and E2E Value Stream View



Opportunity for both localised optimisation at Shared Services Centres and improvement of the end to end Value Stream as a whole.

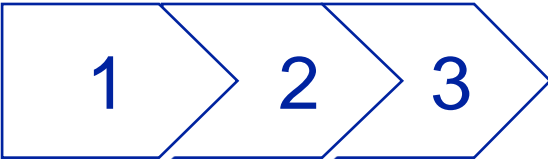


Tools within your CI toolkit

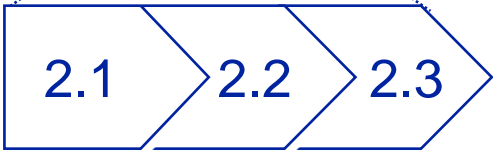
Shared Services CI toolkit

The CI Essentials within your SSC

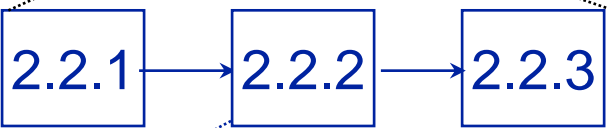
High Level Business Processes
Top Level Map of the entire organization



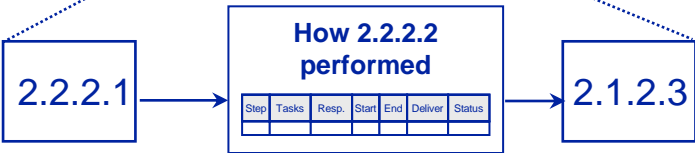
Process Chain
Each box represents a group of sub-processes.



Process Map
Represents a group of activities which produce an outcome.



Task Documentation
Procedure or narrative which represents a task



Step/Script Documentation
Detailed information about how to complete an activity

- 1) Choose Screen
- 2) Enter ID
- 3) Input customer Sold-To

Task Level Documentation, created when SSC are formed, commonly isn't reappraised despite:

- organic / targeted growth in customer base
- SSCs taking on additional responsibilities
- advances in technology
- other external factors



Shared Services CI toolkit

The CI Essentials within your SSC

Team members know the what, where and how

Standard Operating Procedures

Team start the day on the right path

Daily Meetings

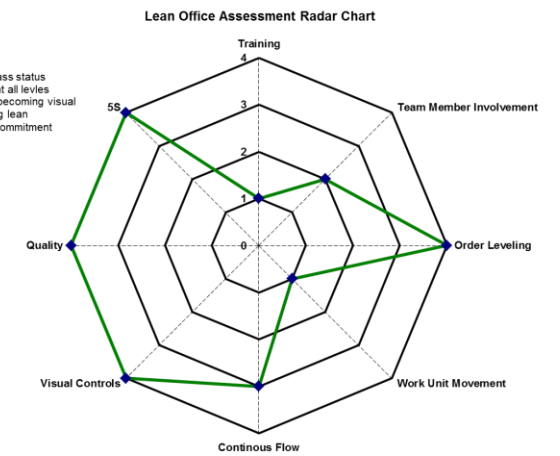
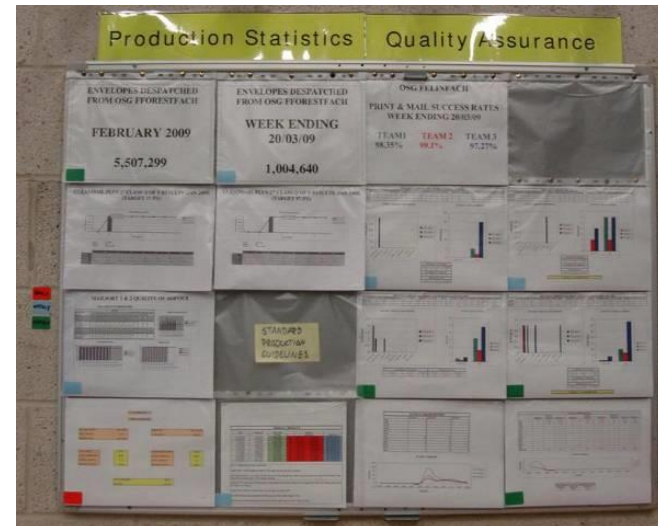
Team know how they are performing

Visual Measurement

Team have the discipline to sustain CI

Routine Audits and Management

Current Best Way		CBW No. 1 v.1 (Q1.09)	
Area	Process Name	CBW Title	
DCS - Direct Customer Services	Kanban System Mail Delivery	How to replenish the Kanban System	
Total No. Of Steps	Tools / Equipment Required	Who also understands this process?	
5	Kanban Demand Cards, Kanban Wallet, Mail Boxes, Receipts and Demand Trays	AAs, AOs, EOs and Messengers	
Approximate Total Process Time		Repeat Frequency Of This Current Best Way	
30 minutes		Continuously throughout the day	
Step	Operation Description	Tool / Equipment	Cave Points
1	<p>Message: Remove any Kanban Demand Cards showing in a Mail Box wallet on your delivery route within DCS. Send any Kanban Demand Cards collected to P1, D Block Floor 1.</p>	Kanban Demand Card Kanban Wallet	<p>Decision Point</p> <p>Before After</p> <p>AOs: Adjust the number of Kanban Demand Cards for your size of team each day.</p>
2	<p>Message: Deliver Mail Boxes of work to the correct team when received at the Messenger Station from P1, D Block Floor 1.</p>	Kanban Demand Card Mail Boxes	<p>Hot Tip</p> <p>Message: You can find the correct team location on the bottom of the Kanban Demand Card.</p> <p>Match this to the card on the side of the Kanban cupboard.</p>
3	<p>Message: Remove the Kanban Demand Card from the top of the Mail Box of work and place it in the Receipts Tray on top of the Kanban Cupboard.</p>	Kanban Demand Card Receipts Tray	<p>Don't Forget</p> <p>Message: Don't forget to remove the Kanban Demand Card from the Mail Box. This step is vital for team EO's statistics.</p>
4	<p>Message: Place a fresh Kanban Demand Card from the Demand Card tray into the empty wallet before placing the mail box in the slot.</p>	Demand tray Kanban Demand Card Kanban Wallet	<p>Caution</p> <p>Message: Make sure you take the Demand Card from the Demand Tray.</p>
5	<p>Message: Place the Mail box of work in the Kanban Cupboard, pushing the wallet and card out of view.</p>	Mail Box Kanban Wallet	<p>Caution</p> <p>AAs & AOs: Follow First In, First Out (FIFO) Standard.</p>



Shared Services CI toolkit

The CI Essentials within your SSC

**How effective are CI tools used
within your SSC?**



Incorporating CI teams within a shared service organisation

Incorporate CI teams into your SSC

The CI Essentials within your SSC



Three Levers to ensure successful deployment of CI Techniques:

The Right Projects

- Strategic Alignment
- Leadership engagement
- Governance
- Resourcing

The Right Approach

- Process management
- Measurement & Benefits
- Customer Voice
- Methods and Tools

The Right People

- Roles & Responsibilities
- Performance Alignment
- Capability and Learning
- Communication



Incorporate CI teams into your SSC – Case Study 1

The CI Essentials within your SSC

CI capability development approach



Incorporate CI teams into your SSC – Case Study 2

Making Continuous Improvement “how we do things around here”

Using CI to embed excellent service delivery within a leading Retailer’s SSC:

Improvement Projects –
mapped with fishbone
diagrams, 5 Whys and VSM



Leadership involvement and
routine Go See Walks



On the job
Improvement Ideas
Board “In a Box”



Standard work, job and
roles with applied 5S
techniques



Example SSC Benefits:

- Process Time 5 days => 2 days
- Reporting Time 30 hours => 18 minutes

Organisation Benefits:

- Empowered Team Members
- CI Centre of Excellence



Incorporate CI teams into your SSC – Case Study 2

Making Continuous Improvement “how we do things around here”

“Opportunities to progress”

“A greater sense of pride and belonging”

“Empowered to make changes to the tasks they own”

“Greater business knowledge”

“Working towards common goals”



“Working together more effectively”

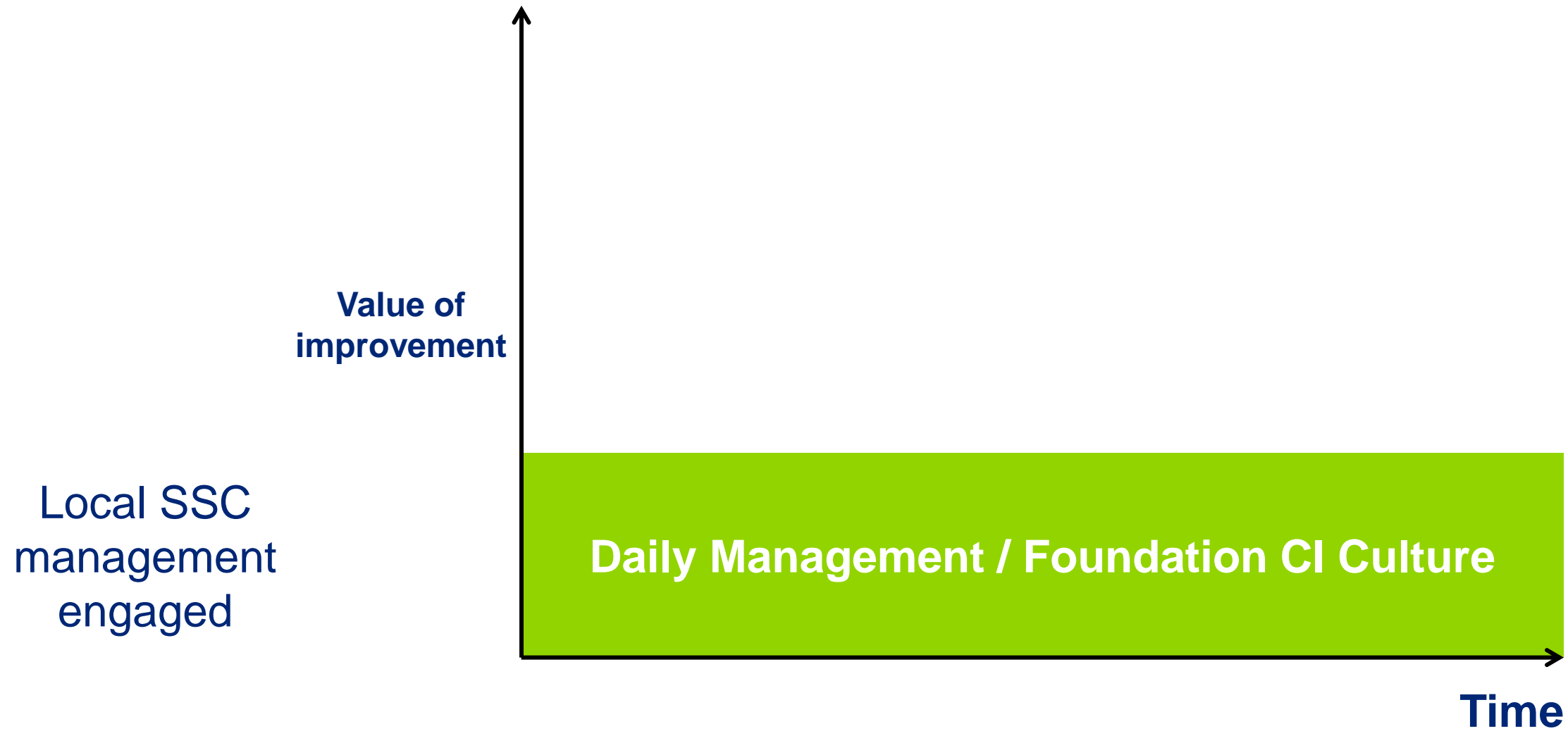
“Rewarding talent and innovation”

“A new way of thinking”



Incorporate CI teams into your SSC

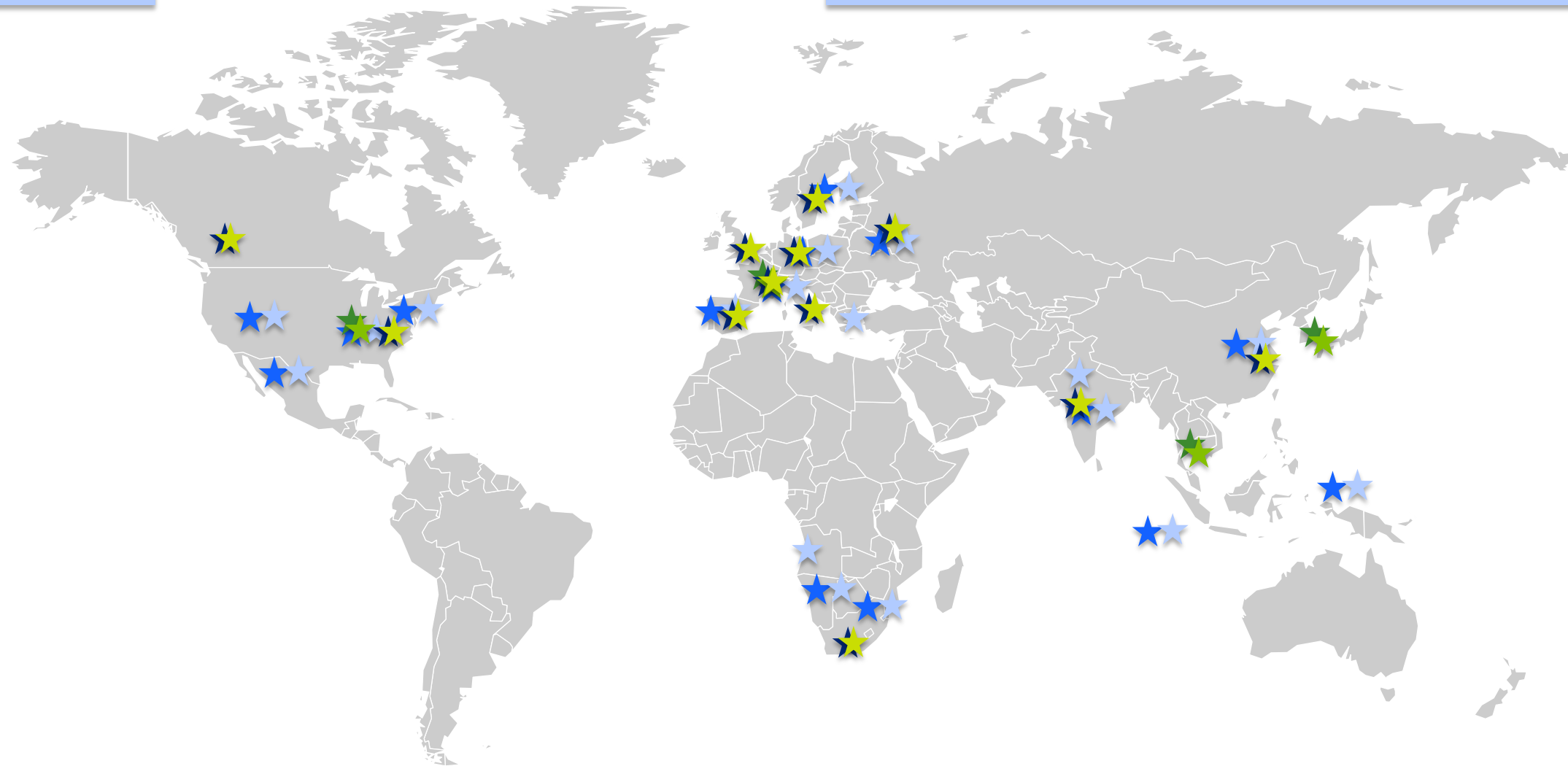
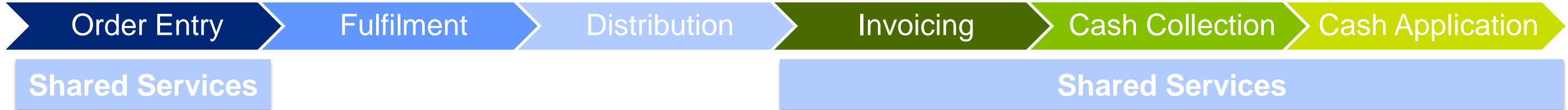
The CI Essentials within your SSC



Getting access to the end to end process
boosts your benefits significantly

Situation

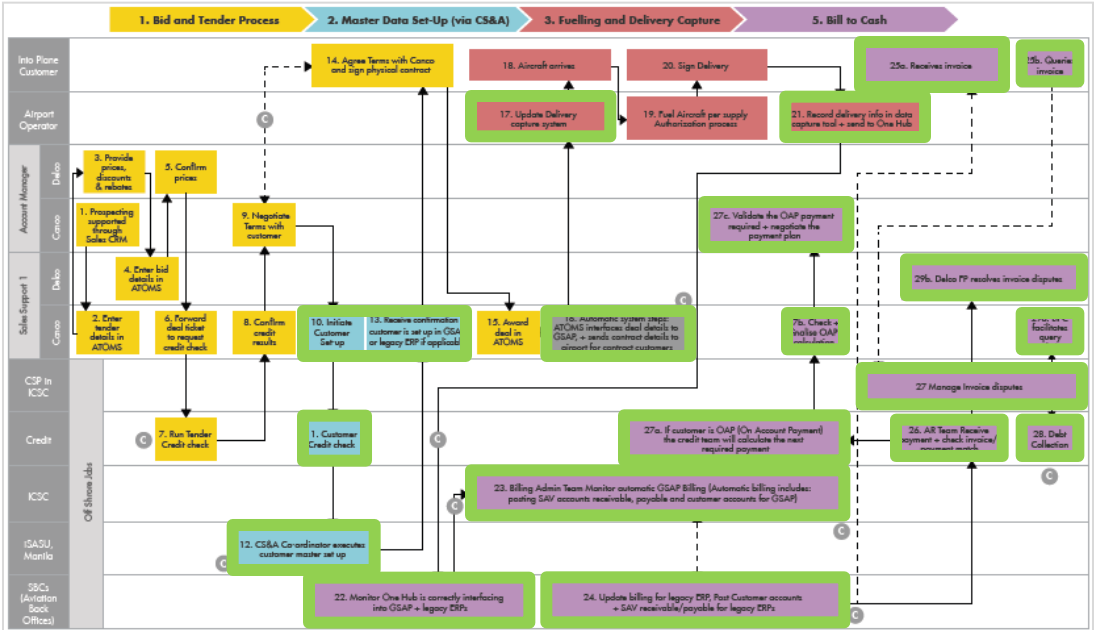
Global Processes and Dispersed Accountability



Getting Access To The End To End Process – Case Study 3

20 of 34 process steps are supported by SSC

Numerous handoffs commonly resulted in errors, apportioning blame on the SSC



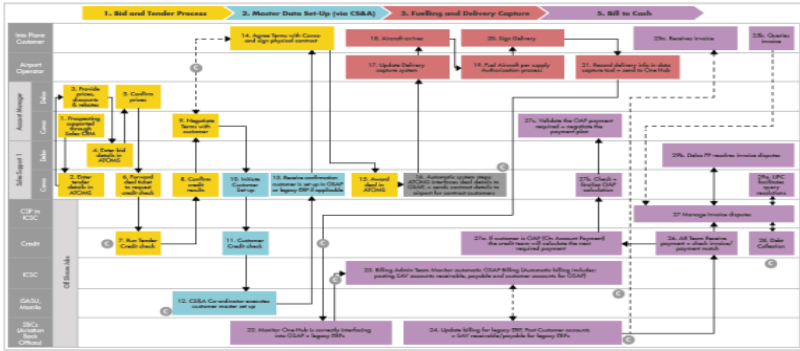
However complexity was built into the process some time before the SSCs

Therefore to boost these savings, cross functional collaboration of SSCs, Regional Teams and Local Sales Teams was critical. Only then were the roots of complexity be identified.



Getting Access To The End To End Process – Case Study 3

End to end Evaluation of the current Global Business OTC Processes Map



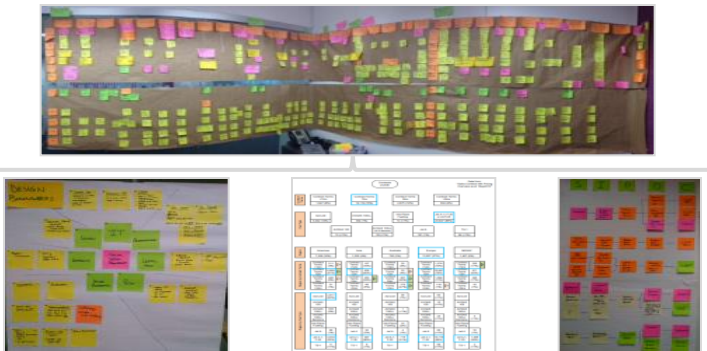
Using lean 5 workshop method capturing Current State toward Future State

	M - Mobilisation	CS1 - As-Is High level	CS2 - As-Is Detail	F51 - Future State	F52 - Planning Implementation	WP - Planning the Work Pilot
Outputs	<ul style="list-style-type: none"> Project Kick-off Finalised Scope Process Landscape High-Level process Team & SC Established High level plan agreed Governance & steering Signoff phase /Lizzie 	<ul style="list-style-type: none"> Voice Of Customer / Key Requirements Business Interviews Waste Walk Plan Current State Process map Early data stratification Where applicable, initial identification of the quick wins to be refined, designed and ready to be executed 	<ul style="list-style-type: none"> Value analysis of current State map (inc root cause analysis) Report back to SC Report out to key stakeholders 	<ul style="list-style-type: none"> Future State map Report back to key stakeholders 	<ul style="list-style-type: none"> Multi generation Implementation plan & charters Final Report back No/Go on implementation elements 	<ul style="list-style-type: none"> Rapid execution of the quick-hits and improvement opportunities identified Confirm expected benefits

Involving Process Designers and Doers representative of all process functions



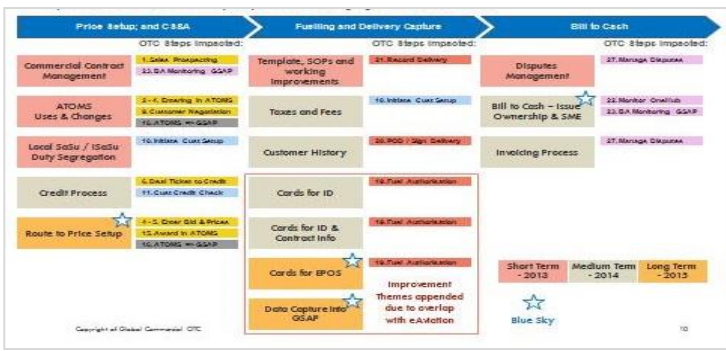
Producing detailed value stream maps, demand flow diagrams, high level process flows & associated analysis spanning over 400 files



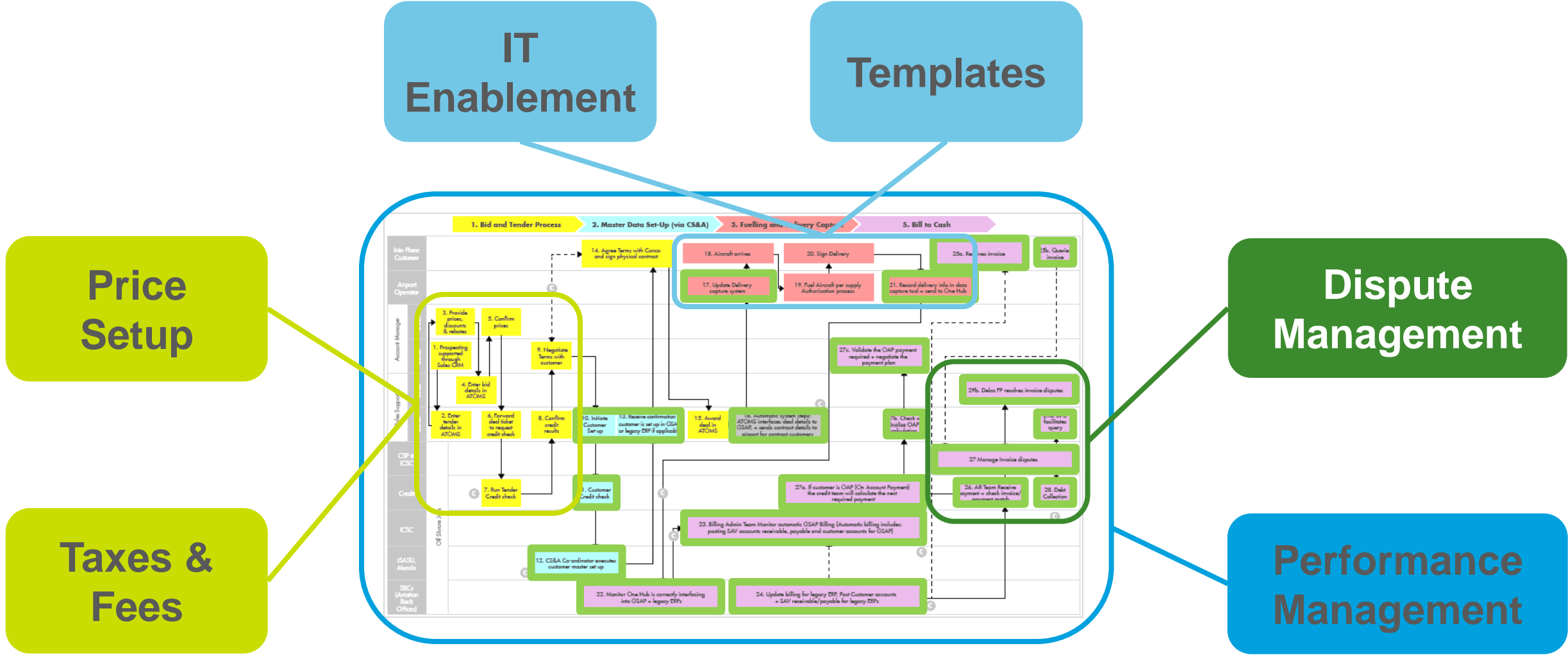
Validating our findings & gaining further insight through Challenge Sessions within both SSC and business, consulting with 50 SMEs globally



Categorising our findings by process step, along with potential solutions, benefits values and timelines



Getting Access To The End To End Process – Case Study 3



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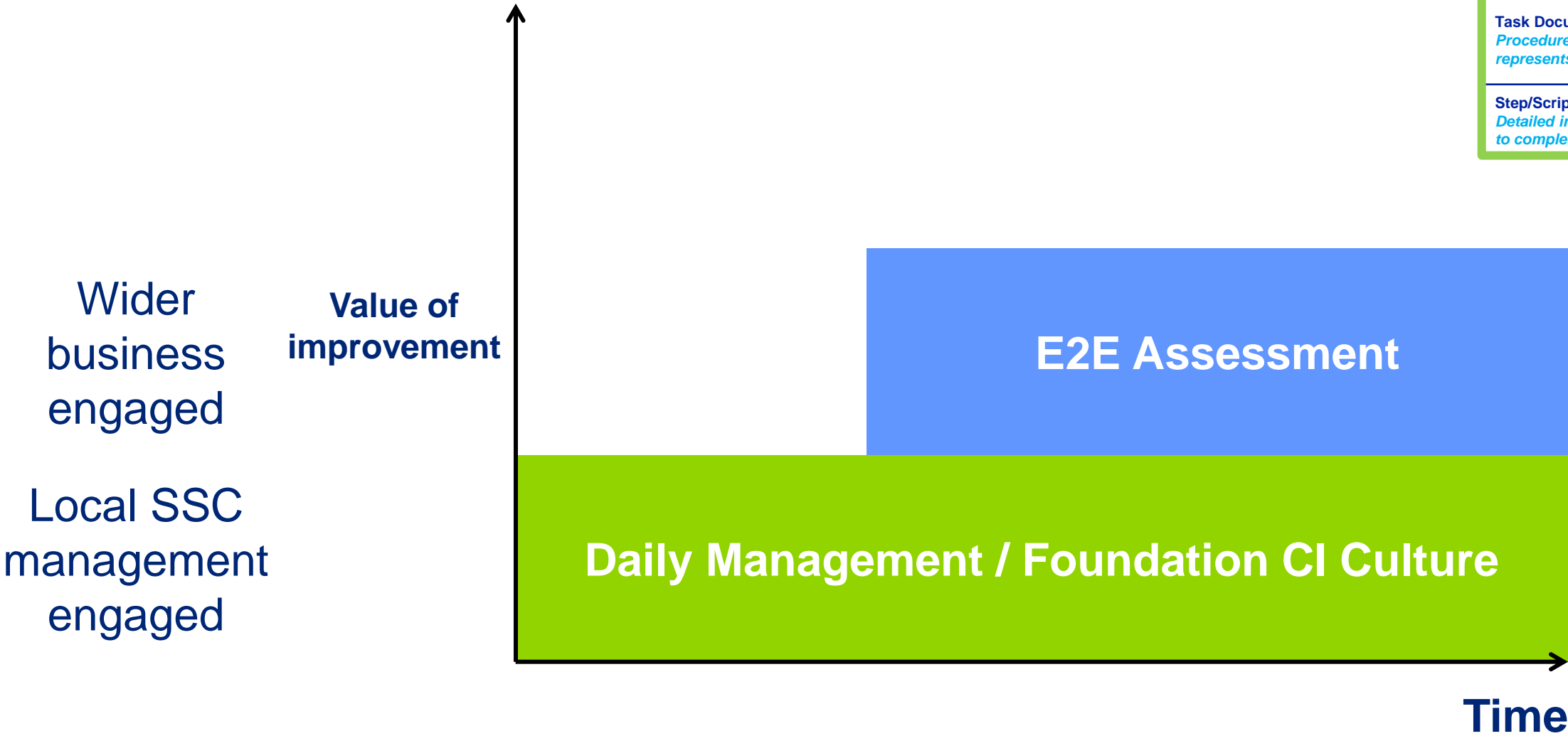
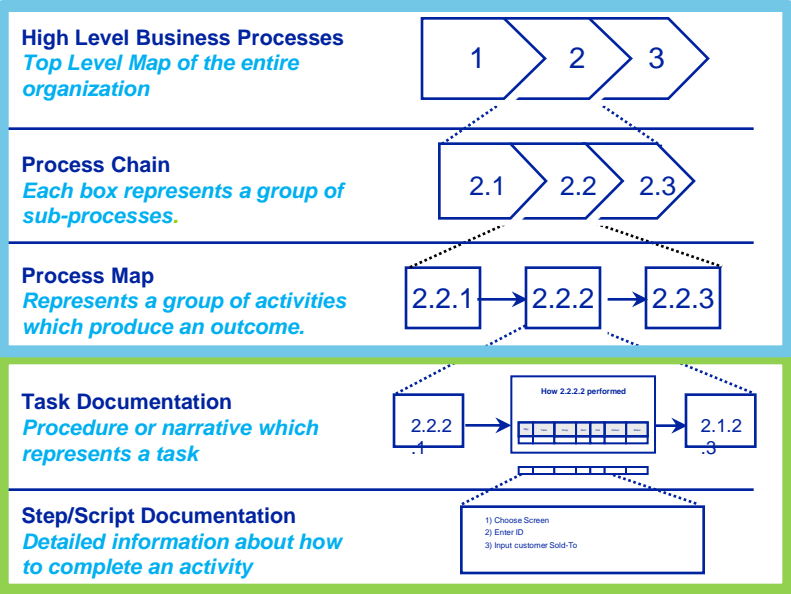
CI Program

SSC and Global Business Collaboration



Getting Access To The End To End Process

Boost your savings significantly



Getting Access To The End To End Process

Boost your savings significantly

Who has dared to tackle the end to end business process?

What were the success factors?

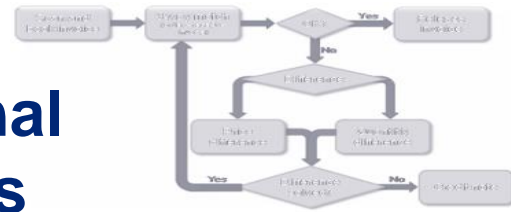


Tackling the end to end business process
and building the business case

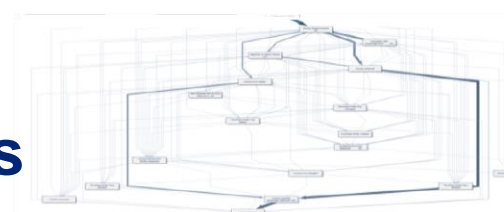
Mandate to tackle the end to end process

The role of Process Analytics

Traditional analysis



Analytics



- Looks at what's been designed
- Time consuming to get insights
- Anecdotal and sampled
- Slow and cumbersome to take action
- Targeted benefits partially achieved

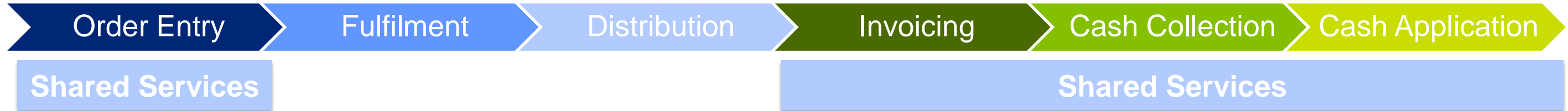
- Actual process execution
- Objective, unobtrusive, easy to use
- 100% of data
- Enables quick and decisive action
- What you see is what you get

Business Partnering remains critical

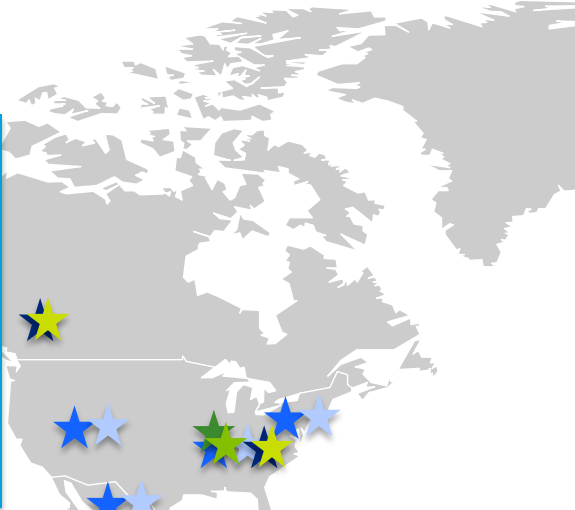


Mandate to tackle the end to end process

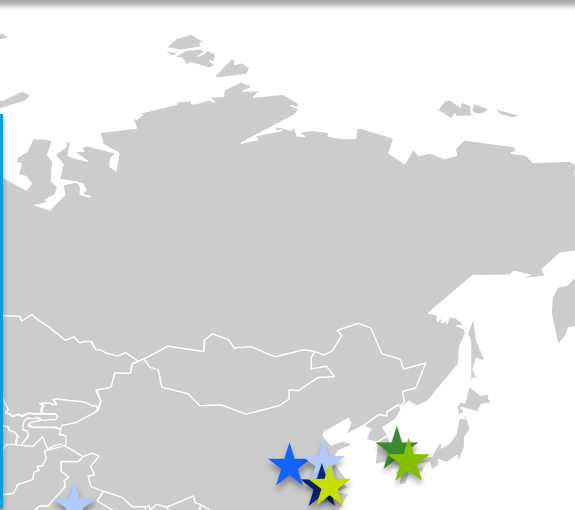
The role of Process Analytics



Transforms the SSC into a global business partner



Verify localised improvement activities had the desired impact



Highlight future improvement opportunities

Illustrate where complexity is built into a process



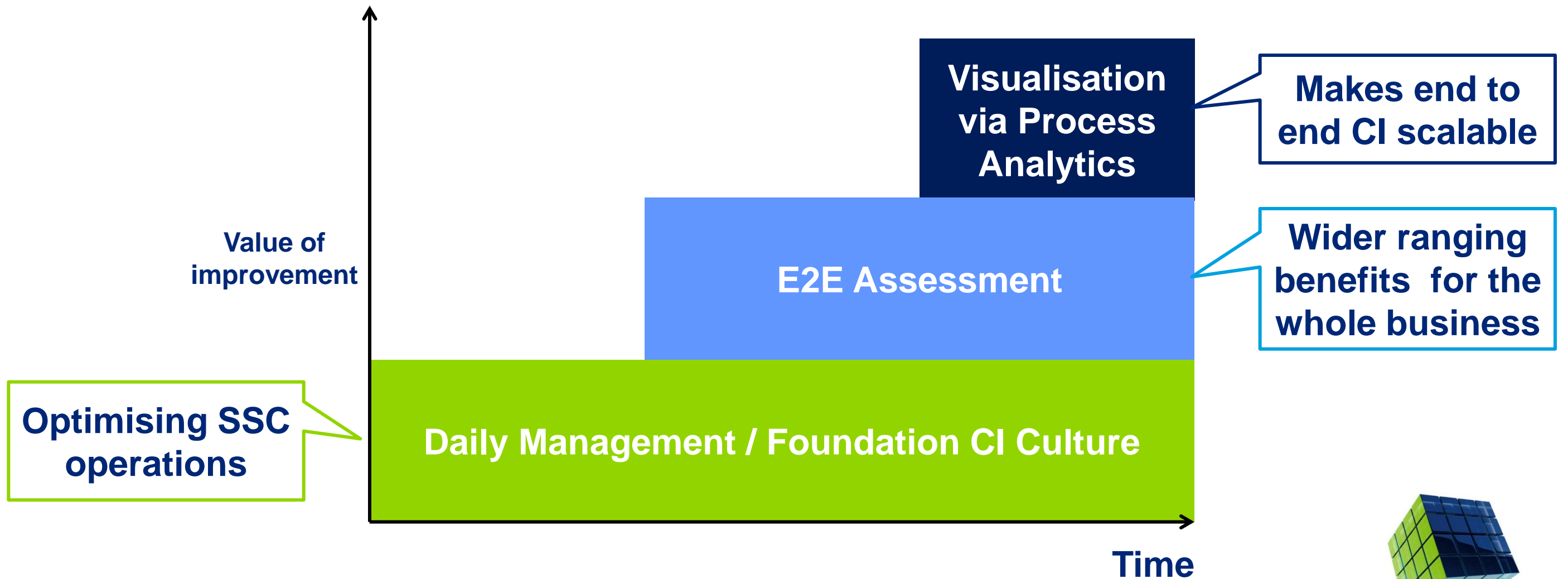
Ensure approval levels / sufficient empowerment of your SSC team members



Summary

Continuous Improvement end to end – Who Dares Wins

Improved Processes and Collaboration



Continuous Improvement end to end – Who Dares Wins





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