Deloitte.

Discussion Forum

Process Ownership - Establishing an effective global process ownership model

Shared Services, Global Business Services and Business Process Outsourcing Conference 2014

19th – 20th November 2014

Discussion forum: Process ownership

How do you create global process owners (GPOs) with "teeth"? What is the role of GPOs and what value can they deliver?

To provide the basis for an interactive, engaging and interesting session, participants were asked to vote for 4-5 topics of the below which they would be interested swapping ideas with peers and hearing real life examples of process ownership approaches. This structure was used to facilitate the conversation.

What mandate has the GPOs?
- How end to end/cross functional is the remit?
- Is the scope strategic as well as tactical change?
- What aspects of process, policy, master data, organization, system enablement and KPIs?
- How are the GPOs anchored into the organisation?

What execution power has the GPO?
- How reliant on incumbent's influencing skills?
- Is the GPO operating at a strategic level, a decision maker or also owning/driving change?
- Do they own process improvement resources?
- Do they own service delivery?

How is performance of GPO organisation driven?
- How is value delivery quantified and measured?
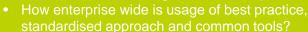- How are the objectives tied into each functional strategy?
- How are standardisation and commercial objectives balanced?

What enforcement remit has the GPO?
- What is the ability to enforce end to end improvements?
- How is compliance enforced?
- What tools, techniques and technologies are used to support the ownership model?

What links are made to across the organisation?
- How is the link to CI organisation set up?
- How enterprise wide is usage of best practice, standardised approach and common tools?
- How is the Business Process Management set up throughout the organisation?

Discussion forum: Process ownership
Output – points made by participants

The following are some of the many points made during the discussion. These are points provided from the participants in the forum showing on practical examples on approaches to process ownership from the discussion facilitated by Deloitte

What is the mandate of the GPOs?

- The GPOs would rarely have a policy mandate in the sense that policy makers and process ownership/process execution should be separated. However, though separated, there should be a close collaborating so that policy makers understand execution and execution can affect policies, as the policy element potentially is the core element in driving process improvements
- It is often seen that policy makers are too far from operations which impairs alignment between output of process and policy
- An iterative process ties together ownership and policy makers and operations
    - Department responsible for policies are drafting, operations are checking
    - Governance body - all GPOs have an assigned policy person - GPOs are involved in policy making, but not responsible
    - Cross functional body just to make connection between divisions
- Process execution and ownership should be in same organization where possible
- If an end-to-end process e.g. is in the SSC, then ownership should be in SSC, otherwise those responsible for execution should be responsible
- Functional owners are typically not good process owners - SSC is a good mean to get ownership out of functions
    - Process ownership models should be flexible to be independent of organization/functional structures
- KPIs should be owned by service delivery organisation
- Due to segregation of duties, policy making should not be in SSC – but perhaps process ownership should not be in the SSC either given that the process spans way beyond the SSC
- Mandate should be ensured in and maintained through links between business strategy, operational strategy, and functional strategy

What execution power has the GPO?

- GPOs should be the facilitating body - delivery team will execute
- Separate sub-department in SSC responsible for process management due to skillset requirements that are different to those of process execution people
- Struggle to find people with the required skillset
    - Need to be embedded within function to be able to create the connections between processes and people
    - Has to be viewed as a career role
- Changes to processes happen both in and outside the SSC, however, mostly outside

What enforcement remit has the GPO?

- It is difficult to start globally - the global-mandate makes it difficult. Would perhaps be easier to start off locally
- If most change is coming out of the business, GPOs should be close to stakeholders who make the decisions, though still with a very strong operational process insight
- Very clearly define the responsibilities of the GPOs including a clear mandate for process ownershop

General discussions

Why do we need process owners at all?
- If you have more than one site you need it
- If you don't have it, then someone takes the role (under the radar)
- It is more important that someone takes the role than giving someone the role
- If no process ownership is established, it will be segmented and project driven

Deloitte.

About Deloitte
Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

Deloitte Touche Tohmatsu Limited
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.