



## **Deloitte Shared Services, GBS & BPO Conference**

Plenary 11: Solvay – Global Business Services,  
making the 'owner' model a global operating success

*Guy Mercier, Solvay*

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Lisbon, Portugal

**#DeloitteSharedServices**

# Proposed agenda

for open discussion rather than a long presentation



## Our Solvay group

*...the size matters*

## Our GBS (SBS)

*...with End-to-End global process ownership and IS integrated ...and it works*

## Our Services Delivery Model

*...one location doesn't fit all...local, regional, global offices reporting to One SBS*

## Our roadmap

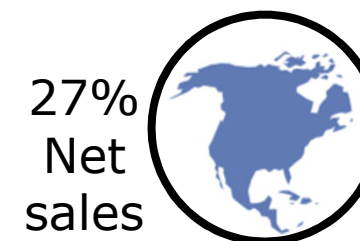
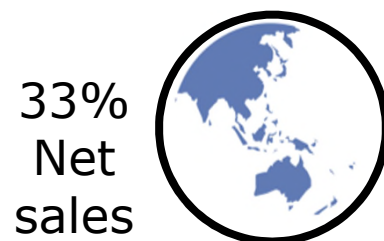
*...challenging journey, lessons learned and next steps*

## Key questions & Conclusions



# Our Solvay group

Solvay is a world leader in the chemical industry



# Our Solvay group

Solvay Global Business Units are grouped into 4 clusters and 15 GBUs



## Advanced Formulations

- Novecare
- Technology Solutions
- Aroma Performance



## Performance Chemicals

- Soda Ash & Derivatives
- Peroxides
- Coatis
- Acetow

## Advanced Materials

- Specialty Polymers
- Composite materials
- Silica
- Special Chem



## Functional Polymers

- Performance Polyamides
- Fibras
- Chlorovinyls



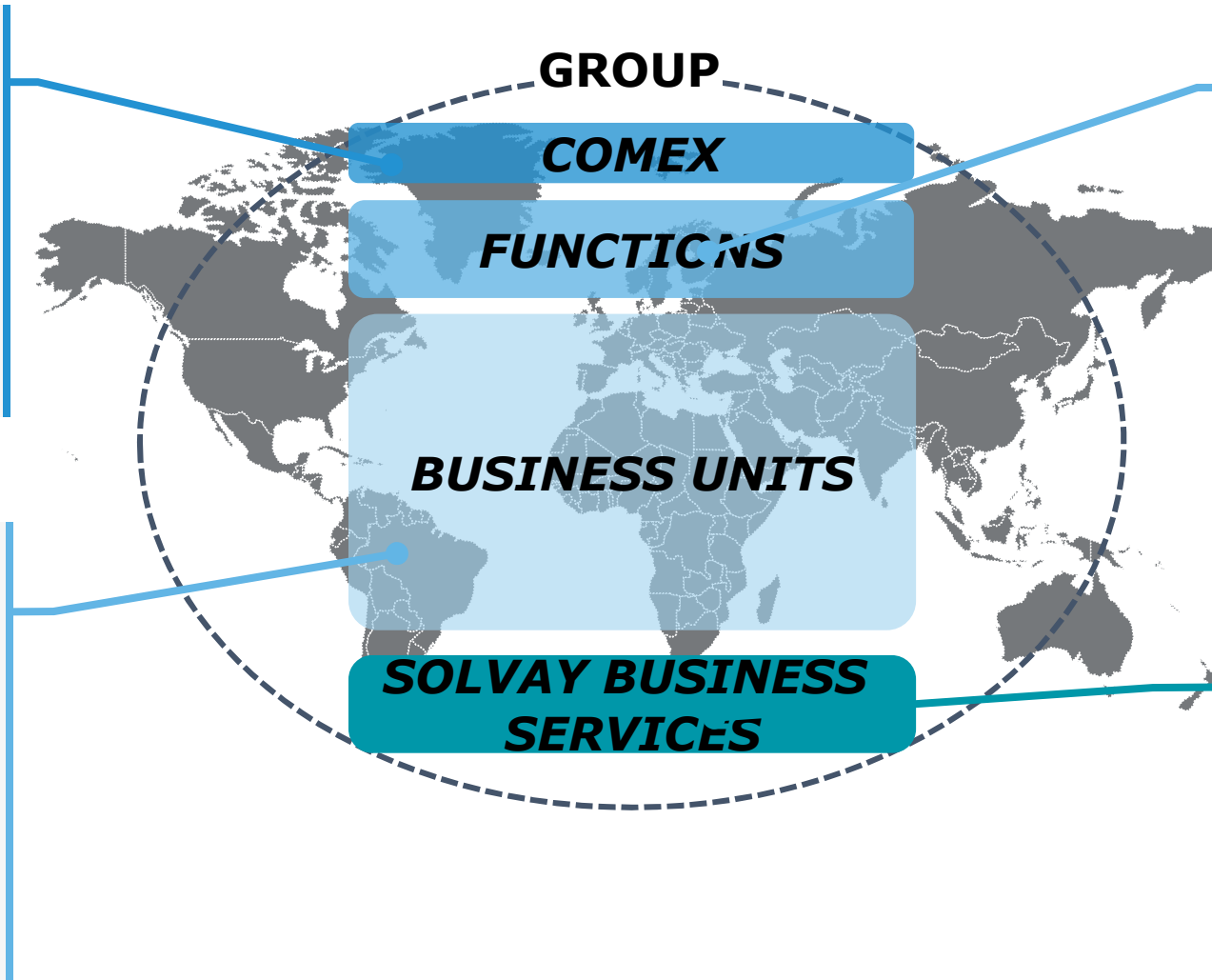
# Our GBS

Solvay Business Services is one of the key players within Solvay Group



- Responsible for the Group's strategy
- Manage portfolio and resource allocation in order to reach Growth and Sustainable Development ambitions

- Drive the growth of the Group
- Close to markets and customers
- Possess the appropriate strategic and operational levers to deliver on their commitments



- Shape and safeguard policies, processes and “red lines” applicable to all
- Ensure optimal support to Businesses, Regions and other Functions
- Foster the sharing of best practices

- Ensure the competitive standing and operational excellence of major end-to-end processes in the Group
- Deliver services to the Businesses, Functions, employees, customers and vendors of the Group

# Our GBS

Main figures



## 5 Activity fields



**Customers**



**Information  
Systems**



**HR**



**Suppliers**



**Finance**

**2 200** People



**83** Sites



**27** Countries



**350 M€** Yearly budget



*Covering 4 end-to-end process + Information Systems*

# Our GBS

SBS services catalog based on SLA



## Customers



### Order to Cash - OtC

Accounts receivable  
Customs & Trade compliance support  
Credit management & Cash collection  
Logistics support (*on demand*)  
Sales order management (*on demand*)

## HR



### Hire to Retire – HtR

Contact center (Ask HR)  
Payroll  
Personal administration & Organization charts  
Talent support

## Suppliers



### Procure to Pay – PtP

Purchase order management  
Suppliers accounts payable  
Travel expenses

## Finance



### Record to Report – RtR

Close the books  
General, Tax & Cash accounting  
Industrial & Cost accounting  
Reporting & Analytics

## Information Systems



### IS

Applications  
Digital collaboration  
Industrial, Scientific & Technological IS  
Infrastructure

## Other services



Compliance & Risk management  
Data management  
Decision & Piloting solutions  
Trainings & Knowledge support

Plus Facilities, Legal contracts, Communication ...

# Our Services Delivery Model

SBS global organizational set-up: 4 pillars



## Business relations

### BRM

- Monitor customer needs & requests
- Manage customers projects

## Delivery

### Europe-MEA

Front Office	Back Office
HtR	HtR
OtC	OtC
PtP	PtP
R2R	RtR

Asia-Pacific (same)

North America (same)

Latin America (same)

- Deliver services
- Achieve superior customer satisfaction at the best cost

## Process Design

SBS HtR

SBS OtC

SBS PtP

SBS RtR

- Size & reshape best-in-class processes
- Drive operational excellence & monitor performance
- Provide processes expertises

## IS

### Applications

HtR

OtC

PtP

RtR

Industrial

Research & Innovation

Infrastructure

Industrial, Scientific & Technological

Digital collaboration

- Develop innovative solutions & state-of-the art technology
- Serve IT needs of internal customers

## Support Functions & Transversal activities

*Provide common services to Solvay & SBS*



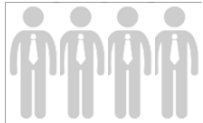
# Our Services Delivery Model

## Key players within SBS



### **Global Process Owners (x4)**

in charge of defining globally and operationally rules, policies, high level design and performances expectations for his/her process, and to approve budget resources...typically the Head of Function for FI, HR and PtP.



### **SBS Process Managers (x4)**

in charge of process design, development and deployment, of process performances control & monitoring, of innovation and change management...typically a high senior expert well recognized by his/her peers in his domain worldwide



### **SBS Regional Operating Process Managers (x16)**

in charge of running, fixing and optimizing the process in his/her region (=territory) including supervision of front & back-offices (with double reporting lines one functional doted to the PM and one hard hierarchical operating line to HoR)

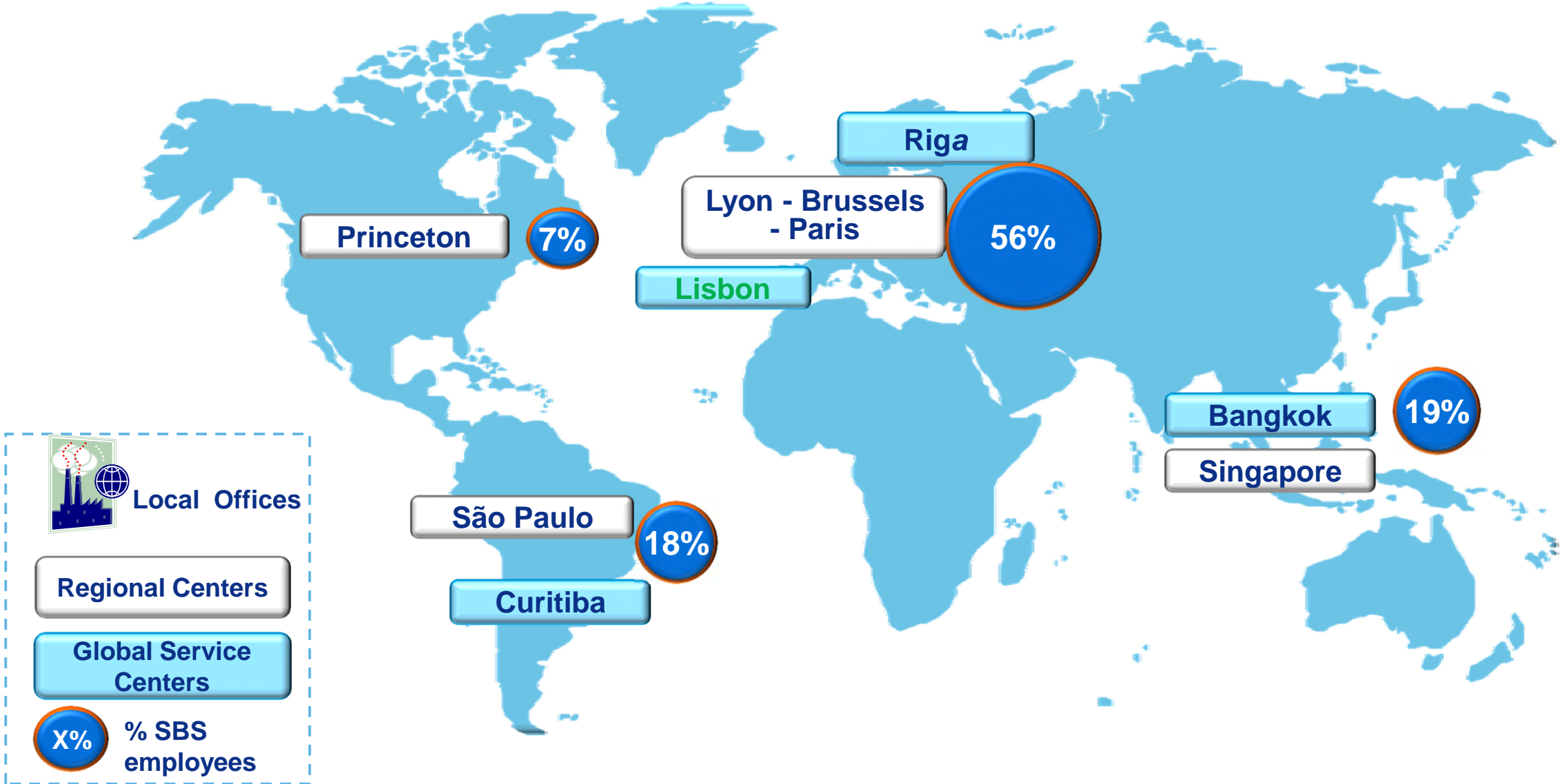


### **SBS Head of Region (x4)**

in charge of representing SBS in his/her region and supervising internally all FO, BO, IS and third parties operations (with reporting line to Head of Global Services Delivery ops)

# Our Services Delivery Model

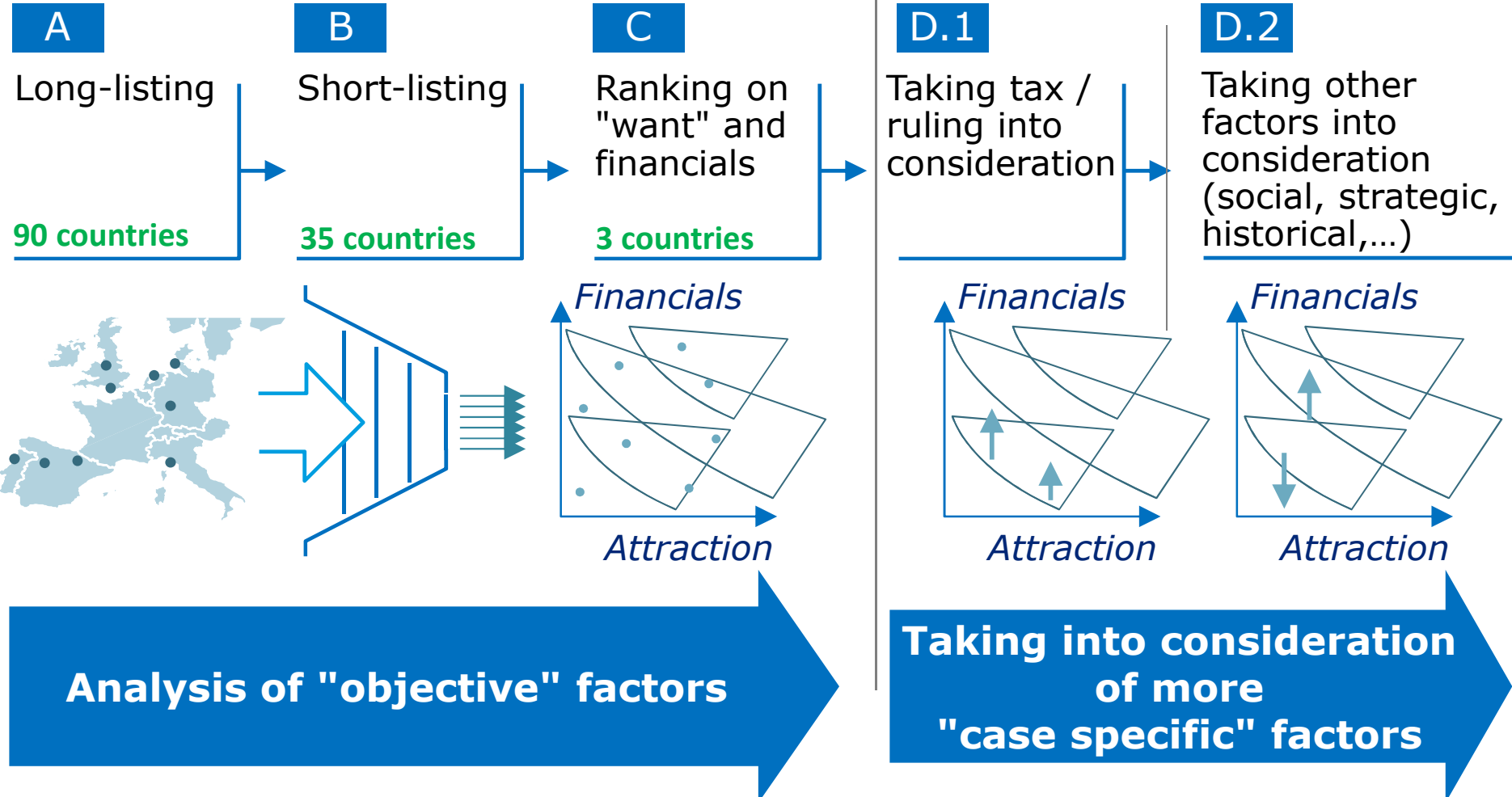
Our locations



# Our Roadmap

Why Lisbon? The Location Selection Process involved 5 steps

## Our selection process overview



## Our final selection

21<sup>st</sup> October 2004  
Comex decision

**2 locations selected**

Prague  
Lisbon  
Barcelona  
Milan



**Lisbon  
Barcelona**

*Following a Comex decision to select Lisbon and Barcelona, the business plan focuses on the analysis of these two potential sites with one of the main criteria being to be a «**brownfield**» and **near shore***

# Our Roadmap 2012-2016

Solvay Business Services launch, July 2013



In September 2011 the **Solvay** Group acquired the **Rhodia** Group

Starting on the path to integrate Solvay and Rhodia entities...

The Service Centers integration resulted in the creation of the new Global Business Service ⇨

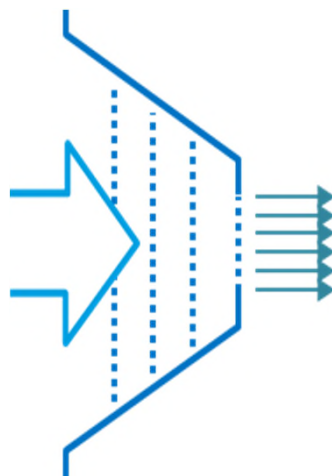
## Solvay Business Services

**2012**

From **3 Shared Service Centers** (Solvay legacy) in 2012

- Lisbon
- Curitiba
- Bangkok

Plus **Rhodia RBS** supported by Accenture as **BPO**



**2013**

A Global Business Service with around **1,900 people in around 90 sites and 30 countries worldwide**

### **4 regional Services Centers**

managed globally and supporting SBS worldwide activities: Lisbon (Portugal), Curitiba (Brazil), Bangkok (Thailand) and Riga (Latvia).

### **4 major Regional Offices:**

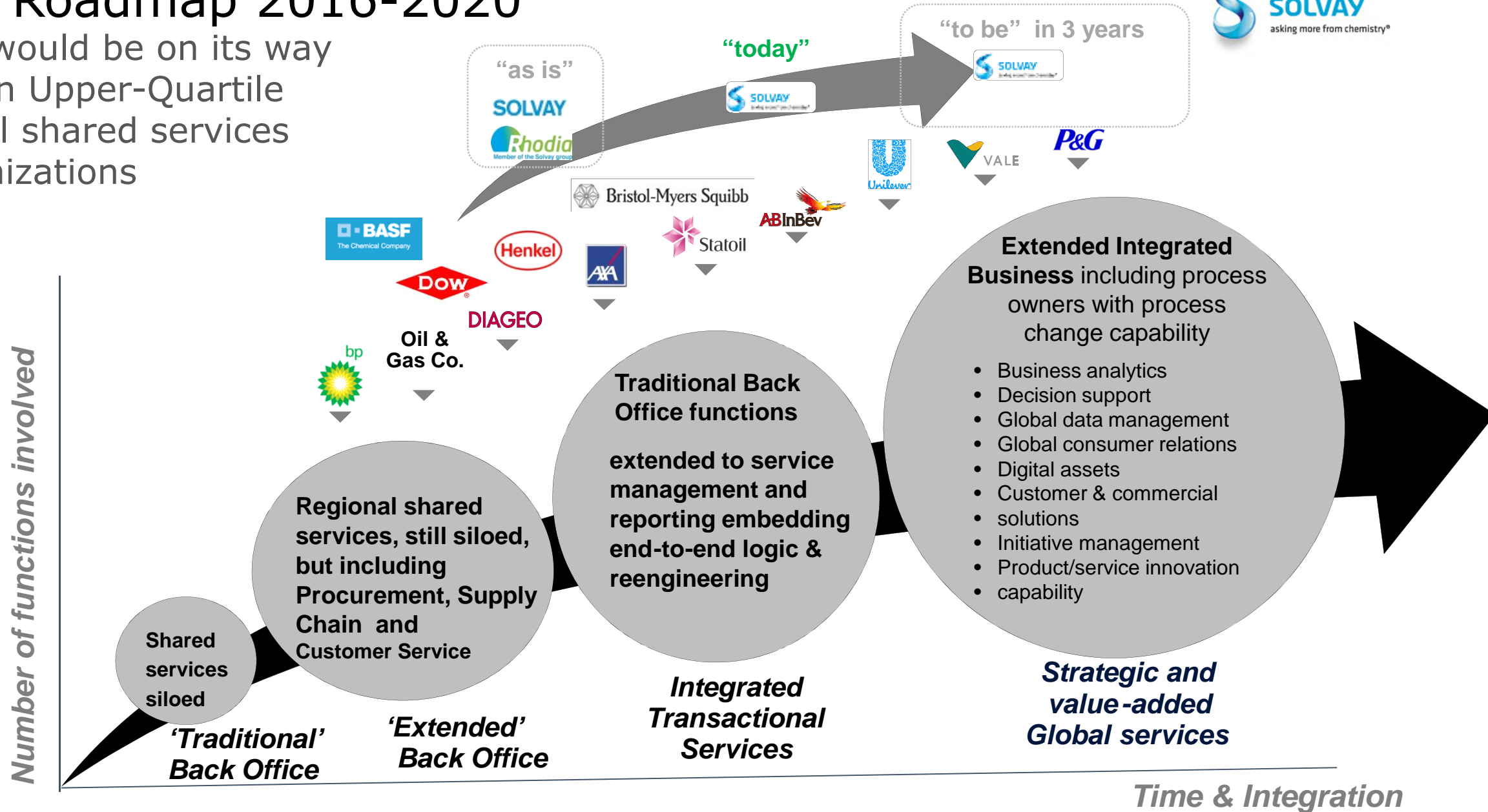
Brussels-Lyon-Paris (Europe), Cranbury-Princeton (North America), Sao Paulo (Latin America), Singapore (Asia-Pacific).

### **Local Offices**

ensuring local services: Shanghai (China), Mumbai (India)...

# Our Roadmap 2016-2020

SBS would be on its way to join Upper-Quartile global shared services organizations



# Our Roadmap 2016-2020 - SBS Digitalization Programs



Robots will never totally replace human but one will do fast and with high precision massive amount of activities...

...the other will design, control, adapt, analyze, monitor...dream and invent

## SBS Digitalization Task force

### Objectives

- Consolidate & Exchange on all initiatives within SBS
- Share & Align the communication to the group D@S
- Grow the competencies of SBS on Digital Awareness & Knowledge
- Ensure KPIs follow-up on SBS Digitalization initiatives & achievements

### Deliverables

- Make a Digital Capabilities Assessment of SBS
  - As Is
  - Short term taking into account current projects 2016-2017
  - Middle/Long term taking into account non budgeted projects & ideas (2017-2019)

# Questions

What are the key lessons learned so far?



## Major successes

- **Service continuity** in the course of migrations
- Quick & agile **industrialization** of SBS M&A process
- Processes & tools **standardization**
- Significant costs **savings** and **value creation**
- SBS organization smoothly deployed and **adapted**



## Areas for further progress

- **Customer centricity, change management, simplification**
- **Continuous improvements and cost reductions**
- **Pricing of services**
- **Service scope consistency**
- **Resizing and reshaping of talent pool**

# Questions

How does the Information Services (IS) work in SBS?



## **Why Information Services (IS) into SBS ?**

- IS a historical leader in business services
- Suppressing many interfaces between process, applications, infrastructure

## **What works well ?**

- Integration (data, quality, contact centers, compliance and risk...)
- Extensive leverage on tools, data, process and organization
- Teams, priorities, vision converging
- Job opportunities and cross fertilization

## **What are the difficulties ?**

- SBS set up in the framework of a merger
- Different backgrounds and silos
- Unique customer facing
- Speed of Project & Change management



# Questions

What's next? GBS as transformation/speed engine ?



Services & Geo scope extension ?

Partnerships & collaboration ?

Change management  
speed & agility ?

Value creation  
vs cost reduction ?

Stakeholders  
vs customers intimacy ?



Globalization vs virtual  
network (24/7) ?

Process ownership vs service  
lines ?

Digital & data  
management ?

IS applications and processes  
make or buy or Uberize ?

Technology, fraud & risk  
management (r)evolution ?

Robotics &  
Big Data?

# Driving Services Excellence



[www.solvay.com](http://www.solvay.com)



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