



Operating Forward: Driving Process Excellence and Simplification

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Today's Facilitators



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Deel Overview



150+
countries supported

500k+
workers onboarded

8b+
paid in payroll last year

#1
multi-country payroll and EOR provider



The Market Imperative

82%

GBS Organizations are prioritizing **Process Standardization and Efficiency**. However, traditional approach is hitting diminishing returns

43%

Process improvement initiatives failed due to siloed approach. GBS should establish an “Process Ecosystem” to drive a cohesive approach

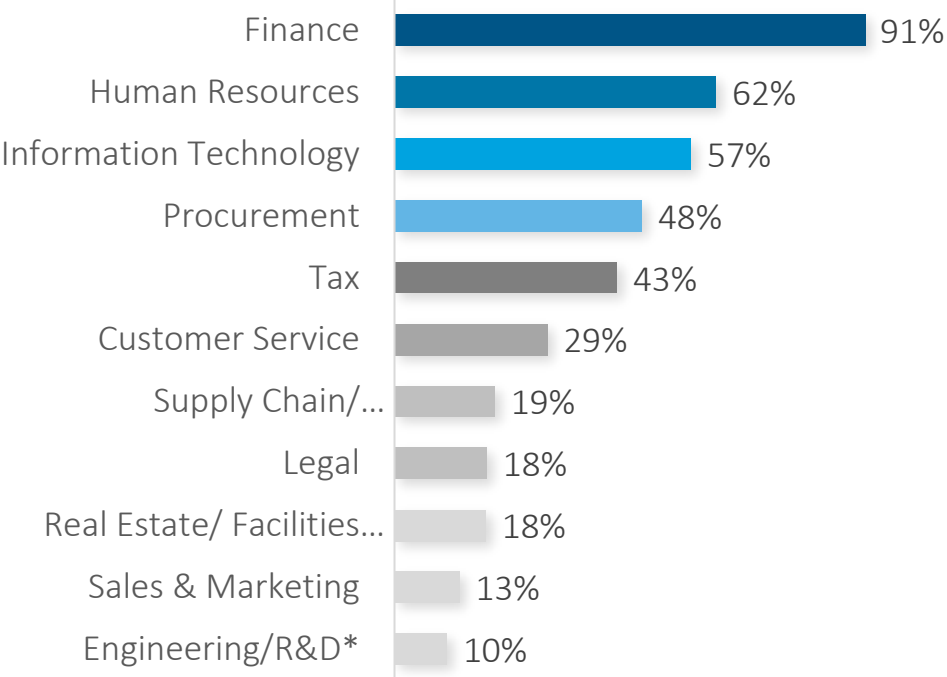
“Operate to Transform” is the game changer to accelerate speed to process modernization and enterprise value creation



New process opportunity frontiers require GBS to take a differentiated approach

GBS organizations are getting more process responsibilities as their scope is broadened

Functions performed by GBS organizations





To continue deliver value through Process Excellence, GBS organizations need to re-think their approach

- The **tactical improvement ideas** (e.g., RPA) **are hitting diminishing returns** as many GBS organizations are taking a silo approach and lacking E2E ownership and accountability
- To unlock further value from process excellence, **organizations must establish end-to-end process ownership** and reduce siloed, uncoordinated efforts
- Instead of focusing on tactical process steps, organizations should take an **“Ecosystem approach”** and focus on **delivering enterprise outcomes**

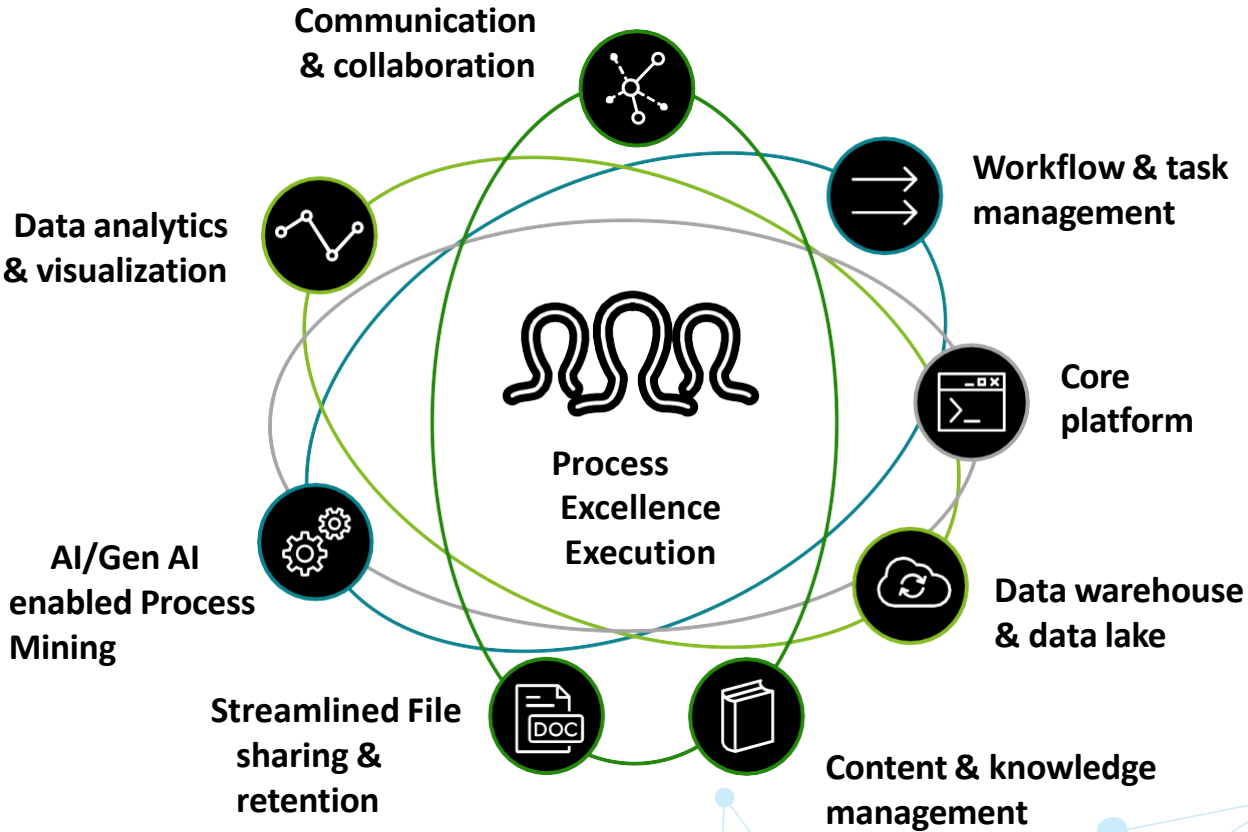


GBS must take a “Process Ecosystem” approach and integrate key capabilities to drive process optimization beyond tactical improvement steps

Key Tenants of a “Process Ecosystem”

-  **Global Process Owners** driving E2E process strategy and governance
-  **Digital platforms** providing simplified and standard pre-built workflows
-  **High quality data** that is trusted and re-useable to deliver insight
-  **AI/Gen AI and automation solutions** driving efficiency at scale
-  **Multi-skilled, customer centric, digital empowered teams** focusing on customer outcomes, not functional KPIs

Empowered teams to drive process excellence using a cohesive, connected approach



The more evolved the Shared Services model is, the more advantageous it is to leverage automation and process excellence

Transforming the organization through Operate

BUILD & TRANSITION

We partner with our clients to **stand-up capabilities and transition** work activities to the Operate Center.

OPERATE & TRANSFORM

Continuously enhances / optimizes data, systems, and processes throughout the Operate period to drive **transformational change** that improves quality, efficiency, and annual run rate savings.

TRANSFER

We can **transfer back** to our clients a fully modernized and standardized organization.

ASSESS the PIECES

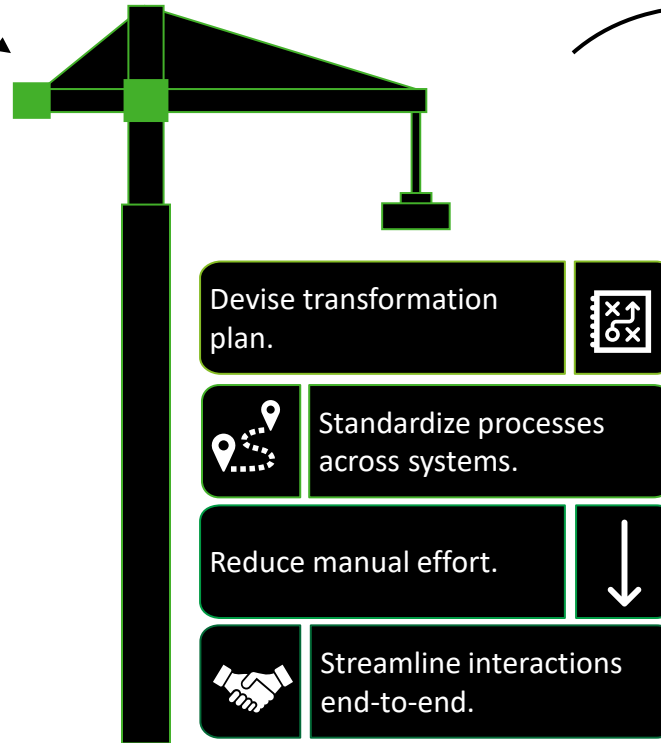


Understand **how** the processes work today.

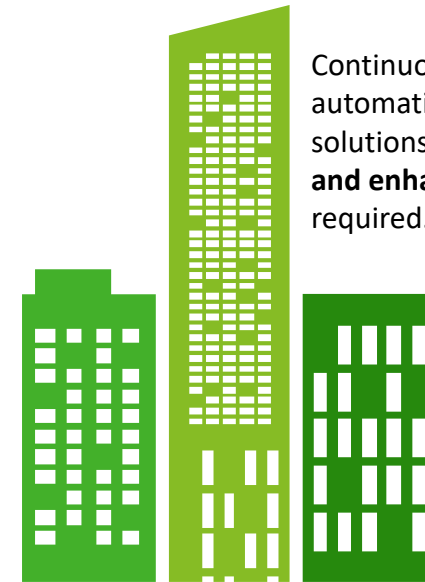
Identify where there are disconnects.



Construct the foundation to **execute current state** processes.

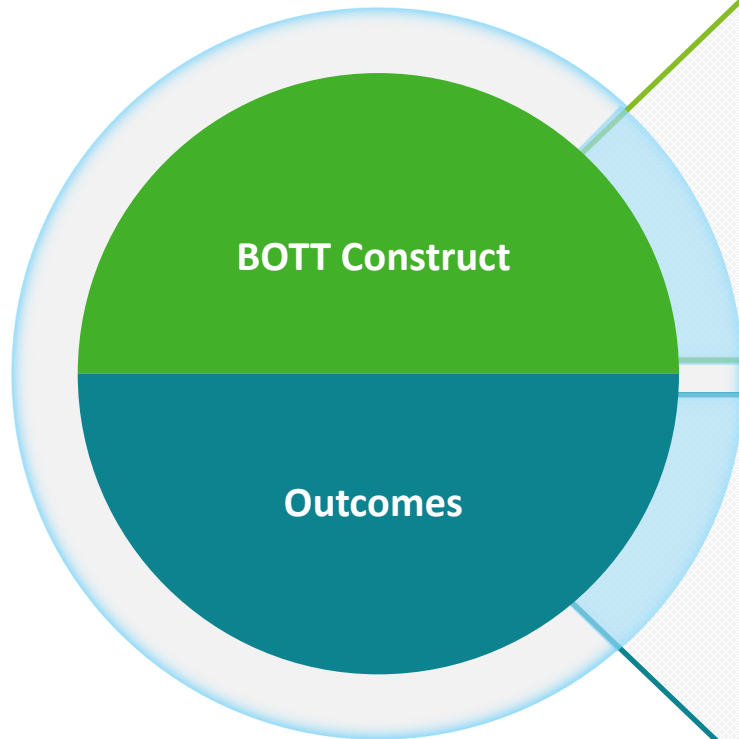


RENOVATED ORGANIZATION



Continuous improvement, automation, and AI solutions **maintenance and enhancement** will be required.

A Build-Operate-Transform-Transfer (BOTT) Model will accelerate value beyond cost



- Jumpstart with partner's **established infrastructure and breadth of digital capabilities**
- Build a **fit-for-purpose, high-talent org** with **great flexibility** through 3rd party resource pools
- **Ramp up** in-line with organization's transformation backlog and roadmap
- Target **common talent markets** and delivery locations leveraging **strong networks** of government, universities, NGOs and a **prestigious brand**
- Align to the **organization's operating model**: people, processes, systems, policies
- Retain **optionality** to in-source or continue as-is operations while keeping SMEs in-house

- **Scale at pace** whilst solving for the talent wars
- Align to the organization's geo strategy, avoiding (over) concentration and **capitalize on strengths** within key markets
- **Accelerate strategic hiring** and **time-to-value**
- Provide a **forcing function to modernize** (and streamline) our ways of working; remove variations in skillsets, methodologies, measures, and accountability
- **"Certified to Serve"** resources by 3rd party's leading learning/development regimen

In addition to an innovative service delivery model, organizations are leveraging cutting-edge technologies to drive speed and scale to process excellence and simplification, critical to boosting their ability to focus on core business

Case in Point: Driving end to end HR process efficiencies through a global platform solution

How Deel saved Klarna over 500 hours per month & \$3M on payroll admin



The challenge

26 payroll providers + 500 agencies

Audit issues

1K's of support requests

Cost overrun

Short term costs for outsourced workers



The answer

Single platform for payroll & non-employee workers

Workday integration

Removed outsourced workers



The results

Audit compliance

100's of hours saved

\$3M cost reduction

50% reduction in payroll tickets

Accurate forecasting

Employee happiness

Klarna.

INDUSTRY	Fintech
LOCATION	Worldwide
SIZE	5000+
USE CASE	GP, EoR, IC, HRIS

500+	Hours saved per month
\$3M	Saved in costs
5k+	Employees
25+	Countries

How Insight Global optimized for their global goals



The challenge

- Client fulfillment
- Missing infrastructure
- Multiple providers
- Raised compliance risks



The answer

- Single platform for Global EoR + Payroll Service
- Institutional compliance
- Entity set up services



The results

- Opened 29 countries in first year
- Lowered vendor count
- Created shared org strategy
- Centralised processes
- Streamlined expansion

INDUSTRY	Staffing
LOCATION	Worldwide
SIZE	14,000+
USE CASE	GP, EoR
<hr/>	
29+	New Country Expansions
5+	Reduction in Vendors
14k+	Employees
120+	Countries

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What needs to be true for a successful Global Process Owner (GPO)

Authors: Jessi Singer Cleary, Kort Syverson and Palmer Withers

Around the world, Shared Service Centers (SSCs) are constantly seeking to optimize performance and reduce costs across large-scale value streams (ex. Procure to Pay, Quote to Collect, etc.). In today's dynamic environment, standing up a singular role responsible for advising the outcomes of core shared service processes is more important than ever creating an opportunity to empower Global Process Owners (GPOs).

While GPO is not a new term for many firms, successfully implementing GPOs can be challenging. A successful GPO must balance subject matter expertise and a change mindset while also being entrusted by their organization to enact and oversee meaningful process transformation.

Despite these considerations, most shared service organizations surveyed by Deloitte plan to increase the strategic roles of GPOs soon.

While there is no singular way to successfully implement GPOs, the below examples offer an overview of effective approaches:

- At a global medical device organization, a singular GPO oversaw each of the firm's global shared service center locations. In turn, each location delivered an end-to-end process. This multi-regional approach to GPOs allowed the firm to leverage region-specific expertise to drive change but created long-term service delivery cost considerations.



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