



ASPIRE  
PROCESS TRACKER  
2022



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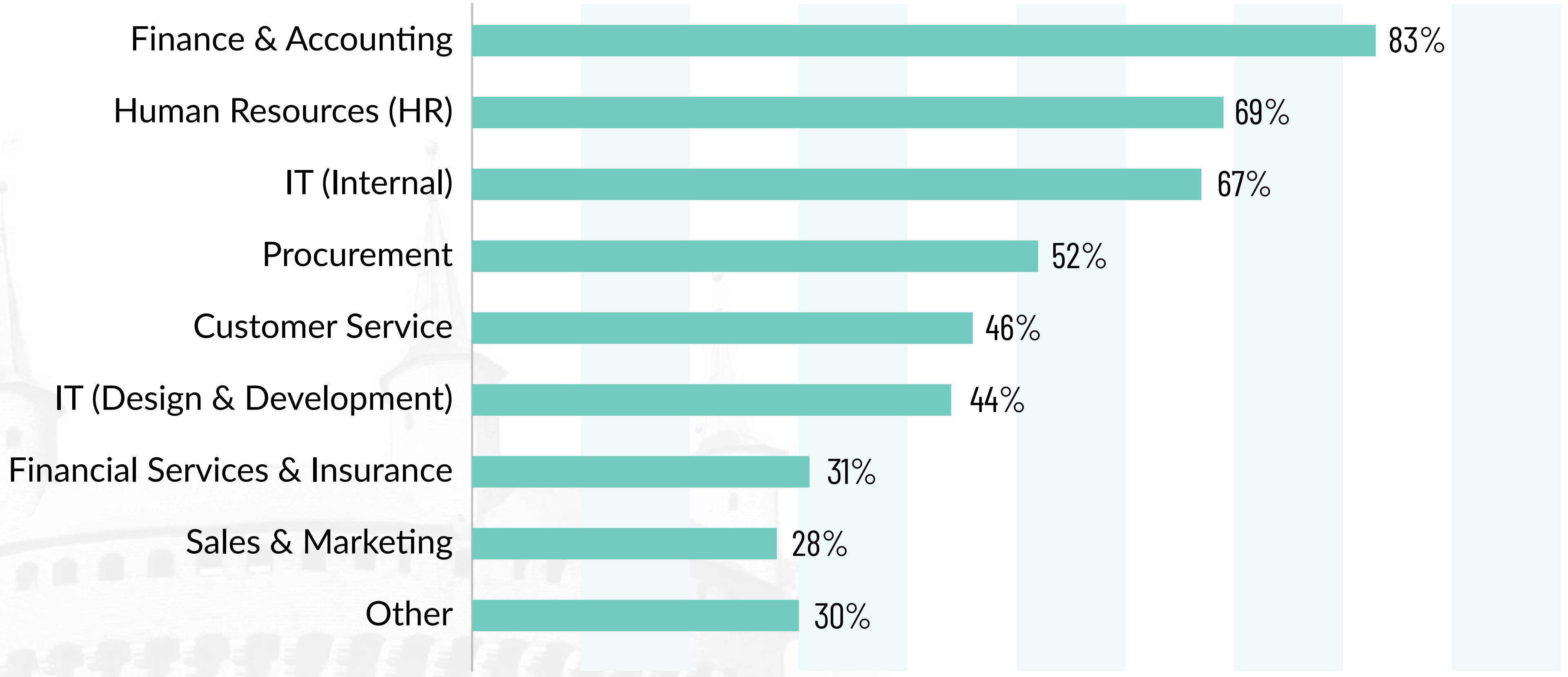
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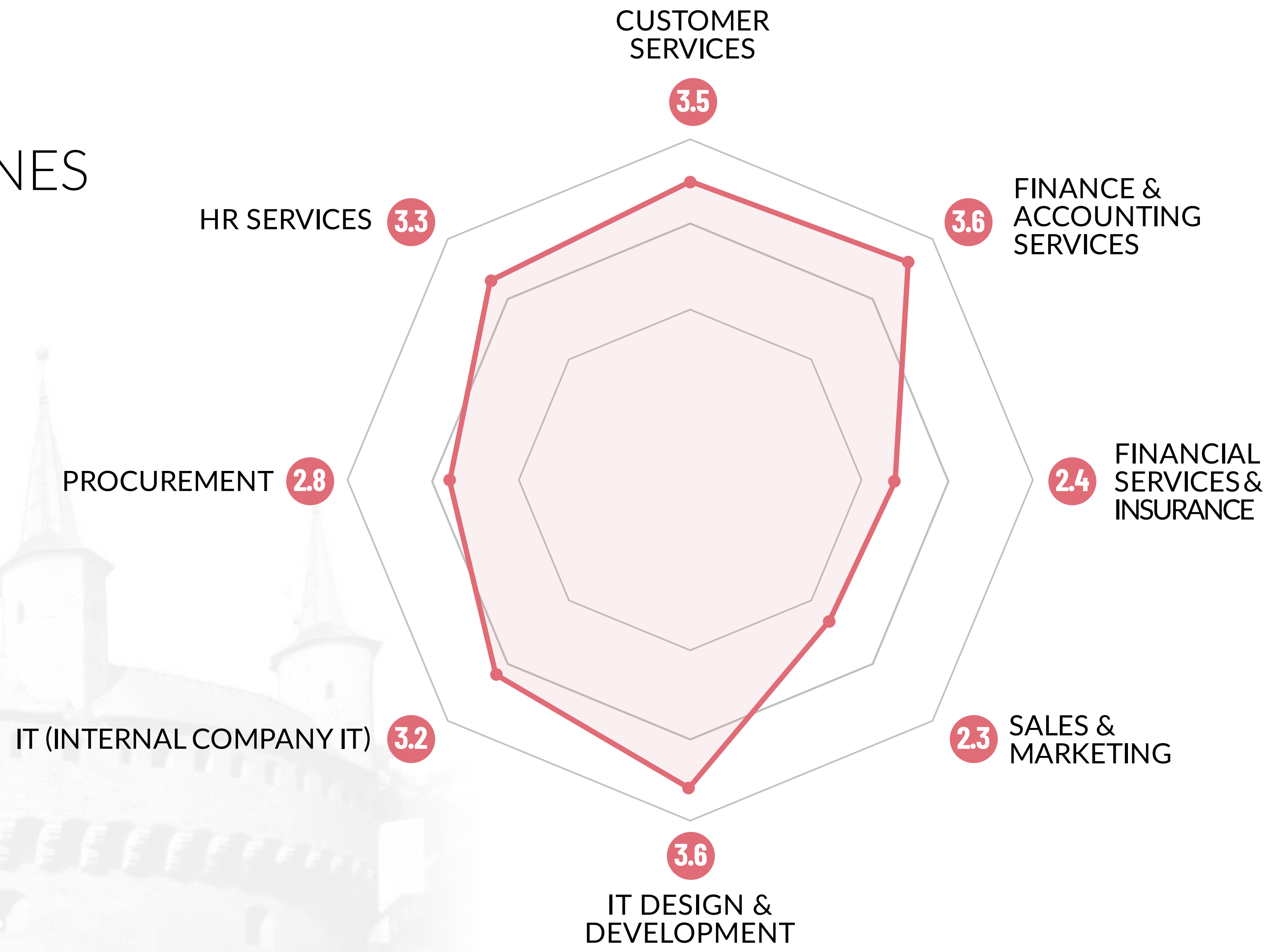
SERVICE PILLARS

# SERVICE DELIVERY LINES

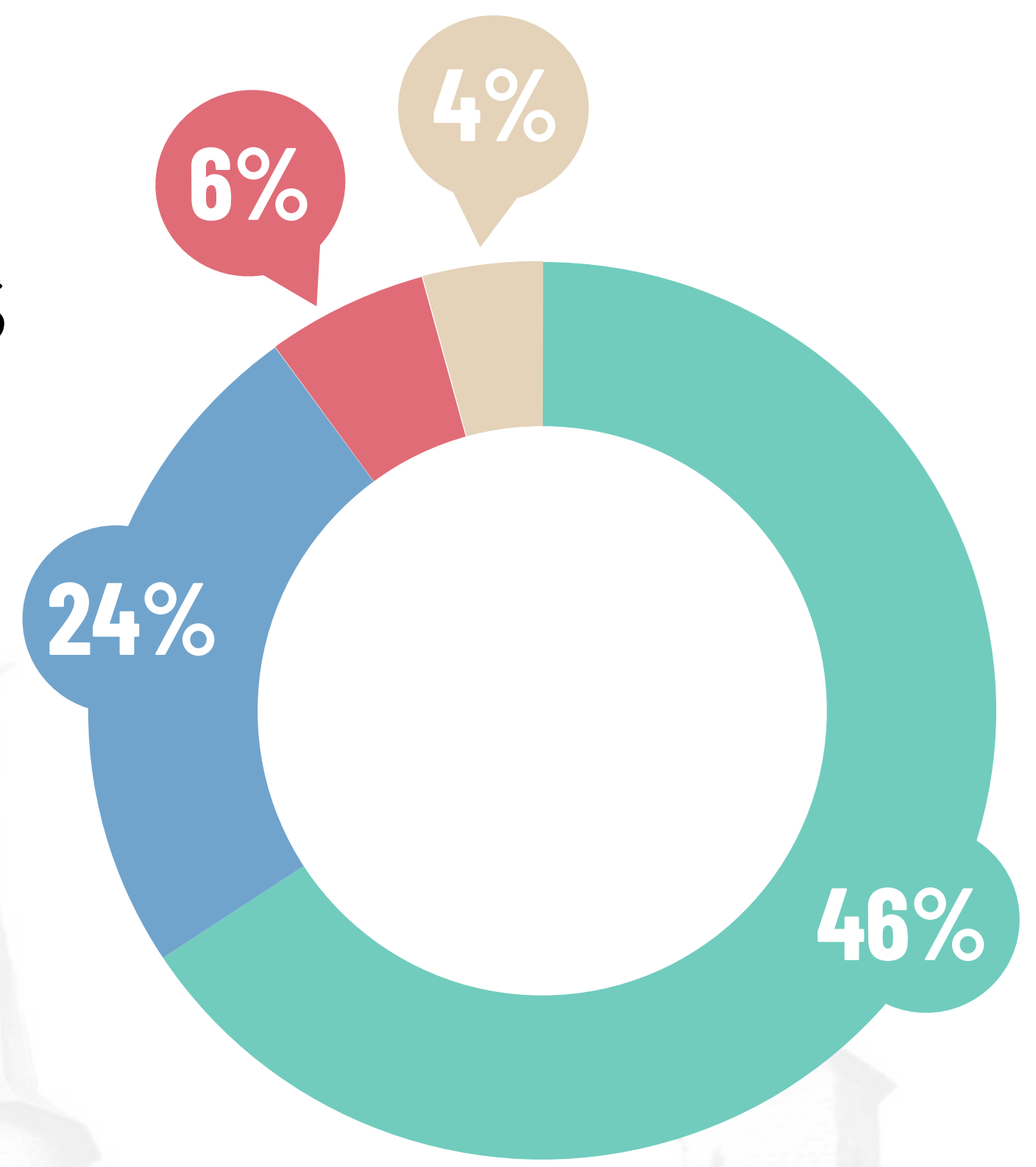
% centres delivering a given service line



# MATURITY OF SERVICE DELIVERY LINES



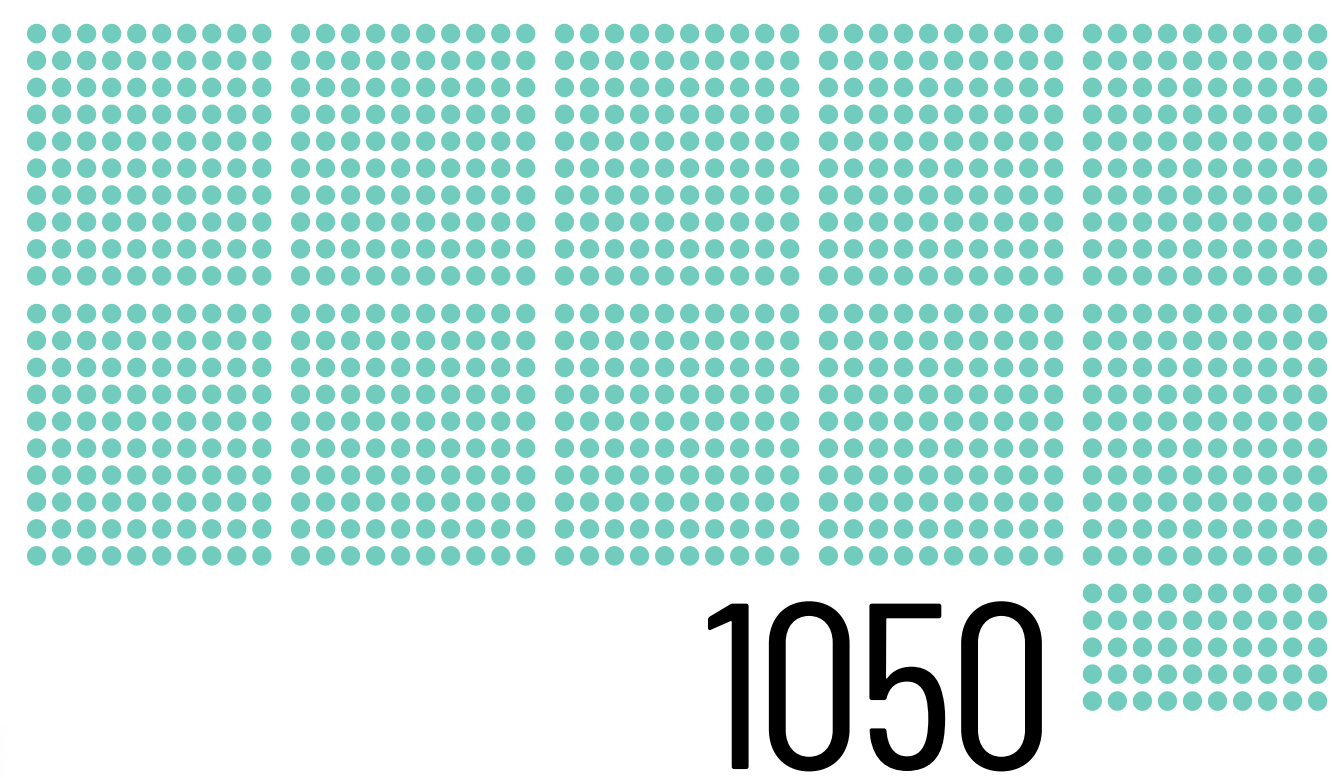
TYPES OF CENTRES



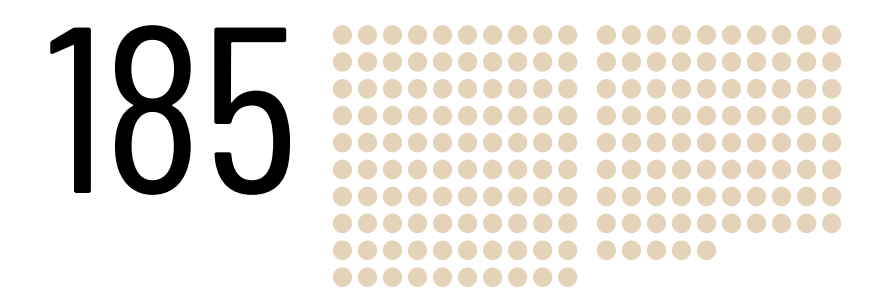
- Multi-Functional Centres ●
- Single Tower: IT Design & Development ●
- Single Tower: Other Delivery Lines ●
- Single Tower: Finance ●

AVERAGE CENTRE SIZE ACCORDING TO TYPE

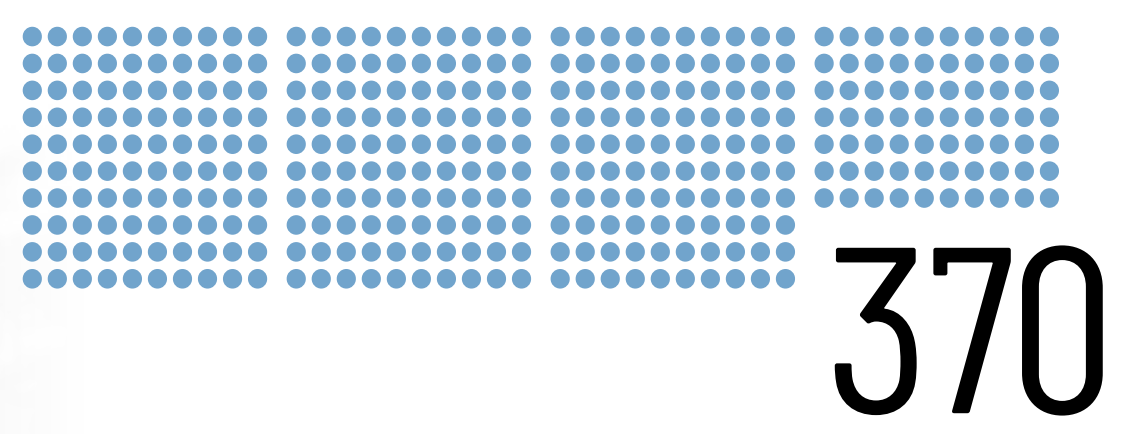
MULTI-FUNCTIONAL CENTRES



SINGLE TOWER: FINANCE



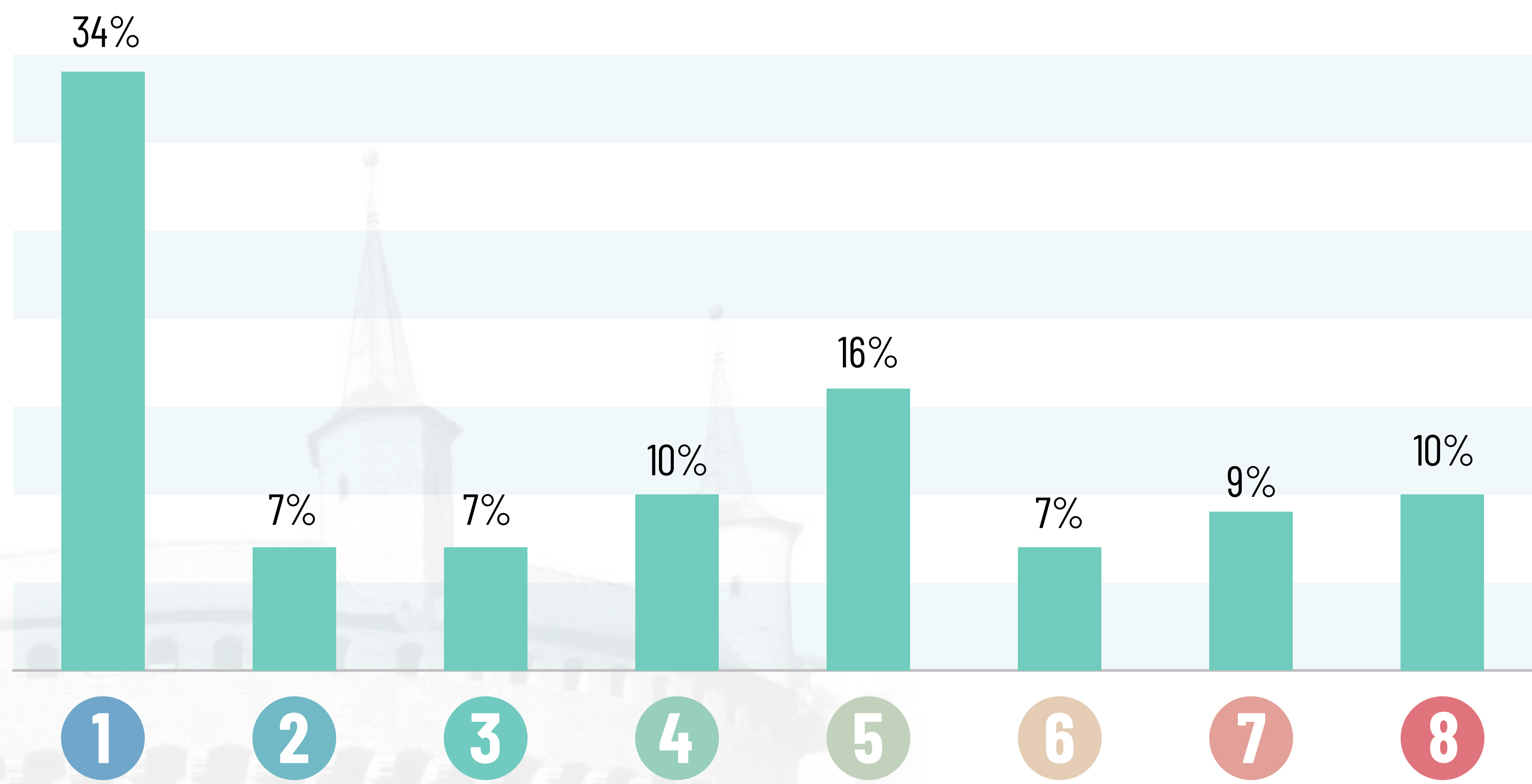
SINGLE TOWER: IT DESIGN & DEVELOPMENT



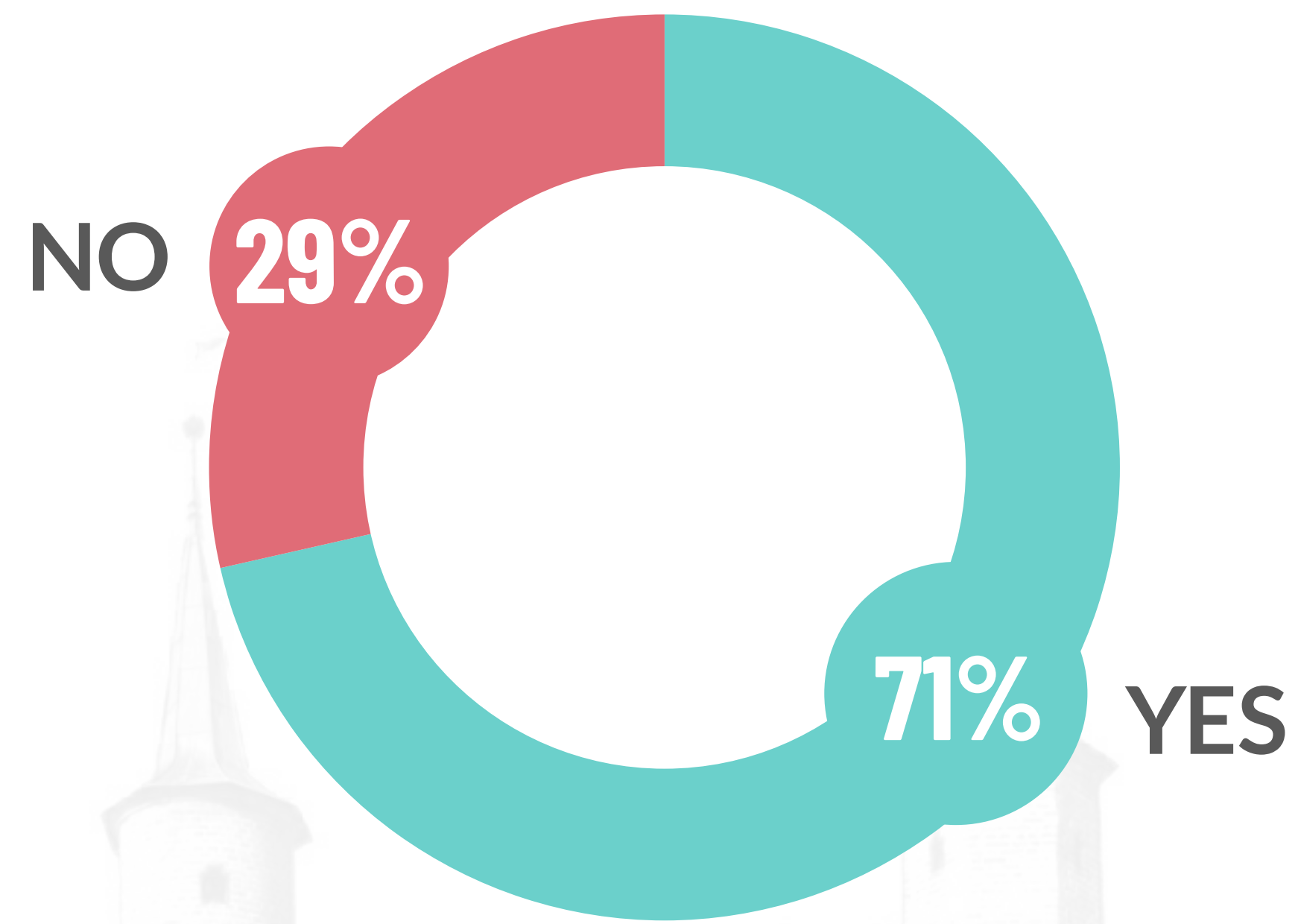
SINGLE TOWER: OTHER DELIVERY LINES



# NUMBER OF SERVICE DELIVERY LINES IN CENTRES



In the last 12 months has your centre taken over any **new transactional processes**?



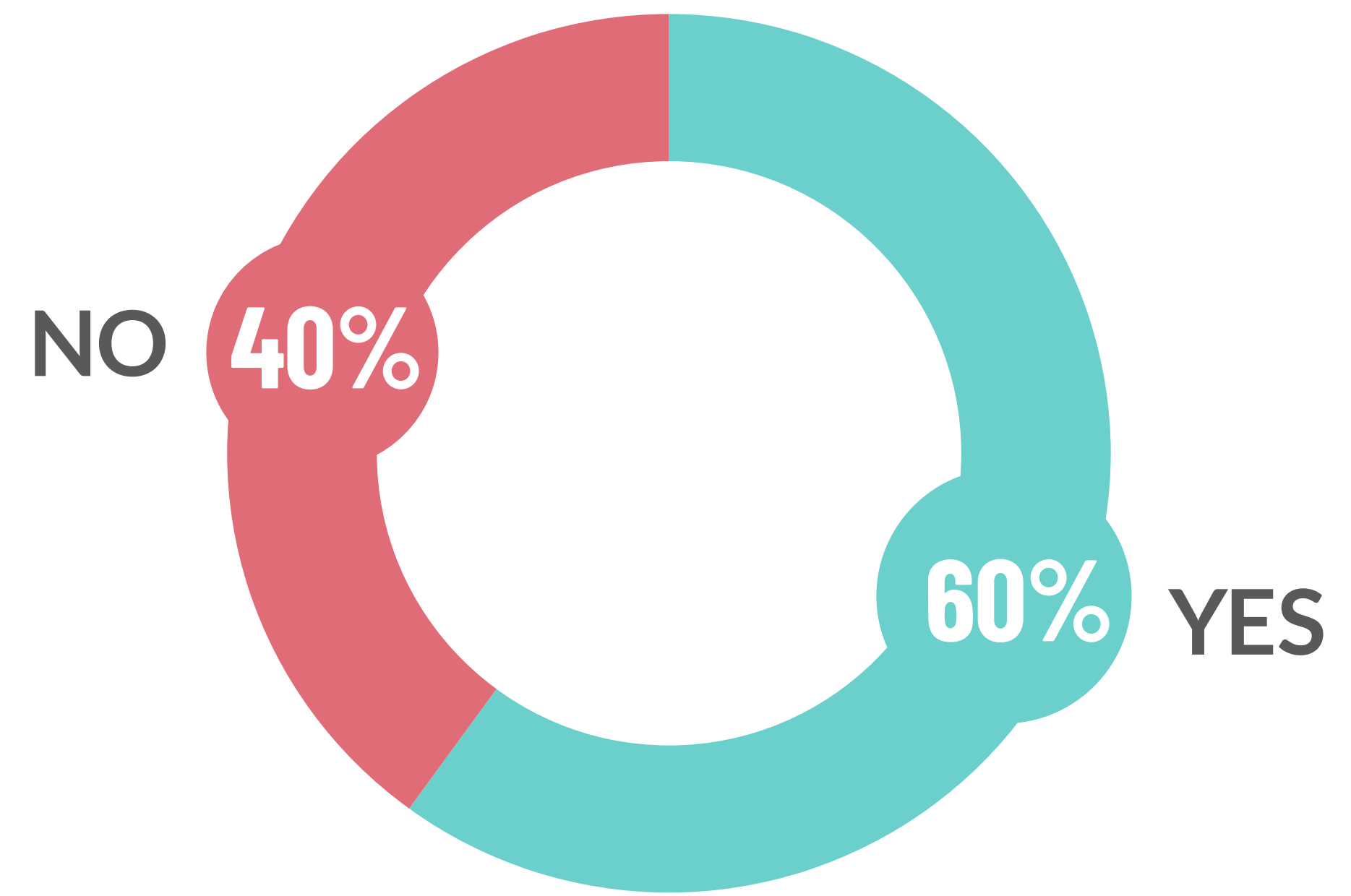
**Accounting:**

- AP Service Desk
- Cash Application
- Project accounting
- T&E Compliance

**Procurement:**

- Material planning
- Transportation Management
- Logistic

In the last 12 months has your centre taken over any **new knowledge-based processes**?



**Accounting:**

- FP&A
- R&D Finance
- Financial Compliance & Audit
- Statutory Accounting & Tax activities

**IT:**

- Cloud Development

**Procurement:**

- Strategic Sourcing
- Engineering to Order

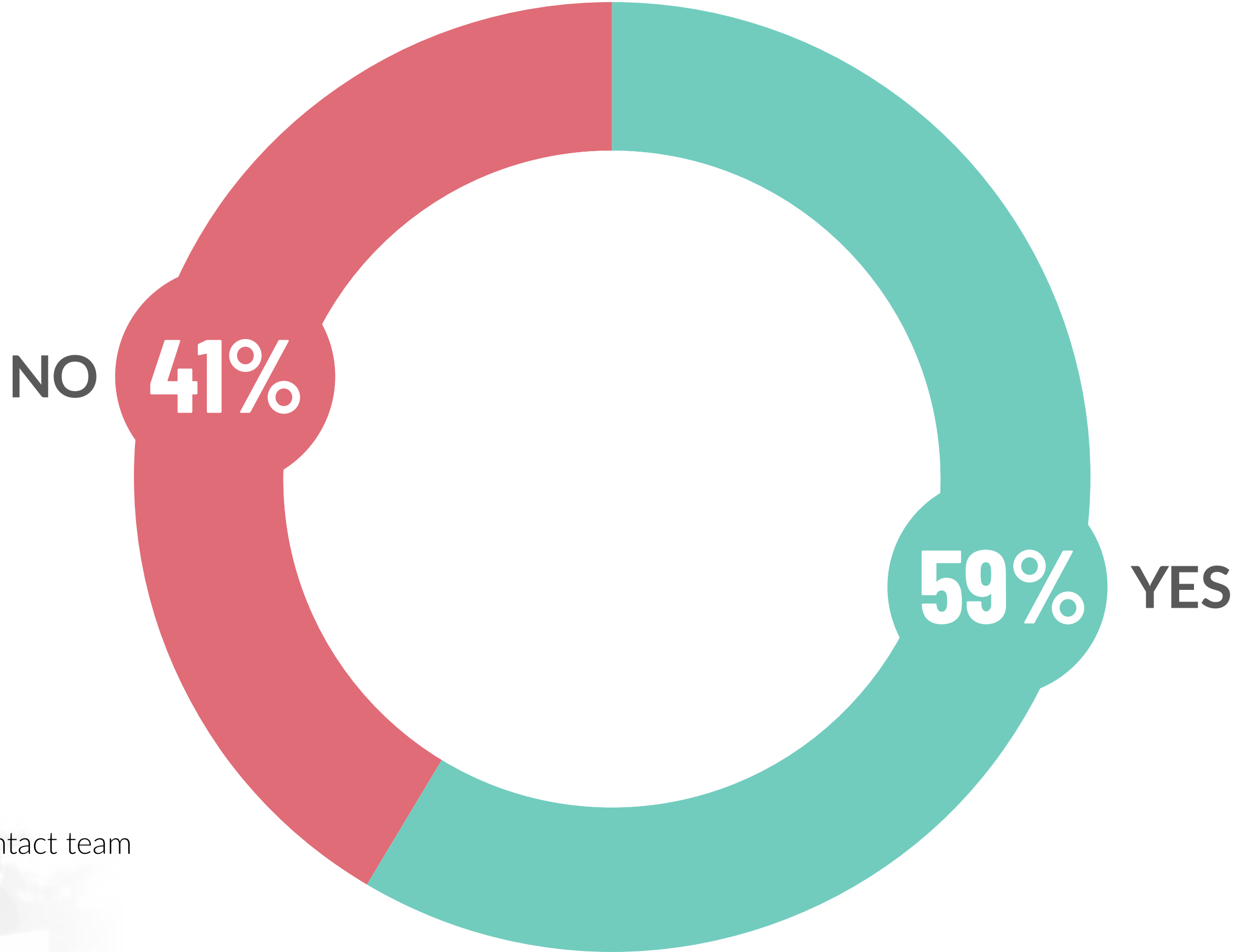
**Other:**

- Legal
- Disruptive technology
- Service Management



# In the last 12 months has your centre implemented any significant Transformation Programmes?

e.g., System implementations, language unification, unified data model implementation, etc.



### TECHNOLOGY

**Implementation:**

- New ERP: S4Hana, MS 365, Oracle EBS
- ServiceNow

**Digitalization and Automation:**

- RPA Setup
- HR
- Sales Operations
- Manual tasks
- Development of Inhouse system

### OTHER

- Post Merger Integration
- Insourcing of AP and AR processes
- Service Delivery Model simplification
- New Indirect S2P
- New omnichannel provider for Customer Contact team
- Client Data Model
- Multiple Continuous Improvement projects

(Process Improvement, Scope standardization, process standardization, tools implementation, knowledge sharing platforms, pre study, etc.)

In the last 12 months has your centre supported transition of your existing processes to an **external provider**?

**Accounting:**

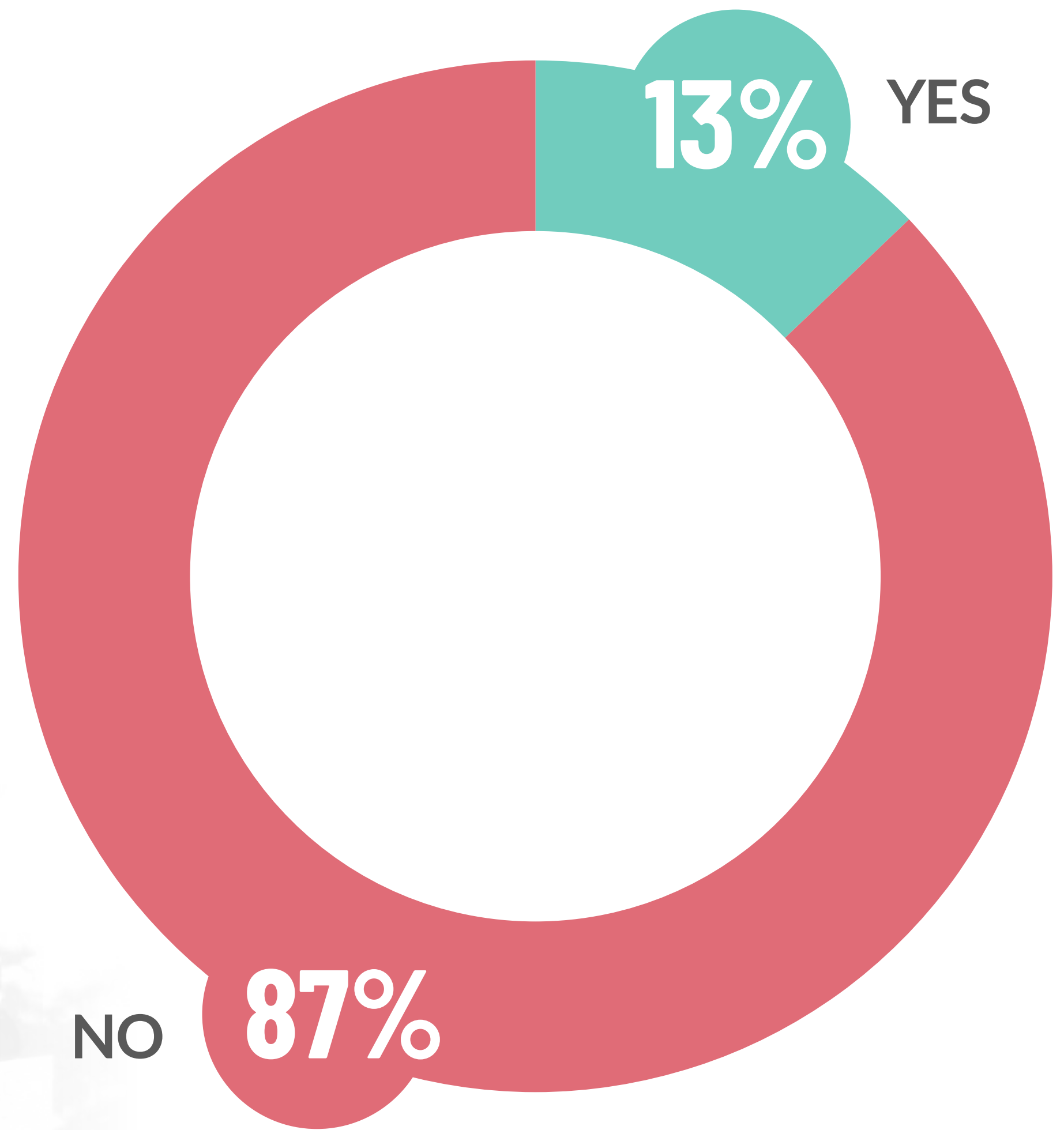
- Accounting:
- P2P & R2R
- GL accounting (selected process)

**HR:**

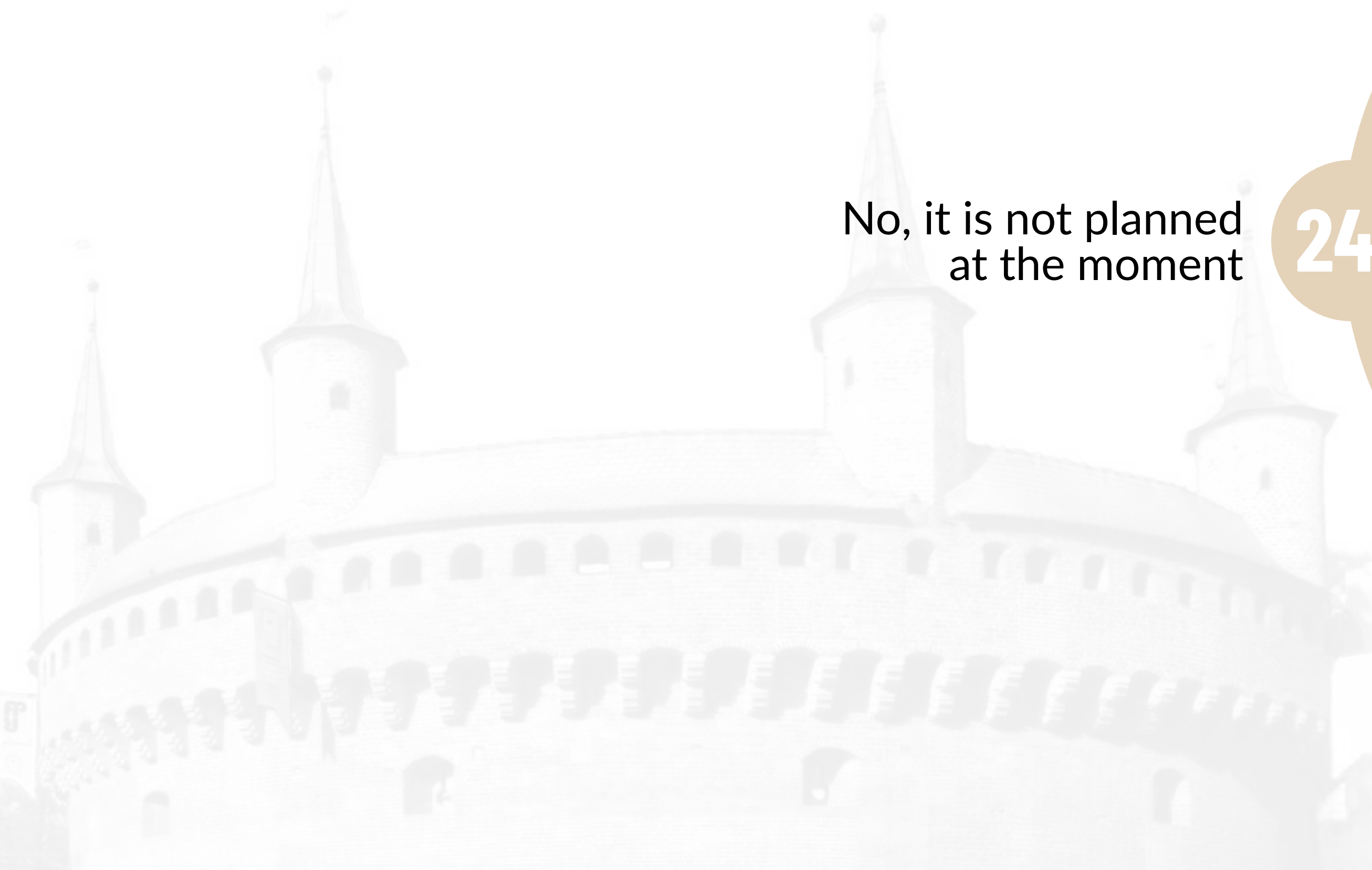
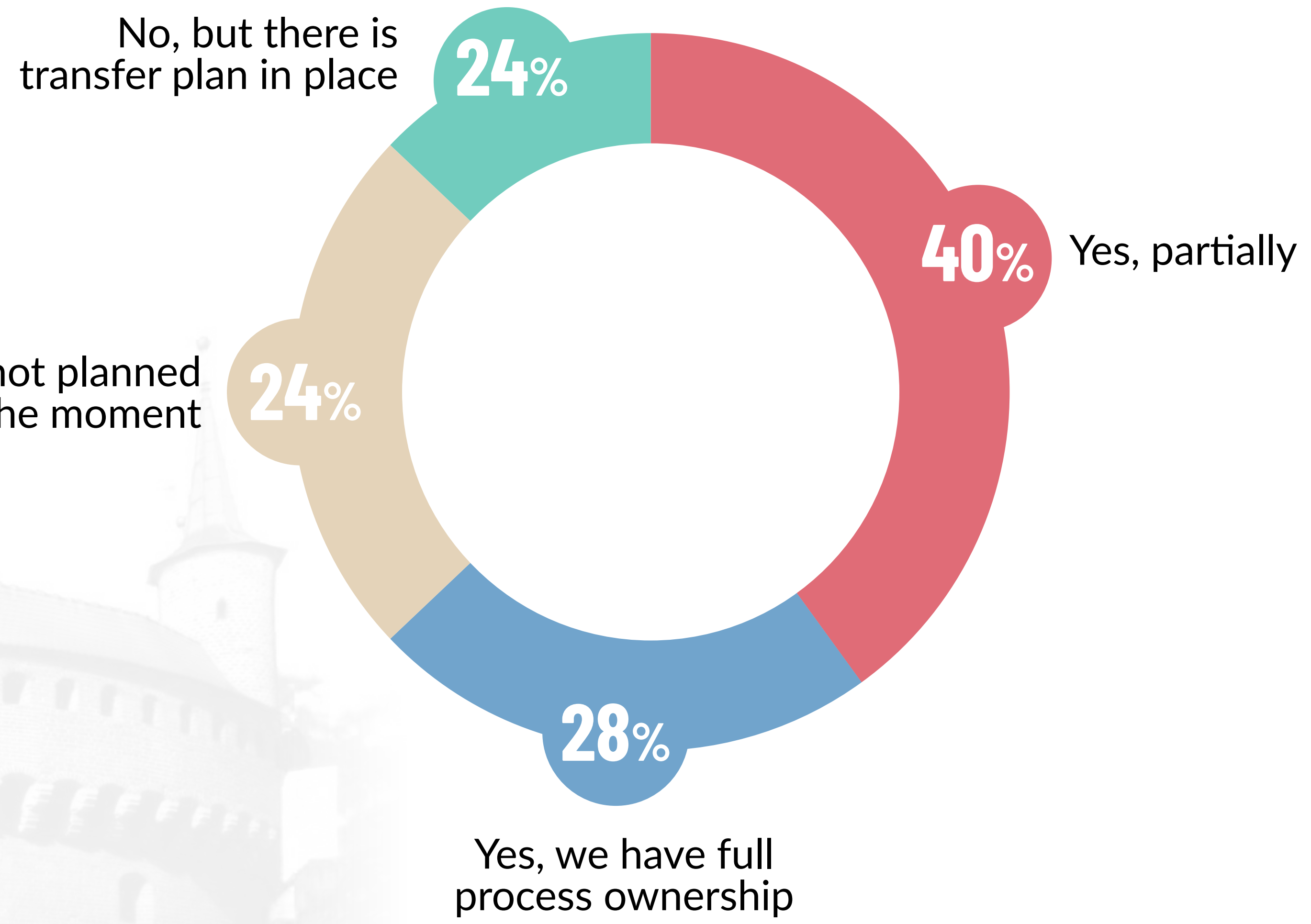
- Talent Acquisition
- Payroll
- HR systems
- HR Admin

**Other:**

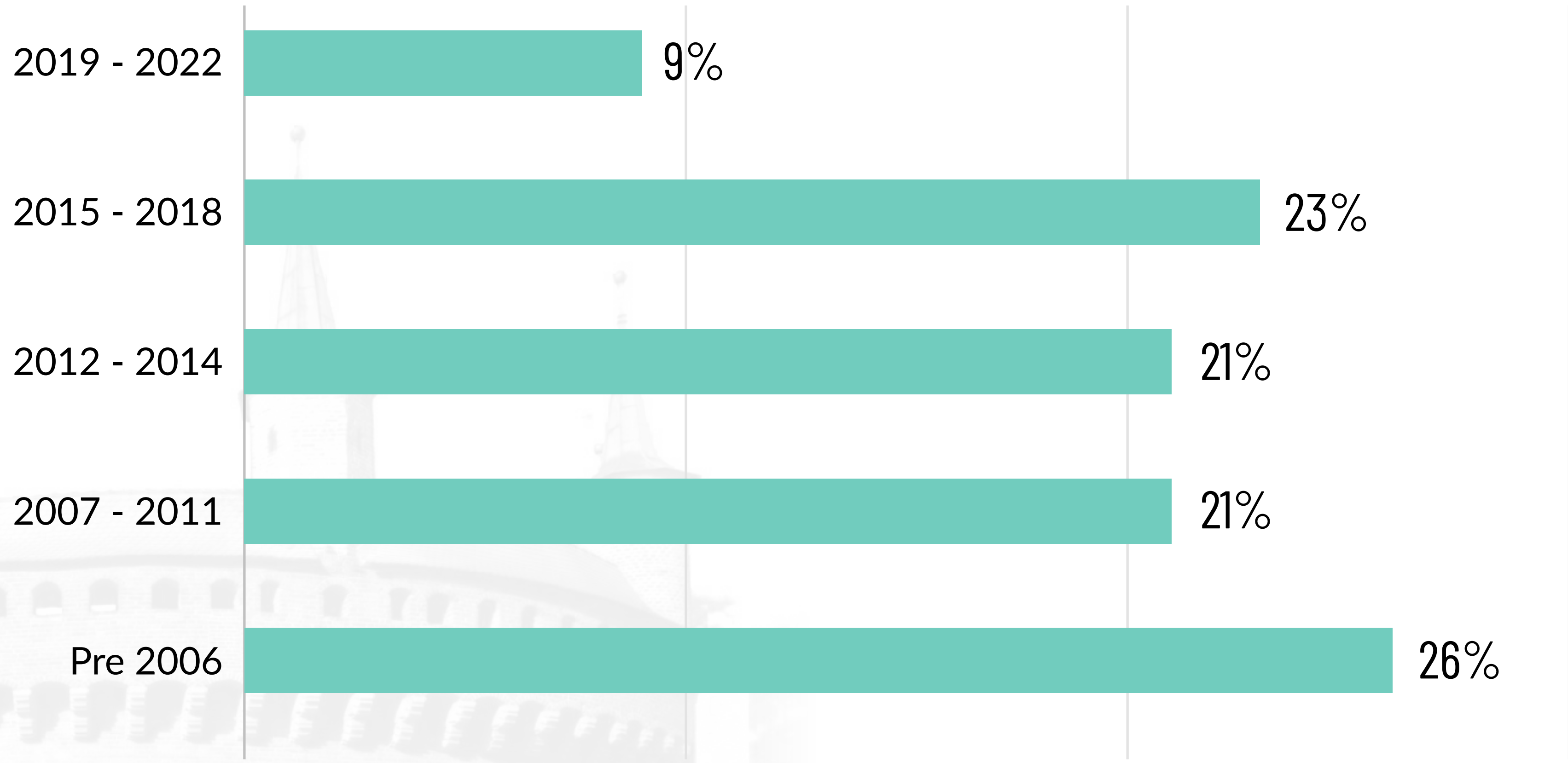
- WFM / Rostering



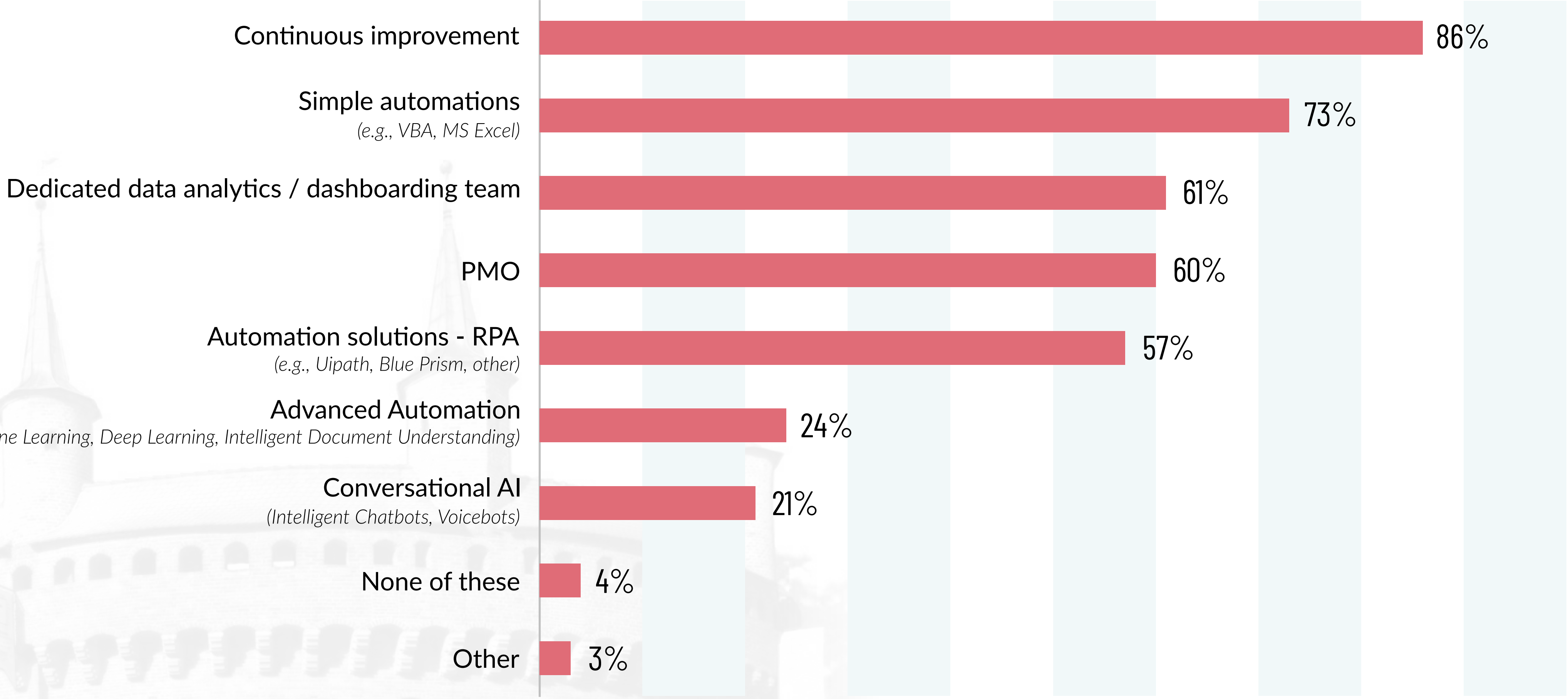
HAS THE PROCESS OWNERSHIP BEEN TRANSFERRED TO YOUR CENTRE?



# AGE OF MULTI-PILLAR CENTRES



Have you established the following **internal functions** to support your Centre's development?



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PARTICIPATING COMPANIES



abbvie



A|M|S



AON

ASSA ABLOY



AUTODESK



BROWN BROTHERS HARRIMAN



Capita



dyson



EQTek



GlobalLogic  
A Hitachi Group Company



HAYS

HEDGESERV



HEINEKEN



HTEC GROUP

HUNTSMAN  
Enriching lives through innovation

IAGGBS



IG



INTERNATIONAL PAPER

Jacobs



KONGSBERG

LUFTHANSA GROUP BUSINESS SERVICES



NGAGE TALENT



PANDORA



qurate  
RETAIL, INC.

sappi



StanleyBlack&Decker

StoneX



Universal Investment

UPMBIOFORE  
BEYOND FOSSILS



zooplus



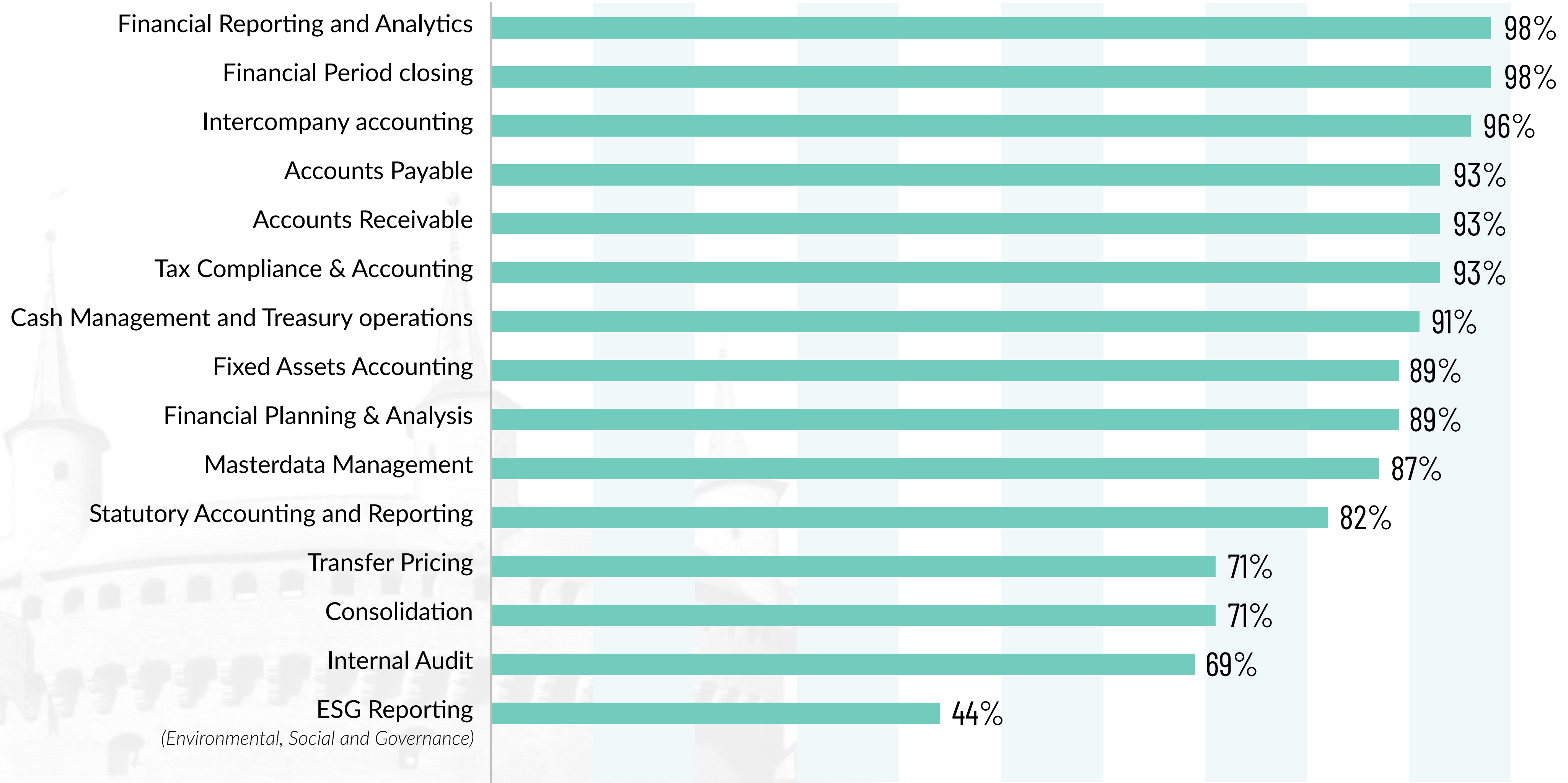
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FINANCE & ACCOUNTING

# SERVICE DELIVERY LINES

% centres delivering a given service line





# MATURITY OF SERVICE DELIVERY LINES



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2022

PARTICIPATING F&A COMPANIES



abbvie



A|M|S



AON

BROWN  
BROTHERS  
HARRIMAN



dyson



HEDGESERV



IAGGBS



IG



Jacobs



LUFTHANSA GROUP  
BUSINESS SERVICES



PANDORA



sappi



StoneX





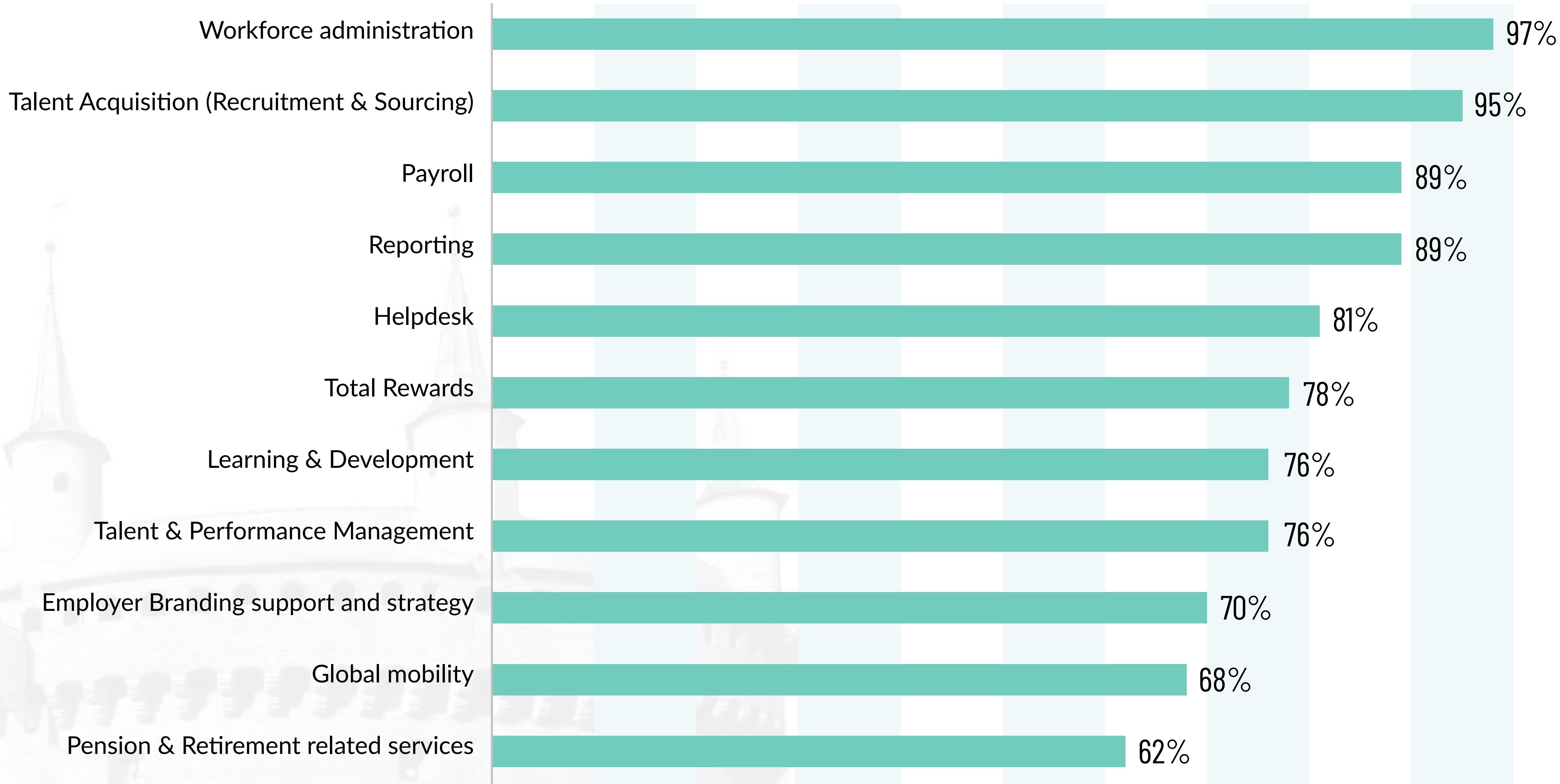
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HR SERVICES

# SERVICE DELIVERY LINES

% centres delivering a given service line



# MATURITY OF SERVICE DELIVERY LINES



ASPIRE  
PROCESS TRACKER  
2022

COMPANIES DELIVERING HR SERVICES



abbvie



A|M|S



AON



BROWN  
BROTHERS  
HARRIMAN



HAYS

dyson



IAGGBS



IG



Jacobs

LUFTHANSA GROUP  
BUSINESS SERVICES



nGAGE TALENT



qurate  
RETAIL, INC.



StoneX<sup>SM</sup>



Universal  
Investment



zooplus



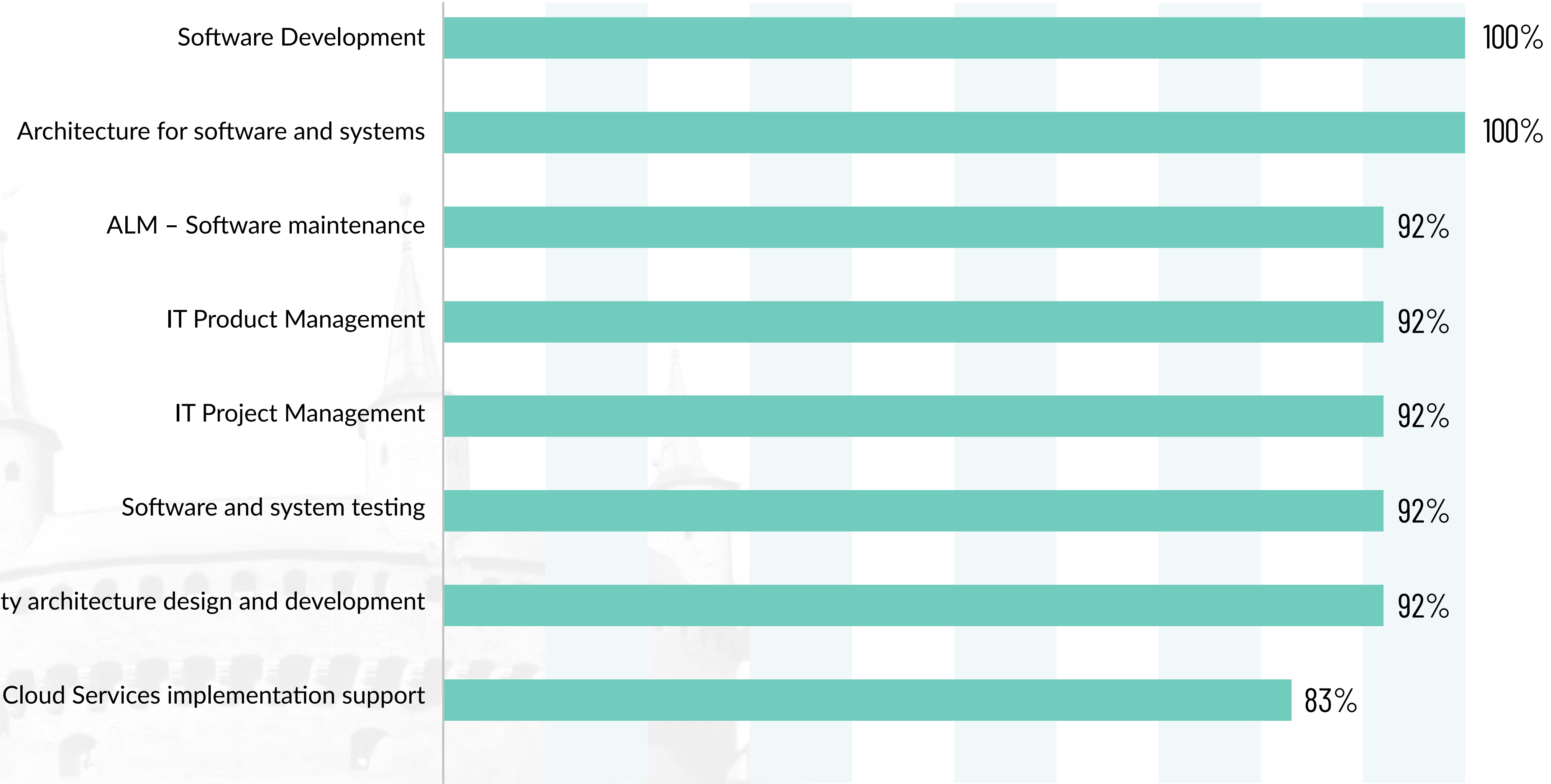
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IT DESIGN & DEVELOPMENT

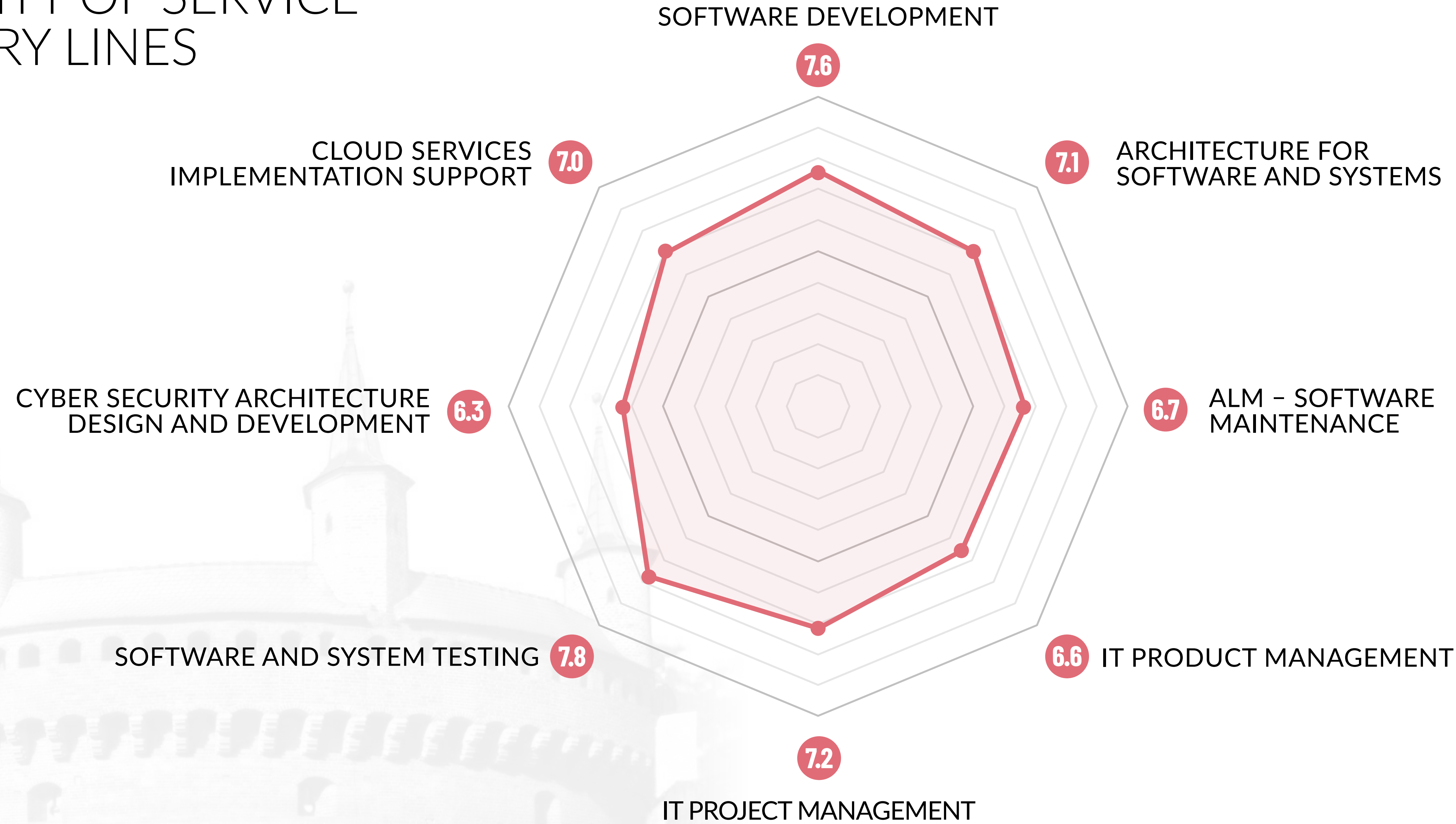
# SERVICE DELIVERY LINES

% centres delivering a given service line





# MATURITY OF SERVICE DELIVERY LINES



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COMPANIES DELIVERING  
IT DESIGN & DEVELOPMENT SERVICES





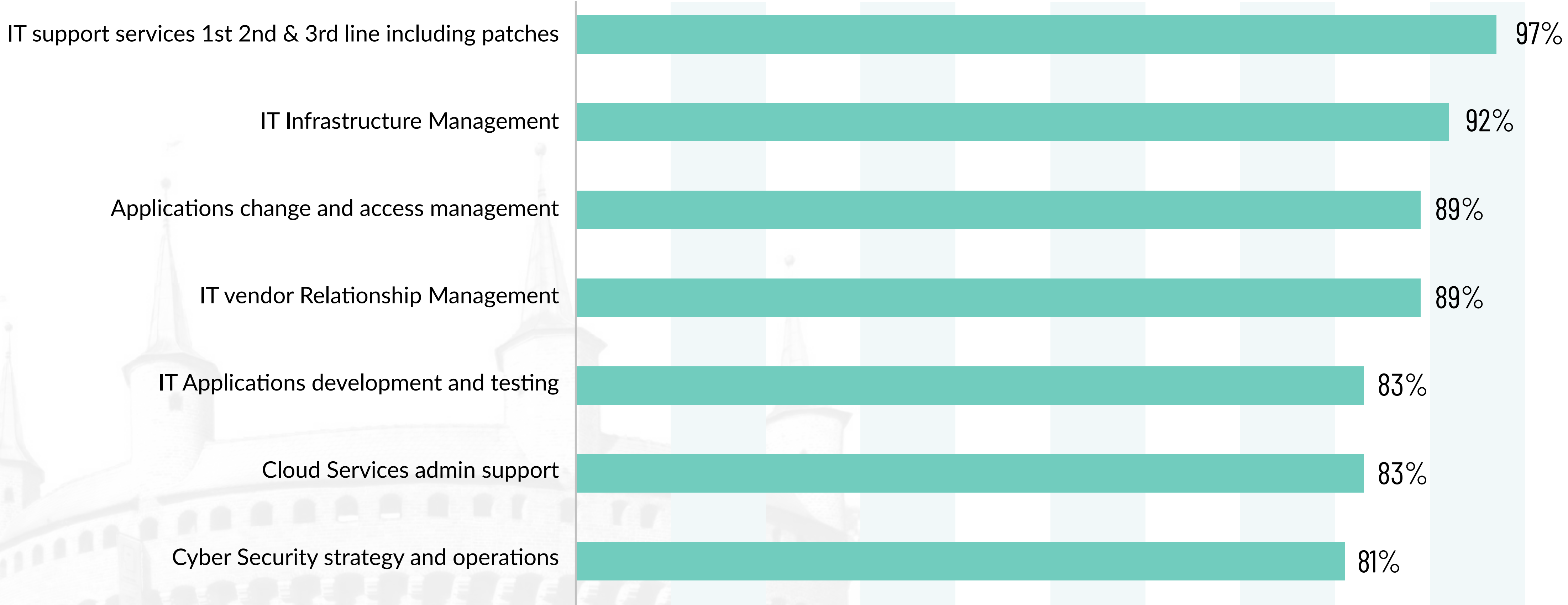
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IT (INTERNAL)

IT (INTERNAL)

# SERVICE DELIVERY LINES

% centres delivering a given service line



# MATURITY OF SERVICE DELIVERY LINES

IT SUPPORT SERVICES 1ST, 2ND & 3RD LINE INCLUDING PATCHES

CYBER SECURITY STRATEGY & OPERATIONS

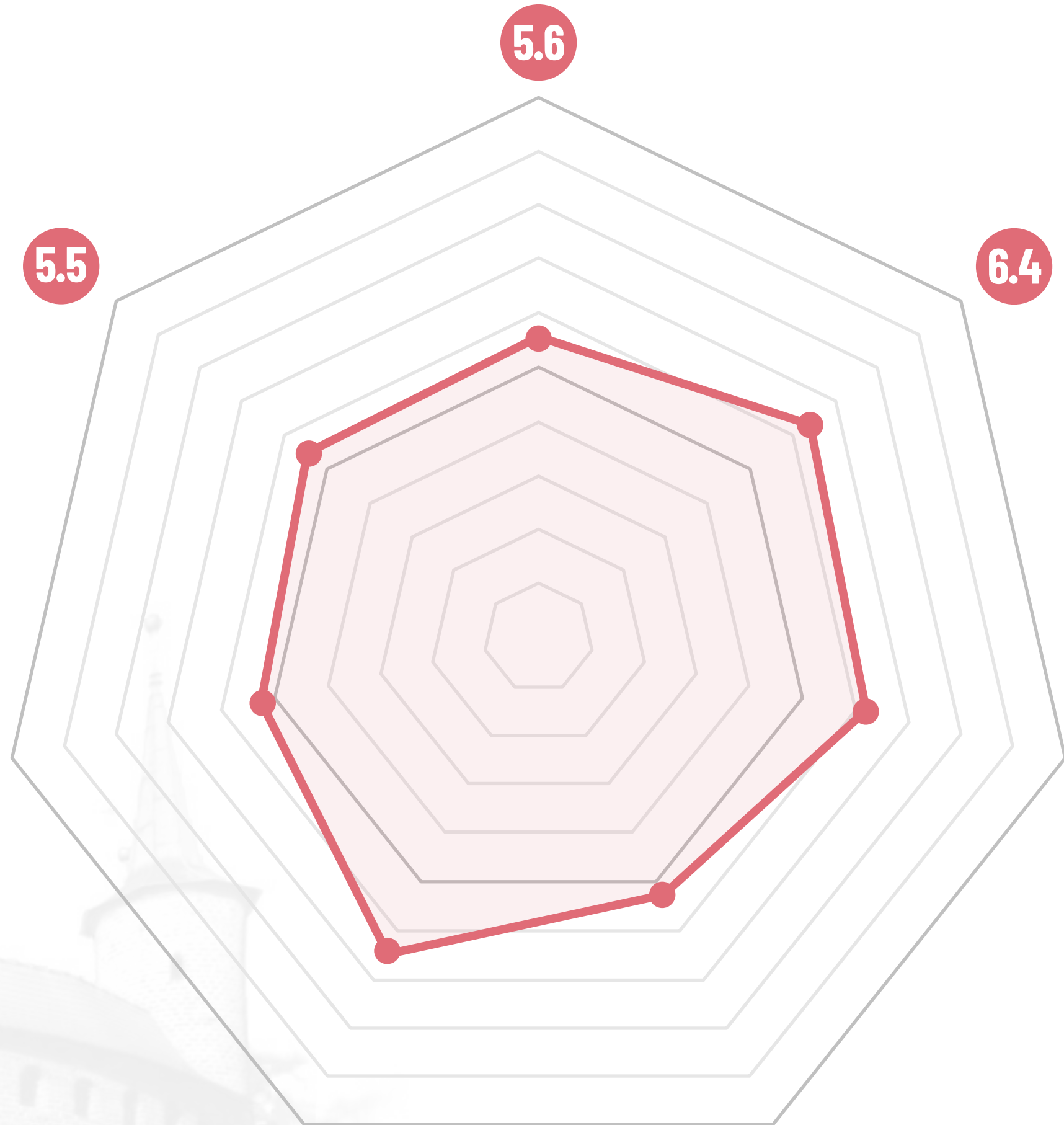
IT INFRASTRUCTURE MANAGEMENT

CLOUD SERVICES ADMIN SUPPORT

APPLICATIONS CHANGE & ACCESS MANAGEMENT

IT APPLICATIONS DEVELOPMENT & TESTING

IT VENDOR RELATIONSHIP MANAGEMENT





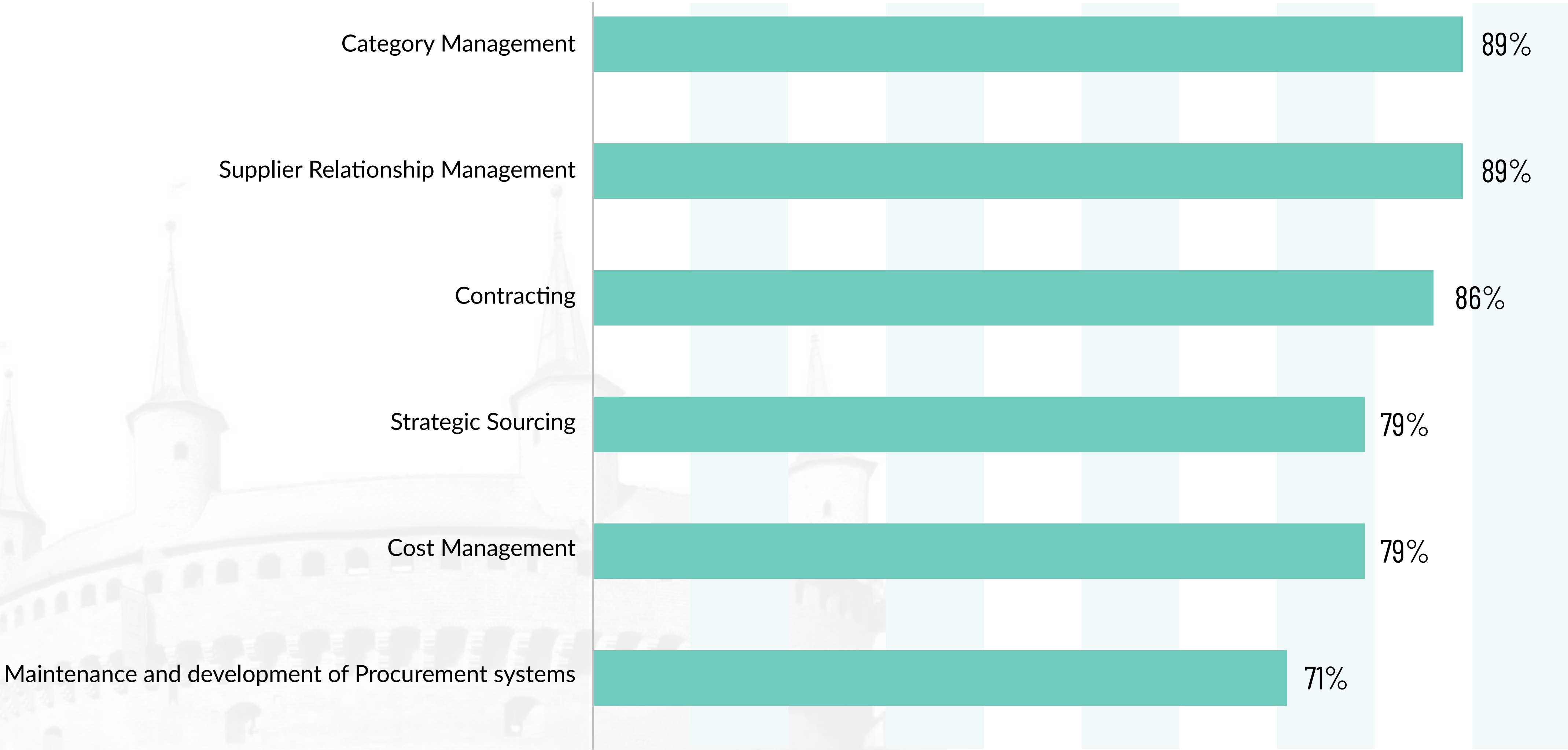


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PROCUREMENT

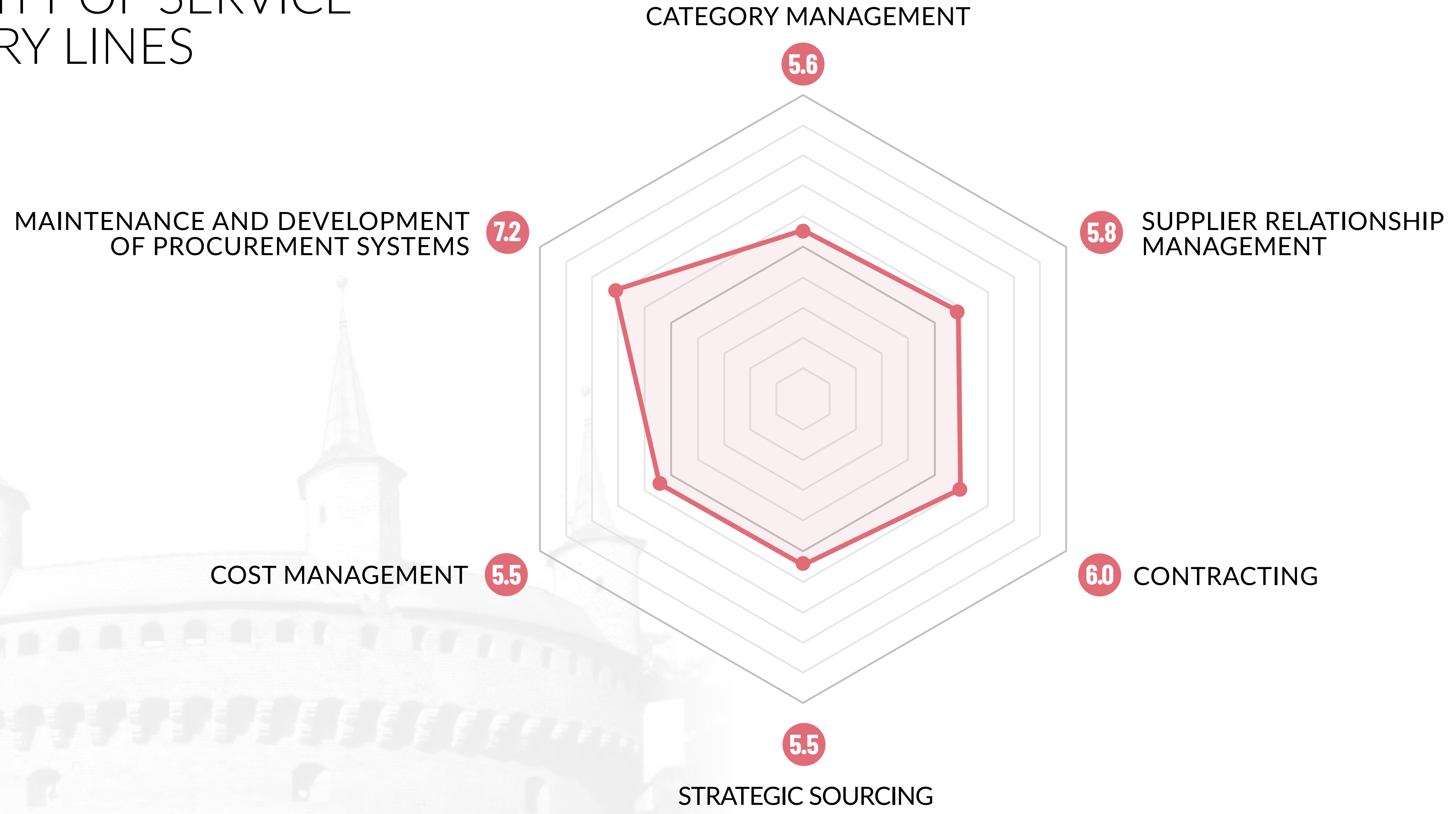
# SERVICE DELIVERY LINES

% centres delivering a given service line





# MATURITY OF SERVICE DELIVERY LINES







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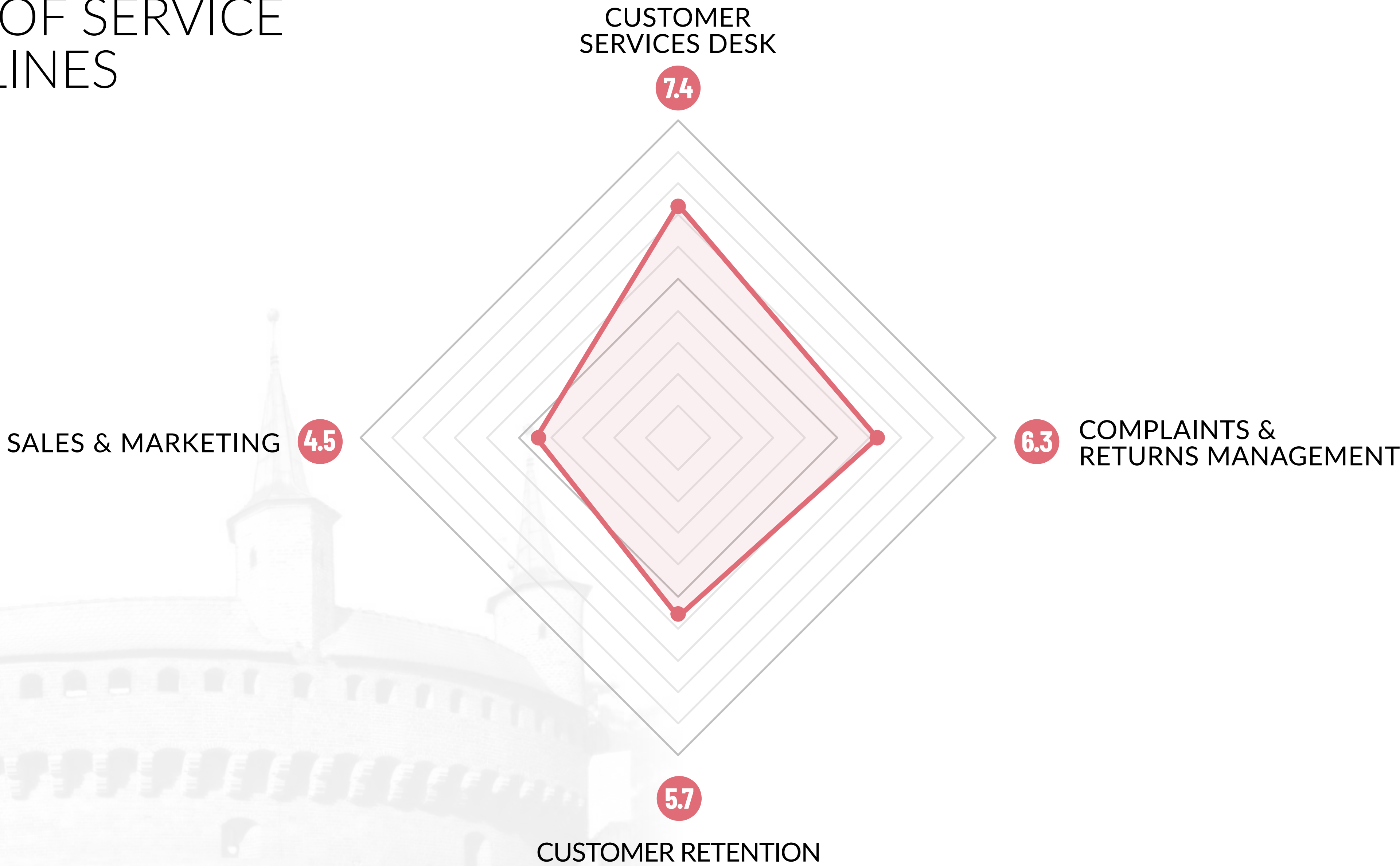
CUSTOMER SERVICE

# SERVICE DELIVERY LINES

% centres delivering a given service line



# MATURITY OF SERVICE DELIVERY LINES







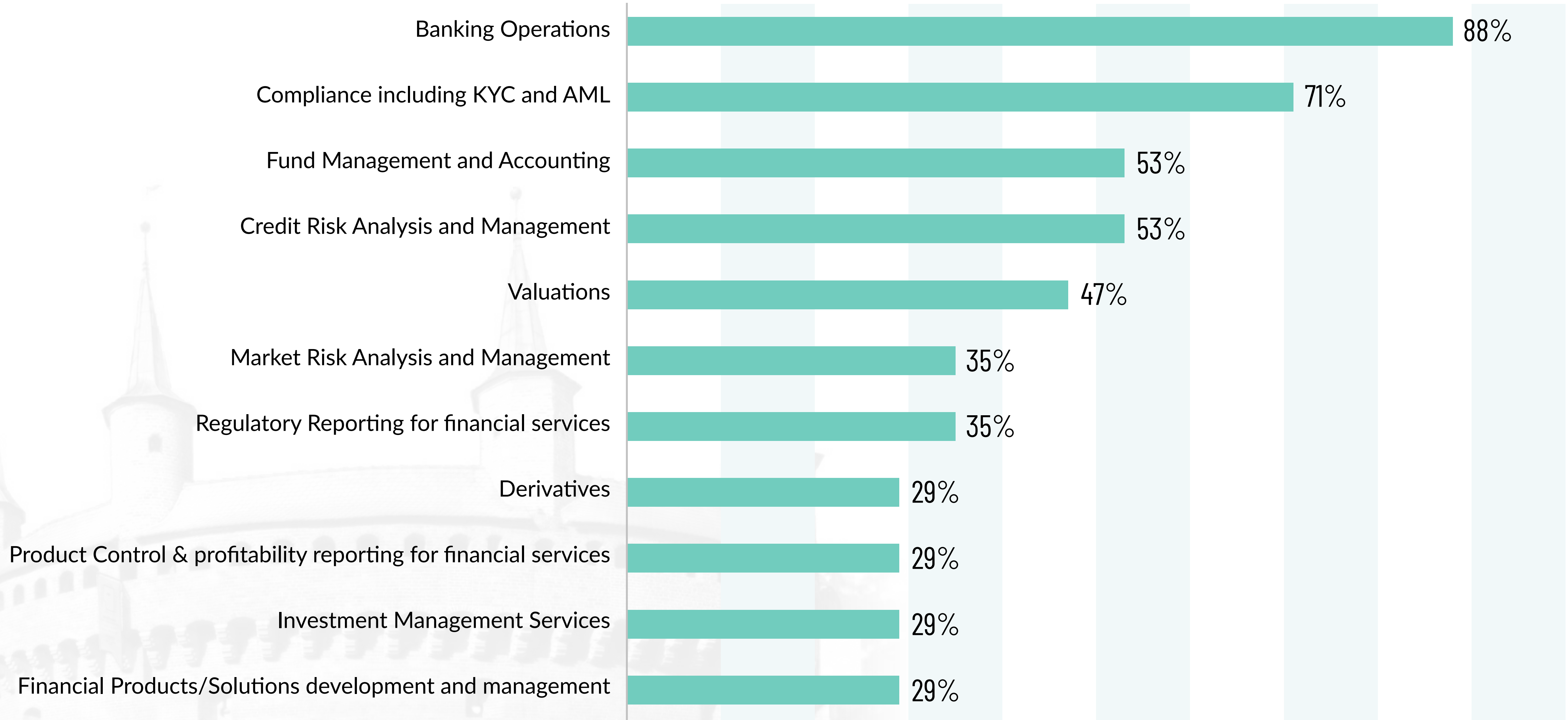
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FINANCIAL SERVICES & INSURANCE

# SERVICE DELIVERY LINES

% centres delivering a given service line





# MATURITY OF SERVICE DELIVERY LINES





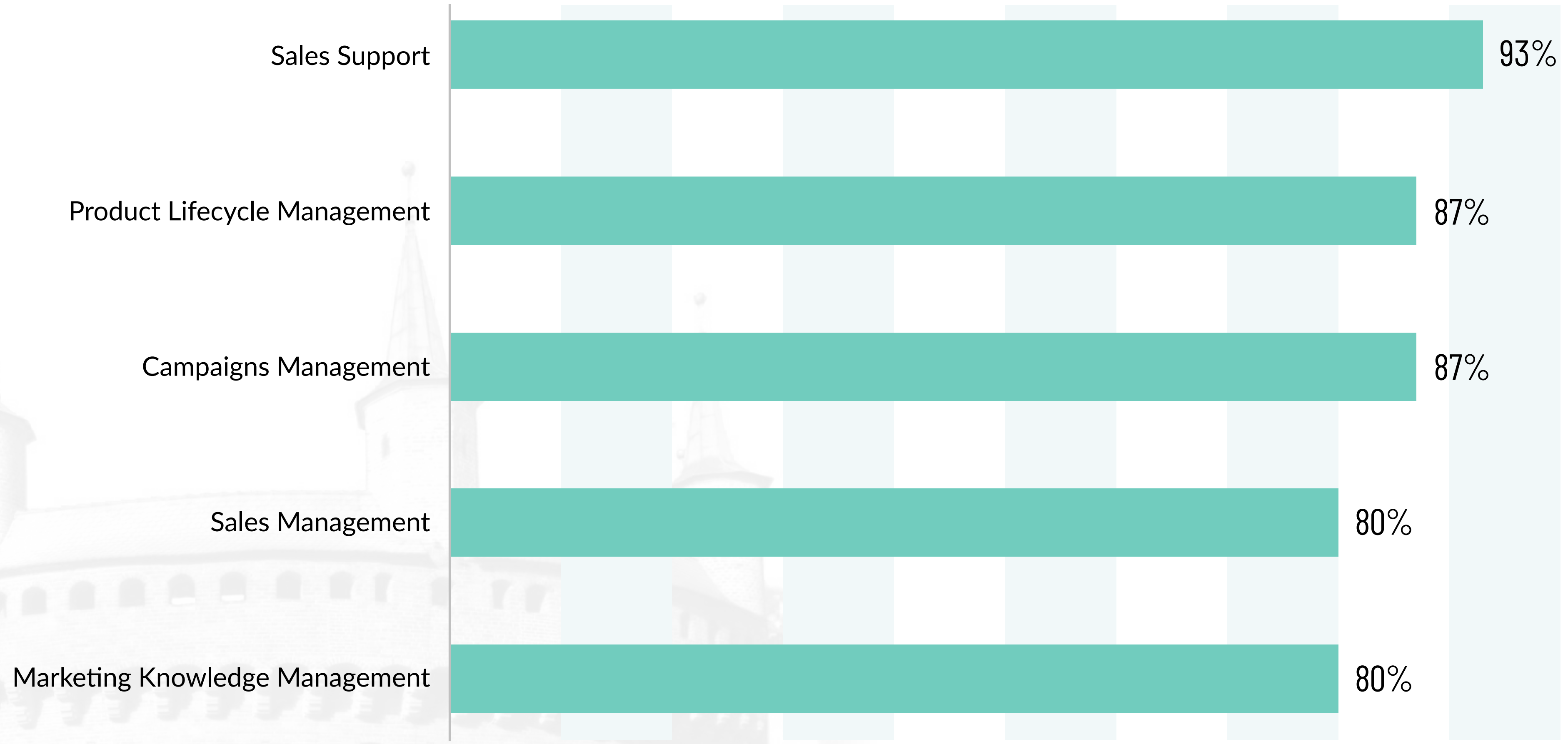


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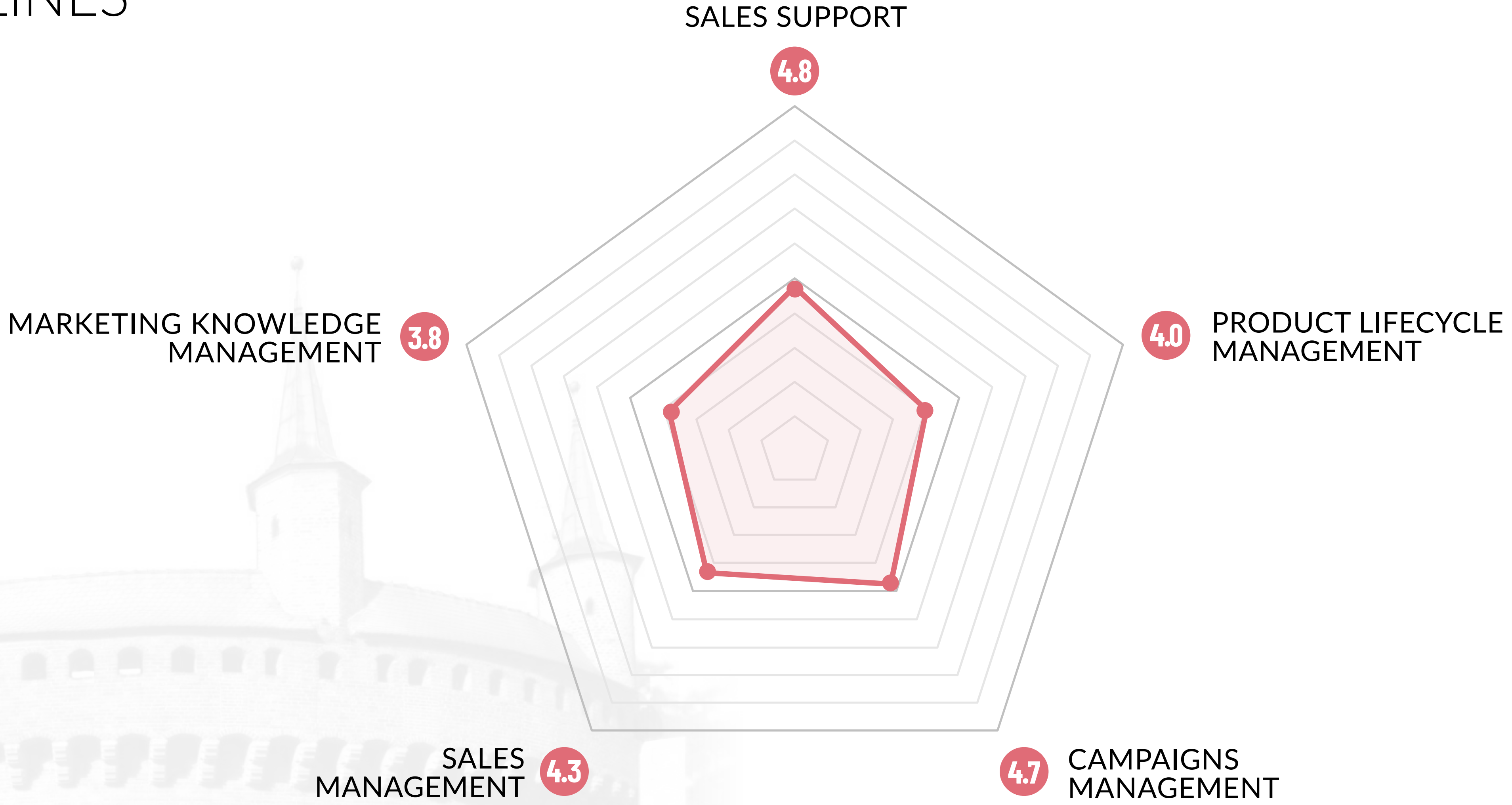
SALES & MARKETING

# SERVICE DELIVERY LINES

% centres delivering a given service line



# MATURITY OF SERVICE DELIVERY LINES





# ACKNOWLEDGEMENTS

*Many thanks to our member companies who contributed data and opinion to the survey.*

*Our thanks to the PwC Business Services Advisory Centre of Excellence for their support in developing the Process Tracker survey.*





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