# Driving Throughput in a Shared Service environment

Yazdi Bagli, Vice President
Global Business Services, Procter & Gamble

September 7-8, 2017

UTAH OPS & GOLDRATT CONSULTING

*PRESENT:* BUILDING ON SUCCESS 2017

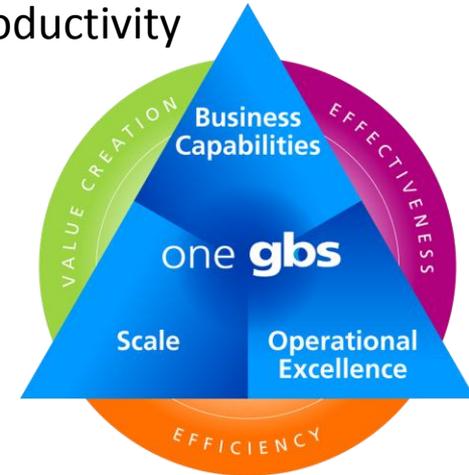## BREAKTHROUGH RESULTS FOR GOVERNMENT AND BUSINESS

GOMB | goldratt CONSULTING

- Founded in 1837 by William Procter and James Gamble
- Largest Consumer Products company in the world

- Operating in 70 countries, serving consumers in 180+ countries
- 21 brands >$1 Billion, 11 brands >$500 Million
- Revenue of $65 Billion

# About P&G's Global Business Services

- P&G's captive shared services organization.
- 4600 employees focused on operations excellence and productivity
- 170 services from 70 countries



**Business Capabilities**
**one gbs**
VALUE CREATION · EFFECTIVENESS · EFFICIENCY
Scale · Operational Excellence

| Employee Services | Business Services |
|---|---|
| People Management e.g., Payroll & Benefits | Strategic Sourcing & Procurement |
| Facilities | Financial Services & Solutions |
| Computers & Communications | Product Innovation |
| Meeting Services | Supply Network Operations |
| Travel Services | Consumer Solutions |
| | Customer Solutions |
| | Business Intelligence |

**Centralized**
One services organization

**Global**
Six hubs around the world
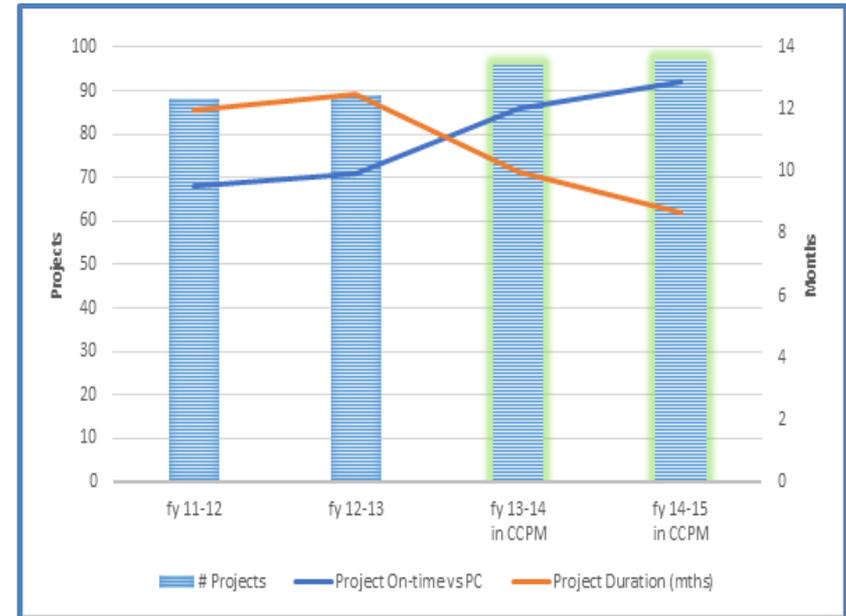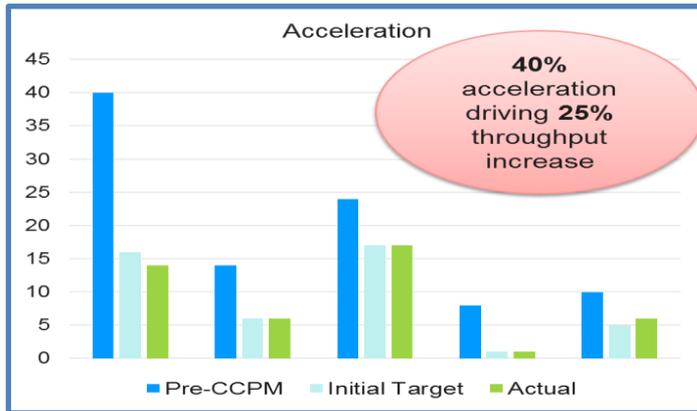
**Holistic**
Employee and business services

# How it all began…

- 2011 – Studied examples of Frugal Innovation in India

- Learning: Companies achieve breakthrough by breaking conflicts commonly use TOC

# CCPM - Early Wins

- Average Project Cycle time decreased by 30 to 40%
- Throughput increased by 25%
- Due Date Performance increased from mid eighties to mid nineties

# CCPM - Current status

- About 50% of GBS portfolio follows CCPM methodology.

- Partners (Business Partners and Suppliers) are engaged and see clear benefits.

- CCPM embedded into our Project Management competency and operating model
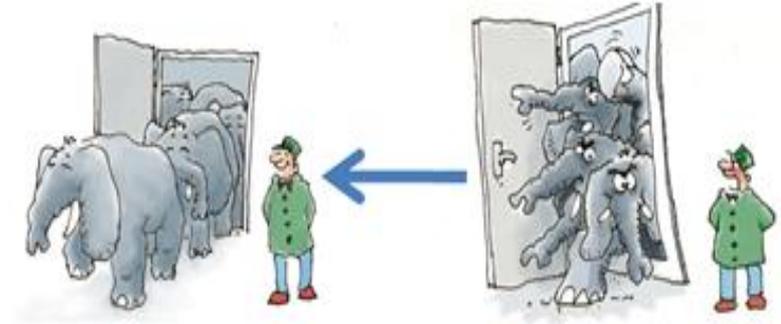
**But… The culture change is challenging.**

- Project Acceleration

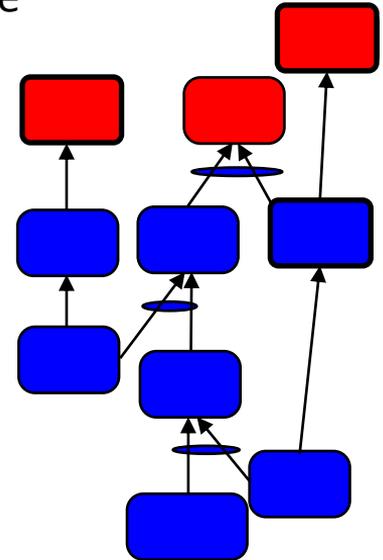- Portfolio Rationalization and Pipelining

- Developing Service Strategy

# Thinking Process - Learning so far…

- ToC Thinking process gets easier buy-in than CCPM

- Finding the one or two "injections"  to drive throughput is invaluable

# Q&A