

Case Study – Serco BPO Governance Review



THE CLIENT

Serco is a FTSE 100 Services Company with head offices in Hook, North Hampshire, UK described by the Guardian as one of the biggest companies that you have never heard of!

With 600 contracts each run as independent businesses, revenues of over £3.1 billion and 40,000 employees, Serco encourage a customer centred, entrepreneurial management style.

PROJECT OVERVIEW

After embarking on a Finance & Accounting BPO arrangement, Serco were encountering a number of operational and tactical issues with their BPO provider.

Serco approached Proservartner to carry out an independent review of their set up and governance arrangements to identify the “real” issues apart from the rumours.

This work involved:

- Workshops with the BPO Community, the retained Finance community and individuals representing the business community
- Analysis of the proactivity and reactivity of the stakeholder communities
- Comparison to best practice governance structures
- Detailed milestone planning

RESULTS

Presentation & Report

In analysing the risks, issues and relationships at the operational, tactical and strategic layers Proservartner developed a detailed report and presentation recommending the steps for Serco to improve the relationship with their Shared Service Centre.

The result was that the recommendations were accepted and jointly implemented between Serco and Proservartner teams.

Award

The improvement was evidenced with Serco and Genpact winning second place in the Shared Services and Outsourcing Best Shared Service Centre award.