GCC/CCC LEARNING POINTS

CAPABILITY CENTRES – LEARNING POINTS

How can we use capability centres to support our future success?

4 Focus areas

1. Major considerations/dependencies
2. Process selection
3. Training and transfer
4. Future state/continuous improvement

- 4 working groups/4 focus areas
- Discuss the questions (see guidance sheets)
- Take notes
- 1 spokes person reports out on the key points

STAGES OF CAPABILITY CENTRE TRANSFER

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1. Assess Scope → **2. Design** → **3. Execution** → **4. Stabilisation & Optimisation**

PEOPLE

1. Assess Scope

- Process selection
- Resource & headcount movement
- Logistics/Infrastructure
- Timeline
- Cost/benefit analysis
- Legal requirements
- Business case

2. Design

- Process analysis
- Process improvement
- Process documentation
- CRAR/resource planning
- Change management planning
- Roles & Responsibilities
- Communication plan

3. Execution

- Project management
- Change management
- Communications
- Feedback/improvement loop
- Timeline management & tracking

4. Stabilisation & Optimisation

- Handover execution
- Hypercare
- Performance metrics
- Communication
- Feedback/improvement loop
- Systems optimisation
- Automation

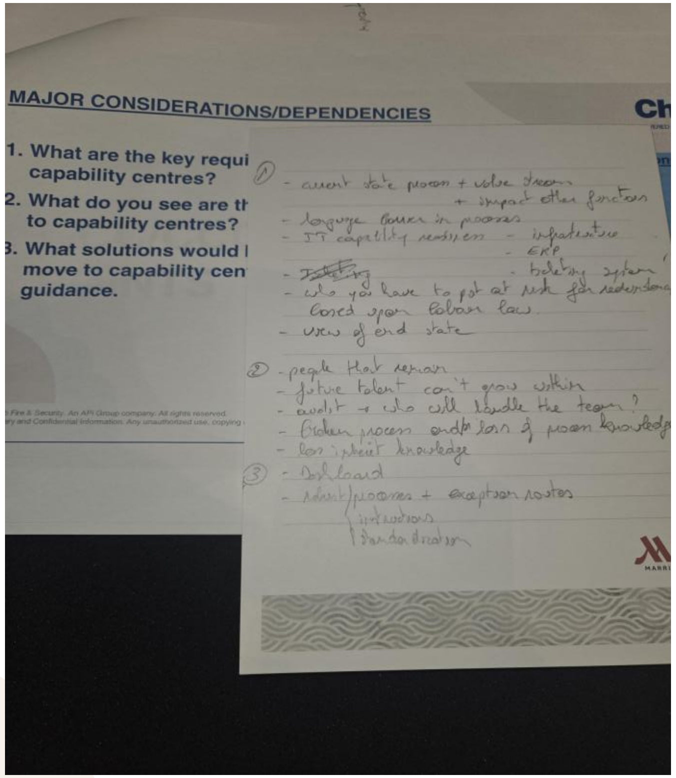
MAJOR CONSIDERATIONS/DEPENDENCIES

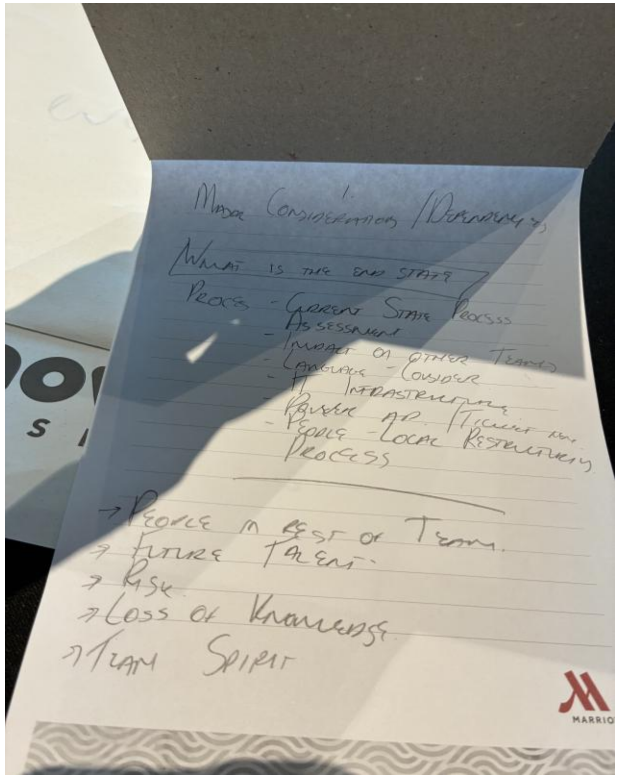
1. What are the key requirements to start moving to capability centres?
2. What do you see are the greatest risks in moving to capability centres?
3. What solutions would be required to support a move to capability centres? Use the factors as guidance.

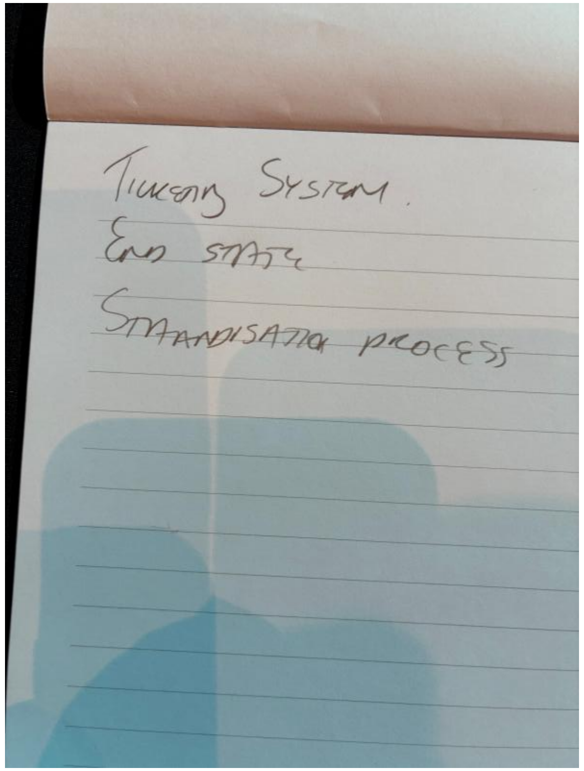
Factors to consider

- People
- Process
- Technology
- Data
- Culture
- Communication
- Quality & Delivery

MAJOR CONSIDERATIONS/DEPENDENCIES







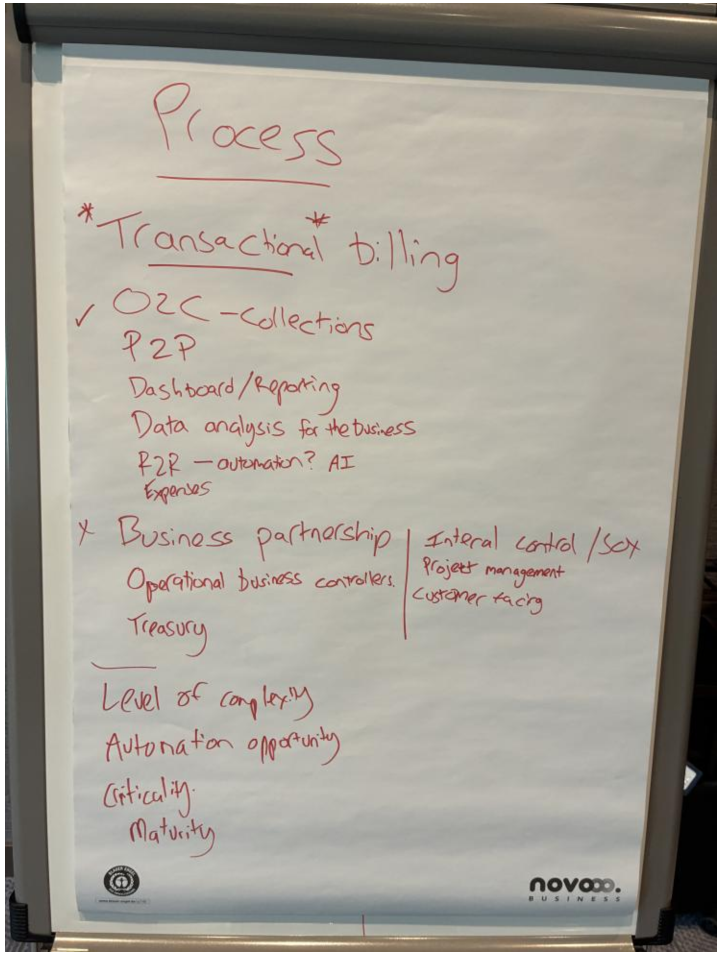
PROCESS SELECTION

1. Which finance processes do you think could be moved to a capability centre first?
2. Which finance processes do you think could not be moved to a capability centre?
3. What factors influence the ability to move a process and how can negative ones be mitigated?

Factors to consider

- People
- Process
- Technology
- Data
- Culture & engagement
- Communication
- Quality & Delivery

PROCESS SELECTION



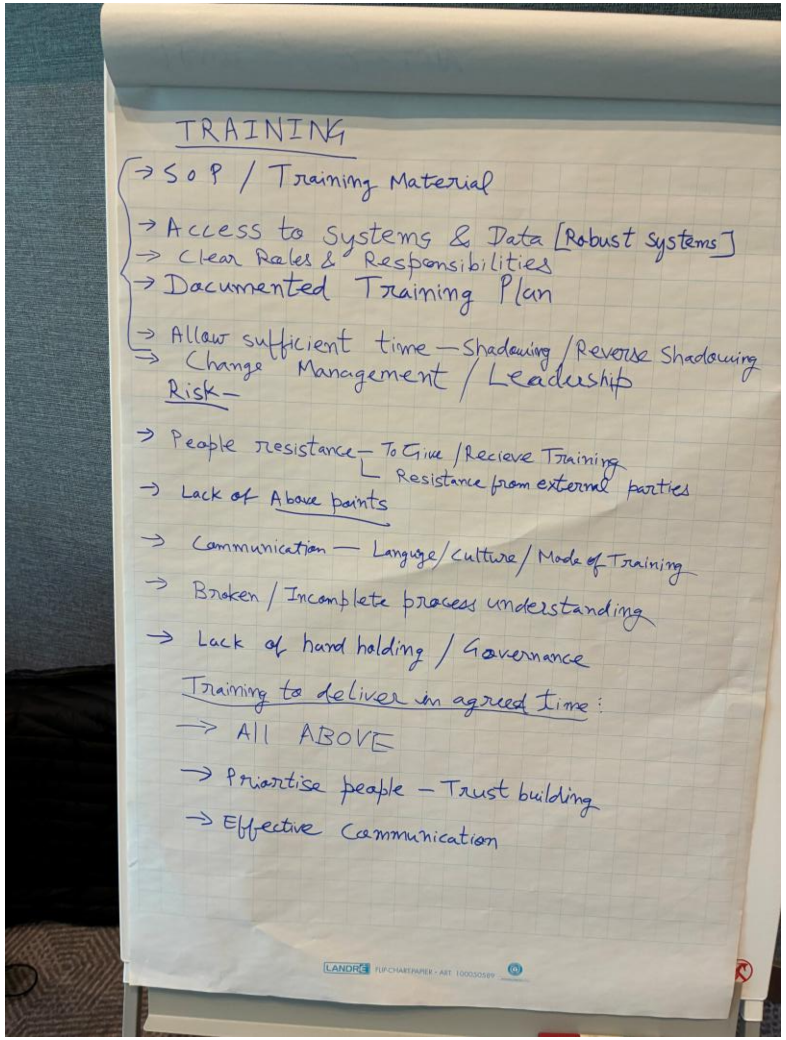
TRAINING & TRANSFER

1. What do you consider to be the requirements to be able to conduct effective training for a capability centre?
2. What are the risks to effectively transferring a process to a capability centre?
3. What can be done to ensure training is delivered to an agreed timeline?

Factors to consider

- People
- Process
- Technology
- Data
- Culture & engagement
- Communication
- Quality & Delivery

TRAINING & TRANSFER



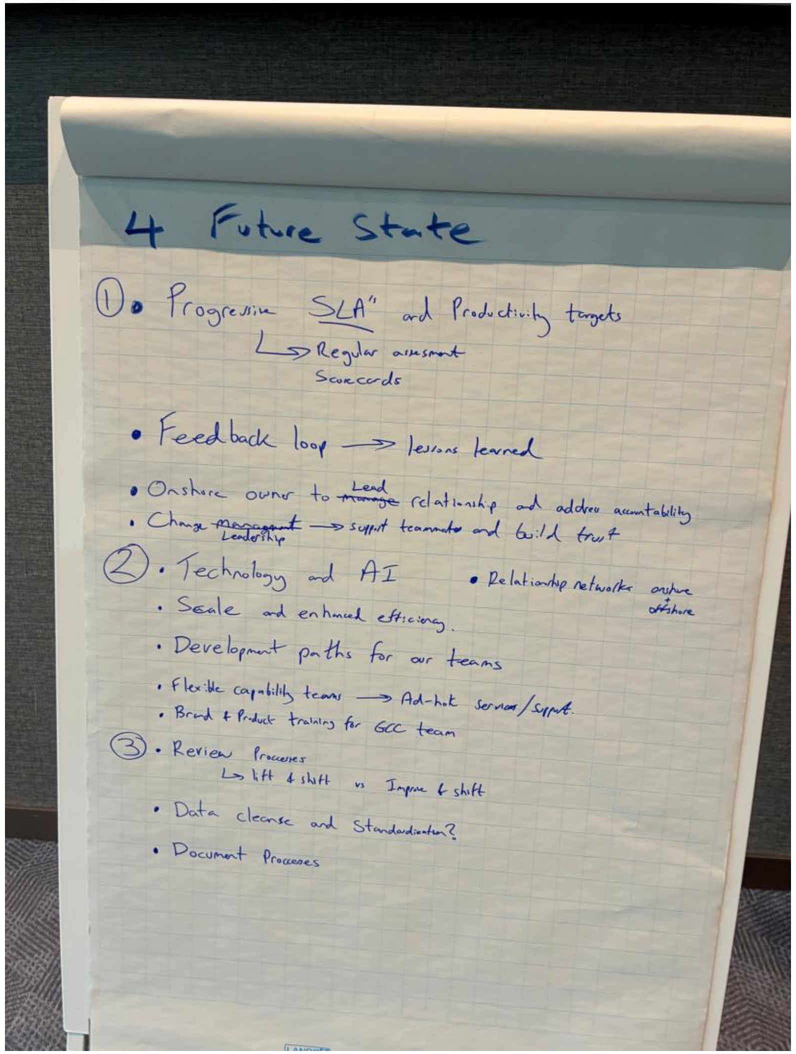
FUTURE STATE/CONTINUOUS IMPROVEMENT

1. What needs to be in place to support continuous improvement after an initial capability centre transfer?
2. What improvements would you expect to see in a future state for capability centres?
3. How can we prepare now for the future state?

Factors to consider

- People
- Process
- Technology
- Data
- Culture & engagement
- Communication
- Quality & Delivery

FUTURE STATE/CONTINUOUS IMPROVEMENT



SUPPORT DOCUMENTATION

KEY LEARNINGS FROM UKI FINANCE

1. Identification of the correct processes to move is key. Defined input/output and clear process steps improve outcomes significantly. If any elements require interpretation by the CC team this creates risk.
2. The impact on any headcount onshore doesn't just touch the people directly involved, but also the people in associated departments/teams. This should not be underestimated.
3. Performance metrics for each process are required. This supports improvement opportunities and provides a platform for factual discussion.
4. Both Quality and Delivery should be measured.
5. Extra effort should be made to ensure that the onshore business see the capability centre as part of their team – not a third party.
6. Use the opportunity to consider the future of impacted functions. It is far better to upskill individuals to be aligned with a future vision than to apply redundancies to loyal, capable individuals.
7. Regular, structured and planned communication is key to prevent misunderstandings.

DO'S/DON'T FROM THE GCC

Do's

1. Clearly define transition scope, timelines, FTE efforts, and success criteria upfront.
2. Document SOP / Process Notes before transfer
3. Develop a comprehensive training plan covering the scope of work transfer to GCC
4. Engage GCC teams with "What" and "Why" to give a bigger picture and purpose to understand the impact of the work done.
5. Weekly/ Monthly performance review and provide continuous feedback
6. Measure KPI and SLA for agreed upon work to ensure quality and timeliness.
7. Identify continuous process improvement opportunity - post process transfer and stabilization (after 3 to 6 months)
8. Build social cohesion between Onshore and GCC. Treat GCC as part of One team but working remotely

Don't

1. Transfer activities/tasks without clear ownership, RACI matrices, or defined handoffs - leading to confusion and delays.
2. Attempt process changes or optimizations during the initial transition; stabilize first, then iterate.
3. Underestimate onshore support needs post-transfer; plan for a hypercare support over 3-6 months post transition
4. Approach without a Business case and budget approvals for new transition

KEY LEARNINGS FROM THE CCC

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Considerations/dependencies

- local language critical in communication with peers, customers and business partners
- challenging talent acquisition in certain countries or functions
- IT infrastructure readiness, and controls & compliance (including SOX)
- supply chain integration and strategic sourcing with proximity to supplier network like mainland China (not Finance specific function related)
- fostering innovation in the region, supporting global strategic growth plan (not Finance specific function related)

Process selection

- unified data platform and data integrity consideration in the process
- involve onshore finance team lead in the process selection
- structured communication plan with all affected stakeholders

Training and transfer

- initial training: observe the end to end process
- follow with hands on training (new CC team member performs, trainer observes)
- establish clear handover milestones and ownership transition
- define measurable checkpoints (e.g., "first fully independent week with error rate <2%") to formally confirm process proficiency before trainer exits
- post-handover, trainers provide only reviews for the first month, with daily operations and decisions fully owned by new CC team members to ensure accountability and autonomy
- start KPI measurement only after training is completed

Continuous improvement

- simplify -> standardize -> digitalize process (then automate where appropriate)
- document meeting minutes and feedback for follow-up
- implement visual dashboards for real-time progress tracking
- involve onshore finance team lead in CC team recruitment as fit and appropriate
- develop and retain high performing CC team members with continuous training and development plan

Code	Function	Team	Manual monthly vol	Unit time (min)	Hrs req	FTE @ 75%
AD1	DC - ID	AD	2,961	0.75	37	0.3
AD2	DC - New	AD	8,986	1.2	180	1.6
AD3	DC - Processing	AD	3,386	3.4	192	1.7
AR1	Cash - alloc8	AR	1,807	0.89	27	0.2
AR10	Status 88/89 (future term/cont amends)	AR	244	2.3	9	0.1
AR2	Cash - manual	AR	1,866	4	124	1.1
AR3	DD mandates	AR	146	4.5	11	0.1
AR4	DD billing amends	AR	106	6.5	11	0.1
AR5	Refunds	AR	416	8	55	0.5
AR6	Credit matching	AR	1,757	2	59	0.5
AR7	Write offs	AR	117	6	12	0.1
AR8	Emails (exc remits)	AR	1,686	4	112	1.0
AR9	Emails (remits)	AR	4,965	0.89	74	0.7
B1	Inboxs	B	1,949	7	211	1.9
B10	Primary runs/daily balancing	B	86	50	72	0.6

PROCESS SELECTION

Code	Process	Plan	GCC	Local	FTE	Location match?	Phase	Automation?	Notes
AD1	DC - ID	Local		X	0.33	Y	2	P	Process review req post ownership transfer - poss disjointed process. Increase match rate for auto
AD2	DC - New	Local		X	1.60	Y	0	N	Local for specific knowledge
AD3	DC - Processing	Local		X	1.70	Y	1p	N	Possible opportunity to feed work to GCC when refined
AR1	Cash - alloc8	GCC			0.24	N	0	P	Principally auto with exception management, need resource to manage
AR10	Status 88/89 (future term/cont amends)	GCC	X		0.08	Y	1	N	
AR2	Cash - manual	Local		X	1.10	Y	2	N	Need to improve match rate and understand exceptions
AR3	DD mandates	?	X		0.10	?	1	P	Simple process? - verify. Consider access required. Self serve for auto solution
AR4	DD billing amends	GCC		X	0.10	N	0	N	Contract data is complex
AR5	Refunds	GCC	X		0.49	Y	1	P	
AR6	Credit matching	?	X		0.52	?	1	P	Simple process - verify
AR7	Write offs	?		X	0.10	?	1p	P	Local control for revenue. Consider process complexity - could be split
AR8	Emails (exc remits)	Local		X	1.00	Y	2	N	Potential for DC longer term - then feed into GCC
AR9	Emails (remits)	GCC	X		0.65	Y	1	P	Auto to Alloc8
B1	Inboxs	Local		X	1.88	Y	1p	P	In as "customer contact" - refine with DC? Account for internal emails
B10	Primary runs/daily balancing	?	X		0.64	?	2	N	Simple process - verify. Audit/SOX considerations

PROCESS TRAINING & TRANSFER

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Planning

Training

Execution

Key	
Mapping	
Improvement Project	
Documentation	
Training	
Parellel running	
HyperCare	

Training 1
Training 2
Transfer 1
Transfer 2

Area	Processes		FTE	Phase	Mapping Needed?	Improvement Needed?	New Documentation needed?	14/04/2025	21/04/2025	28/04/2025	05/05/2025	12/05/2025	19/05/2025	26/05/2025	02/06/2025	09/06/2025	16/06/2025	23/06/2025	30/06/2025	07/07/2025	14/07/2025	21/07/2025	28/07/2025	04/08/2025	11/08/2025	18/08/2025	25/08/2025	01/09/2025	08/09/2025	15/09/2025
	Code	Name						3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
ADMIN	AD3	DC - Processing	0.85	1	N	Y	Y																							
AR	AR10	Status 88/89 (future term/cont amends)	0.08	1	N	N	Y																							
AR	AR3	DD mandates	0.10	1	N	N	Y																							
AR	AR5	Refunds	0.90	1	N	N	Y																							
AR	AR6	Credit matching	0.52	1	N	N	Y																							
AR	AR9	CMRS Cash	0.26	1	N	N	Y																							
AR	AR7	Write offs	0.08	1	Y	?	Y																							
BILLING	B12	Copy DC	0.18	1	N	N	Y																							
BILLING	B14	Paperless DC	0.22	1	N	N	Y																							
BILLING	B18	Installs	0.13	1	N	N	Y																							
BILLING	B2	Ebilling	1.55	2	N	N	Y																							
BILLING	B6	Credit notes	0.84	2	N	N	Y																							
BILLING	B1	Inboxs	0.94	2	N	Y	Y																							
BILLING	B19	Ireland inbox	0.50	2	N	Y	Y																							
BILLING	B20	Majors inbox	0.12	2	N	Y	Y																							
BILLING	B22	Service tickets inbox	0.24	2	N	Y	Y																							
BILLING	B26	Security inbox	0.15	2	N	Y	Y																							
BILLING	B8	Standard/A1 dispatch	0.38	2	Y	?	Y																							
CREDIT CONTROL	CC4	92's	2.92	1	N	N	Y																							
CREDIT VETTING	V4	Name changes	0.67	1	N	N	Y																							
SUMMARY LEVEL																														Exit

GCC FINANCE – APPROACH

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Migrate

- Scope of work (Lift & shift)
- Align KPI & SLA's
- Access ERP / IT Apps
- SOP /Process Sign off
- Effort estimate Cost Approval
- Transition & Train (0-3M)
- Stabilize Process (4-6M)

Short Term

Drive Efficiency

- GAP analysis with GPO
- Identify improvement (Minor/ Moderate) – No impact on deliverables
- Implement & Change management – efficiency & cost saving
- Periodic check-in, continuous improvements

Medium Term

Transform

- Process re-design with GPO
- Implement uniform ERP & Finance Apps (Global standards)
- Implement Automation / GenAI (per Business case)
- Periodic review, Brainstorm ideas

Long Term

FINANCE SCOPE FOR GCC/ ECC: BY COUNTRY AND PROCESS

Function	Process	AUS	NZ	UKI	SING	CA	FRA	USA - API	Chubb HQ	IND	UAE
OTC	Credit Management			★						★	★
	Billing			★						★	★
	Customer Master Data									★	★
	Cash Apps			★						★	★
	Collections & Dunning										
	Adjustments									★	★
RTR	Period End Reporting			★					★	★	★
	Process Fixed Assets							★		★	★
	Intercompany Transactions								★	★	★
	Journal Entries			★					★	★	★
	Reconciliations (Bank, GL etc.)			★					★	★	★
	Lease Accounting							★		★	★
PTP	Vendor Master							★			
	Raise PO										
	Process Invoice & Credit Note							★		★	★
	Process Payments							★		★	★
	Approve Payments										
	Manage Adjustments									★	★
	Process Employee Reimbursement									★	★
	Vendor Account Recon							★		★	★
	AP Help Desk							★		★	★
FP&A	Onestream Analyst								★		
	Power BI Reporting								★		