



BACKGROUND

Our client, the Global Capability Development function of a prominent Outsourcing and Consulting company, wanted a scalable, sustainable 'knowledge function' for the organisation's F&A Outsourcing (FAO) Operations, comprising of over 4,500 employees across 4 locations. The key objectives of this 'Centre of Excellence' would be to:

- Build / enhance **operational expertise** in specific industries, identified by the business as focus / growth areas
- **Develop credentials** in alignment with FAO market trends and customer requirements
- **Contribute to business growth** through active participation in employee development, marketing and business development initiatives (versus being a 'training partner')

4 LOCATIONS

4 INDUSTRY VERTICALS

6 F&A DOMAINS

4.5K EMPLOYEES IMPACTED

OUR DESIGN

Our intention was to **design a solution that would consistently deliver operational excellence, match industry / client expectations and sustain knowledge development.**

We proposed a 'three step' build model, one which included an external perspective; considering factors such as client needs, competitor behaviour, continuous research and accreditation/affiliation to develop bespoke certifications; all of which would help deliver a sustainable and scalable operating model:

I. Building Operational Excellence

- Optimise existing knowledge capabilities
- Develop activity-level operational expertise
- Create a deliverables-based curriculum
- Set-up and monitor individual knowledge development plans

II. 'Breaking the Wall'

- Set up knowledge-based affiliations & accreditations
- Co-design bespoke F&A certifications
- Conduct periodic competitor / industry analysis
- Enhance client's brand perception within the FAO universe

III. Sustained Development

- Review & maintain knowledge content & curriculum
- Monitor performance in alignment with 'knowledge goals'
- Build new capabilities through research and needs analysis
- Use technology as a facilitator

The implementation was conducted in 'phases', prioritising industry 'verticals' (e.g. Insurance) and F&A 'domains' (e.g. Record-to-Report) identified as focus / growth areas by the business. People Trust functioned as both 'implementation partner' and 'program manager' during the course of the implementation, with 'hand-overs' to the in-house capability development function at pre-determined project milestones.

Given the unique nature of the engagement, People Trust provided support to the client through all three service lines - Learning, Recruitment and HR Advisory.



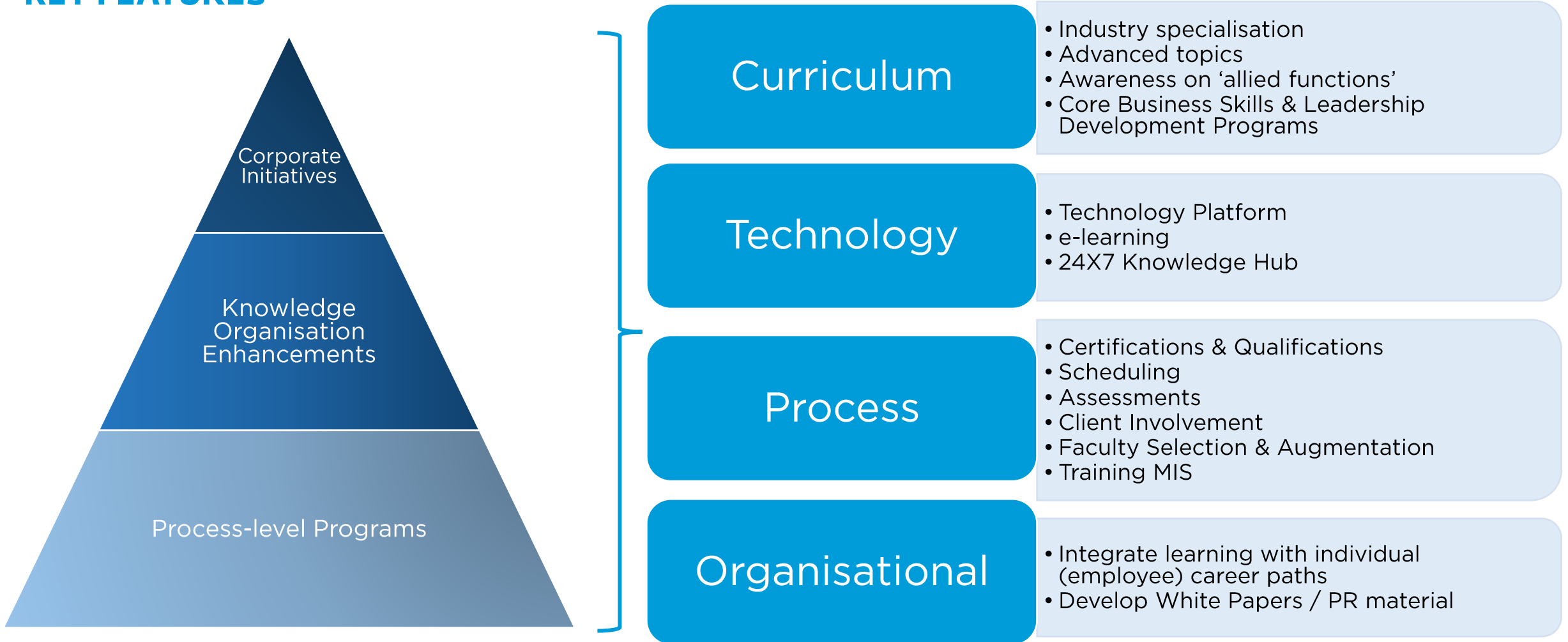
CASE STUDY

F&A KNOWLEDGE DEVELOPMENT

F&A Outsourcing operations of a prominent Outsourcing and Consulting company.



KEY FEATURES



CHALLENGE

Limited industry knowledge / application – lack of specialised resources ('Subject Matter Experts')

Absence of a formal 'benchmarking' process to identify market needs

'Textbook' training content, absence of case studies / practice aids to help apply concepts learned

Absence of domain knowledge / experience within in-house capability development function

Lack of integration between training programs and employee growth

SOLUTION

Industry-focused curriculum and training programs to gradually develop specialisation

Detailed FAO market and competitor analysis to help identify growth areas

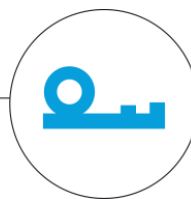
Revamp of existing training curriculum, introduction of case studies and e-learning modules

Creating the role of a 'F&A SME' within the capability development function

Introduction of 'F&A certifications', role-based competency framework

VALUE DELIVERED

- Positive feedback from business on industry-focused content and programs
- Positive response (in terms of nominations received) for 'F&A certifications' launched in 2014
- Increased involvement of in-house capability development function in business development initiatives (RFPs / client presentations)
- Significant reduction in attrition rate among FAO employee pool (compared to other service lines) since implementation of 'Centre of Excellence'
- Plans to formally integrate learning initiatives with individual employee career paths in 2015



People Trust is a consultancy focused on building capability and maximising potential.

