Disruptional Engineering in Business Services is all about creating new and innovative dimensions in value delivery and proactively engineer our own disruption by challenging four key paradigms

Key Paradigms – The 4 Ds

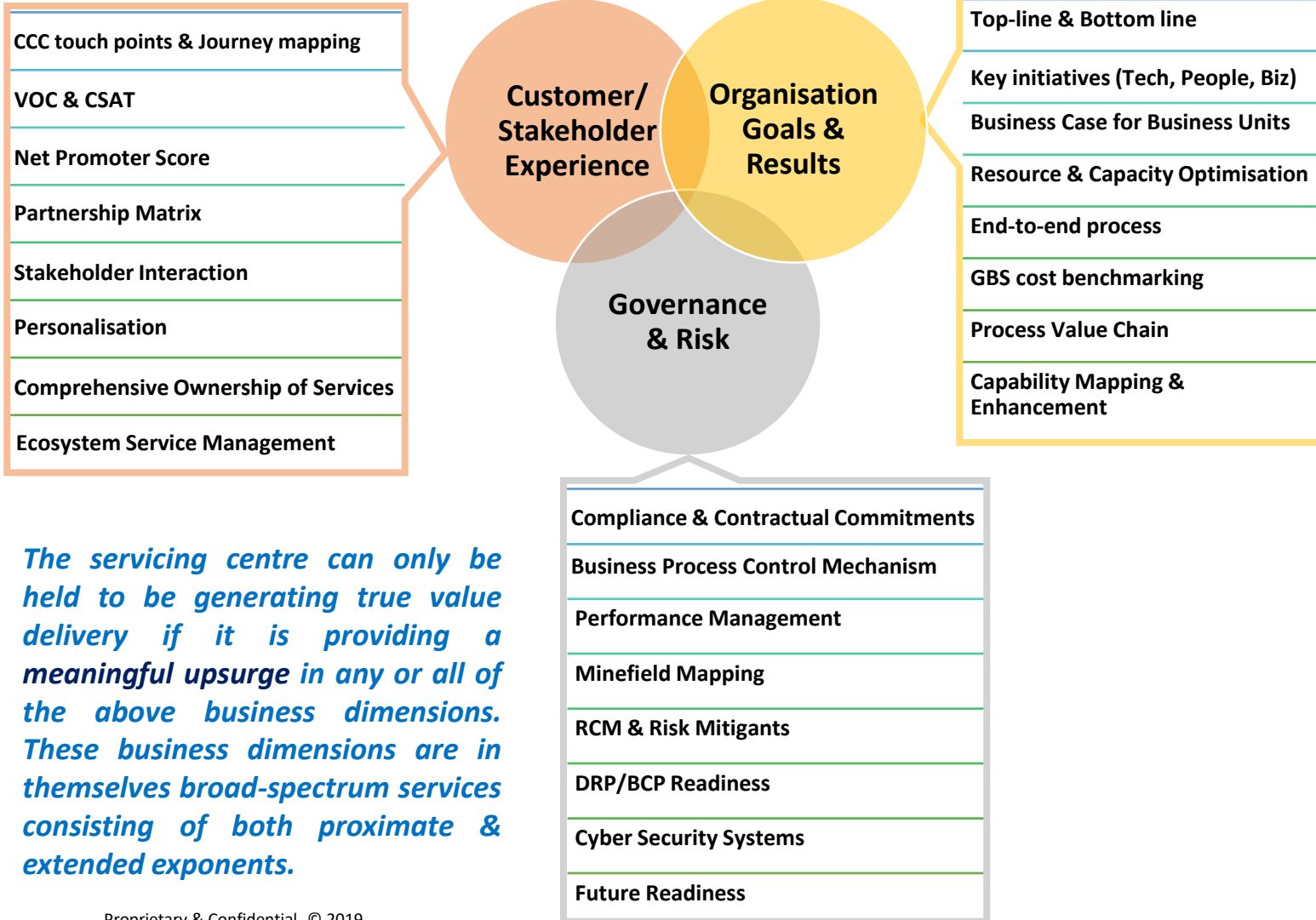| Operating Model **D**esign	Business **D**ynamics	Talent **D**eployment	**D**igital Quotient
Architecture under which the business services unit operates to deliver services. Includes its scope, scale, location of operations under the various service delivery models	Environment under which the business services unit is operating & is expected to deliver performance. Includes mandate from sponsor; stated & unstated customer requirements & expectations; relationship with or importance accorded by the parent organisation & linkages with other stakeholders	Capacity & capability for the business services unit deployed to discharge their delivery responsibilities for the unit. Includes required structure, strength, levels, skills, capabilities, talent & knowledge platform of human & digital workforce.	Extent or degree of enablement, competence & expertise in respect of digital integration to drive delivery & growth. Includes technology dimensions (conventional, Next-gen and enablement technologies) & operations dimensions (culture, collaboration & breadth/depth).

Key Paradigms Explained*

Key Paradigms	Paradigm Elements	Paradigm statements
Operating Model Design	**Process Value chain**	**We are a transactional unit/ we do end-to-end**
	Scale & spectrum of operations	**We are non core (back-end)**
	Geographical distribution	**We have regional focus/ low cost centres**
	Services as a business	**We are a cost centre/ have transfer pricing**
Business Dynamics	**Strategic Importance/ Perception of Contribution**	**No seat at the 'table'/ just an extended team**
	Level of Sponsorship	**Reporting structure is ineffective**
	Customer Expectations	**Business units are refusing to let go/ we are 100% SLA compliant**
	Parent Business structure change	**We have no role to play/ head-office prerogative**
	Business Protection	**Will switch back to sending location**
Talent Deployment	**Number of levels**	**It is corporate defined**
	Competencies and skill match	**Our team is fully competent**
	Reskilling mechanics	**Not possible to reskill old hands**
	Workforce mix	**Bots are blackboxes/ will solve all our problems**
	Knowledge management	**Process infused with the person**
Digital Quotient	**Digitalisation - extent & degree**	**We are already digitalised**
	Level of Utilisation	**Application is cumbersome**
	Competence & expertise	**Not feasible to hire more 'experts'**
	Cyber security & risk	**We have no fear of breach**
	Ecosystem strength	**Partners are there to serve us**

*Indicative

Disruptional Engineering for Value Delivery

In Business Services environment, Value Delivery consists of the entire gamut of outcomes relating to:

Customer/Stakeholder Experience

- CCC touch points & Journey mapping
- VOC & CSAT
- Net Promoter Score
- Partnership Matrix
- Stakeholder Interaction
- Personalisation
- Comprehensive Ownership of Services
- Ecosystem Service Management

Organisation Goals & Results

- Top-line & Bottom line
- Key initiatives (Tech, People, Biz)
- Business Case for Business Units
- Resource & Capacity Optimisation
- End-to-end process
- GBS cost benchmarking
- Process Value Chain
- Capability Mapping & Enhancement

Governance & Risk

- Compliance & Contractual Commitments
- Business Process Control Mechanism
- Performance Management
- Minefield Mapping
- RCM & Risk Mitigants
- DRP/BCP Readiness
- Cyber Security Systems
- Future Readiness

The servicing centre can only be held to be generating true value delivery if it is providing a meaningful upsurge in any or all of the above business dimensions. These business dimensions are in themselves broad-spectrum services consisting of both proximate & extended exponents.

The 'Code' of Disruptional Engineering

Shared Services Forum ®
Enabling Process Edge and Competitive Advantage

C O D E

Challenge

Organize

Demonstrate

Execute

Identify & Challenge key paradigms

- Review value delivery elements, for proximate & extended parameters
- Identify possible paradigms across 4Ds
- Question the key paradigms

Organise & prioritise the 'pivotal' strategies

- Explore pivotal strategies for identified paradigms
- Assess capabilities & value delivery impact
- Prioritise pivotal strategies

Build capabilities to Demonstrate value

- Prepare business plan & scenario analysis for prioritised pivotal strategy
- Build capabilities for execution
- Seek buy-in from stakeholders & sponsors

Mobilise resources & Execute the strategies

- Create execution plan, program management & governance structure
- Mobilise required resources for execution
- Enable change & execute the strategy