



BBC Review & Roadmap Case Study

Introduction

The BBC is the largest broadcasting corporation in the world. It is a public service broadcaster and is funded by the licence fee that is paid by UK households. The BBC uses the income from the licence fee to provide services including 8 national TV channels plus regional programming, 10 national radio stations, 40 local radio stations and an extensive website, bbc.co.uk. The BBC has circa 23,000 employees working across a number of divisions.

The BBC implemented SAP Finance and HR in 1999 and currently operates the 4.7 version of the system. The HR sub components consist of Personnel Administration, Organisational Management, and Training and Event Management. In 2006, the BBC outsourced its transactional HR services.

Challenge

The BBC needed to improve and optimise the processes between itself and its outsourced HR delivery partner. But it faced a number of challenges in understanding which improvements to prioritise and which route to take. The BBC therefore requested ROC to help them develop their roadmap focusing primarily on the 18 month horizon while also looking at the longer term.

ROC's experience is that a technology roadmap on its own does not tend to serve an organisation sufficiently well. The technology is merely a set of tools to be used. If the tools are not introduced effectively with accompanying process change and within an effective governance regime, the organisation will be unlikely to reap the full benefits. Moreover, the root causes of issues are not always readily apparent and organisations can often

find they are tackling symptoms rather than the causes themselves. Against this backdrop there was a need to conduct a root cause analysis to identify the true sources of the issues from which to establish a comprehensive and fully integrated set of improvements that would form the foundation of the technology roadmap. ROC conducted a Review and diagnostic analysis using an integrated approach that took account of the systems being used, the processes being followed and the BBC's culture.



BBC Case Study Continued

ROC Solution

The ROC Review identified that the BBC could improve its processes by implementing a common set of best practice processes underpinned by self service functionality. While the self service technology is available, the BBC lacks two major enabling components: a well constructed organisational structure that underpins workflow and an EC6.0 operating system that supports the latest Adobe form technology. Workflow would drive electronic notifications to managers of actions required by them in support of their team members. Self service and Adobe forms would remove the manual intervention currently required and allow users and forms to update the system, thereby significantly reducing the transactional volumes.

The recommendations included implementing SAP Talent Visualisation software that not only aids the immediate creation of the organisational structure but also underpins cost effective ongoing maintenance of that structure.

The Review established how these projects should be implemented, what resources will be required and what benefits will be achieved. The first of the projects is currently under way.



Benefits

The Review has provided a very clear roadmap of benefit driven and sequenced improvement projects that is now being implemented.

John Vickerman, BBC's Director HR Central Services who sponsored the work commented:

"ROC very quickly and effectively analysed our situation. They identified the key issues and their root causes and produced a logical and structured Roadmap for improvement. In a very short space of time ROC brought the clarity that we had been seeking for some considerable time. With ROC's help we are now delivering the foundation project on the Roadmap."



Making HCM a Business Priority

About ROC

ROC is a leading global SAP HCM specialist, delivering HCM business and technology solutions across the employee lifecycle, from process design through implementation and application support. ROC also provides a full range of consultancy services – training and change management – to support HCM technology implementations. ROC is an accredited SAP HCM Services Partner and has achieved Special Expertise Partner status in the field of SAP HCM. The company has over 300 consultants globally and has domain expertise across all industry sectors.

Check out just why ROC is different at www.roc-group.tv
 ROC – Making HCM a Business Priority - www.roc-group.com