



War Rooms: Global Business Services (GBS), Hewlett Packard

Company Name: HP, Global Business Services (GBS)

GBS is the internal shared services organization for HP. It has 15 global centers which processes 100 Mn+ transactions annually across F&A, SCM, Marketing, HR and Quote to Cash processes, serves 150 countries, supports 30 languages and has more than 18,000 people.

Product / Solution Name: War Rooms to drive Process improvements

Innovation Imperative:

With the maturity that GBS had achieved, HP expected far higher contribution to HP P&L through GBS process improvements – efficiency and effectiveness. It needed a paradigm shift from “process doer to process ownership” and lot of “out of box” thinking to identify “big” fish Opportunities and execute them.

One of the biggest challenges was to understand End to End (E2E) HP enterprise processes which were not ‘visible’ to various teams within HP & GBS due to inherent complexity (Transactions flowing through multiple Business units, functions, countries & 100+ IT systems).

Traditional improvement approaches (Lean Six Sigma) focus more on project execution and did not help much with big opportunity Discovery.

Brief Overview of the Innovation:

“WAR ROOM” is a visual collation of E2E process knowledge leading to breakthrough improvement opportunity discovery.

War Room:

- Is a physical or virtual place that holds all Process data (benchmarks, systems, fallouts, moments of truth, etc.) and knowledge
- Enables cross functional teams with diverse experience and expertise to “Build” the E2E Process knowledge and expand beyond each team’s owns perspective
- Is driven by a standardized process improvement framework called “Unified Process Improvement Methodology (UPIM)” which uses best of breed Quality & Improvement tools

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Benefits to the Customer:

Benefits derived from war rooms are multifold. Deployment of war rooms across GBS has delivered:

- \$ 200+ Mn impact to HP bottom line
- 1100+ Head count Savings through increased efficiencies
- Improved credibility and engagement with customers & VOC scores
- Improved employee engagement due to E2E process visibility, linkage to their work and effective knowledge management

Business opportunity:

Efforts are underway at GBS to take the war room to the next level. The “Next Gen War Rooms” will be leveraged for

- Using War room concept and applying it at HP level in large transformational projects.
- Using the process knowledge and maps as a functional “rock-bed” to work with HP IT and drive transformational IT projects
- Process modeling & simulation using war room data to do “What-If” analysis for various business scenarios/ improvement opportunities