How do I operate in dlw GDC ?   
What is my responsibility ?

GDC 2023

Date: [Publish Date]

Version: [Version]

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# 1. General information

## Operational and Strategic framework

Mainly Chapter 3 operating model for insight on tools, dimensions, transfer pricing, …  
[Delaware\_Strategic&Operational\_Framework - 2022 (light).docx](https://delawareconsulting.sharepoint.com/:w:/r/sites/DLWApplications/Shared%20Documents/General/Delaware_Strategic%26Operational_Framework%20-%202022%20(light).docx?d=w0c2776c80ce74cb79a18684182cbcf74&csf=1&web=1&e=ypWrmc)

## Intercompany Collaboration Teams Site

Ratecards, GDC strategy, ad hoc calculation files   
<https://teams.microsoft.com/l/team/19%3a5eab206f383e4a04a027f15f6a8c5cc7%40thread.skype/conversations?groupId=3b06179c-4d68-43e9-aefa-b7feac7bbacf&tenantId=17b35a1d-057c-4ac5-a15a-08758f7a7064>

## Adoption Ratio Target 2023

For the first time in delaware history, we introduce a GDC adoption ratio for all Selling Entities (A selling entity is a country that engages with customers and collaborates with GDC colleagues to deliver its engagements). This implies that selling entities have a target of GDC delivered man-days per year. The adoption ratio will increase year over year.

This adoption ratio is a very important KPI in 2023. However no direct financial consequences (settlements) attached for Selling entities’ PM’s and Solution Leads.

The adoption ratio targets all Partners agreed to for 2023 are as follows:

Table

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Reporting on the Adoption Ratio can be found on the launchpad (under construction)

# 2. Tools & Processes

## Timesheets registration

### In general

* Every dlw employee that exists in SF has access to Timesheet App and registers Timesheets on a daily basis (absolute minimum: weekly)
* Timesheet Codes: see §§ 3.6 in the Operational & Strategic Framework.
* Essential for time registration on project codes and presales codes is that people are staffed on these codes (staffing is done in IonBiz)

### Specific for GDC: summary table

Besides the timesheet codes for all dlw entities, we have a few GDC specific codes.

**Golden rule: For time & billing, GDC applies same principles as a selling entity (should) towards customers. No overhead-time will be charged**

A screenshot of a computer

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### Specific: Approved bench time

For GDC a new concept was created **“approved bench time”,** which is meant for cases where resources are scheduled by the selling entity but don’t get actual project work from the selling entity. This time will be billed to the selling entity

How to register this time? Time type: approved bench time.   
Project IonBiz ADMN019 &Task ‘approved bench time <entity>. Resource needs to be staffed on this Task.

Reporting: approved bench time is categorized as bench time. Even though this is billed to the selling entity, this is not considered as utilization because the resource did not really work, and utilization is a KPI meant to measure the project activity of the resources.

When to register this time? Shared responsibility is key: a selling entity schedules a GDC resource (dedicated or on a project). If the GDC resource does not have actual work, he or she reaches out to the selling entity and own team lead/SPOC to discuss the lack of work. Only if the selling entity cannot give work (whilst the resource was scheduled), the selling entity will need to agree that the GDC resource registers “approved bench time”. If the GDC resource does not reach out to the selling entity and the team lead/SPOC, this bench time will be registered as “bench” and hence not be billed to the selling entity.

Approval: by local team lead. Technically too complicated to have approval from selling entity.

Billing all approved bench time ? Approved bench time should not lead to a billability of >80%. It’s all about good and fair collaboration and billing. This means that billing of approved bench time = delta between scheduled and actual, but with a max of 80% utilization + approved bench time. In other words:Billed Approved bench time = *min(registered approved bench time ; 80% standard hours – utilized hours – absences – training requested by ICO)*. This billing adjustment is only a back office intervention. Resources just book all approved bench time. The invoice is sent by GDC to selling entity (1 invoice/entity/month).

Roll off = adjusting the scheduling of resources. Please note that scheduling can be adjusted at all times. See below the rules for roll off of resources

Graphical user interface

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### Specific: SPOC/ODM

1. SPOC (=PMO) is the link between the GDC and the project Manager of the Selling entity: Onboarding, way of working, escalation point for planning or quality issues, expanding/changes in the GDC team. It is important to stress that this is different from a team lead role (team lead is considered as overhead, not billable). Reference is made to the golden rule 2.1.2. SPOC roles are the responsibility of the solution lead of SAP Operations.
2. ODM AMS : Point of contact for Customer (internal delaware Service Delivery Manager(SDM) or external (direct customer) on all BAU operations and escalations.

Governance the SLA, KPI and drive continuous service improvement plan with Customer. In some cases, the GDC ODM can be the SDM as well when there is a project timesheet approval and customer invoicing component involved.

How to register time ?

1. Customer Project. This is the best practice: SPOC books time on the ‘customer project’ like any other project role. When there is a SPOC for a dedicated resource we consider this is a team lead role, hence cfr the golden rule, this is not billable time.
2. ODM AMS: books time on the ‘customer project’ like any other project role.

Billing?   
A. Automatic billing at intercompany rates = project revenue  
B. Automatic billing at intercompany rates = project revenue

Approval :

1. PM via TS Approval APP
2. PM via TS Approval APP

Reporting:   
A. Chargeable time, part of utilization  
B. Chargeable time, part of utilization

Why is this a specific topic? Because in 2022 GDC performed this work free of charge to the selling entities. This is not right. For info the content of the SPOC role:

Role description : 2.3.2

### Specific: 24/5: work in shift and on public holidays (24/5)

The GDC offers services from different countries and time zones. The internal and external customers cannot be expected to be aware of the time zone or local public holidays. Therefore time is registered just like any other work.

Any specific compensation to the employee is a consequence of the local HR policies.

There will not be any extra recharge to the selling entities, the potential cost will be embedded in the Rates of the ratecard.

### Specific: On call in week-ends (24/7)

In general: GDC will charge to the selling entity: a lumpsum amount per day On Call, ànd interventions will be recharged at 175%.

It’s up to the selling entities how they charge/recharge On call to their customers

Definition Week-end = Friday 20:00 - Monday: 08:00. Because of timezones one could debate on when the week-end starts and ends for the GDC resource. The rule in delaware is that the GDC consultant will apply the week-end definition of the end customer. In case of doubt, contact the SPOC, ODM or the PM.

How to register being on call? We have a **checkbox** in TS App (needs to be activated in TS App: log ICC ticket). This does not steer any other process s.a. billing. It is available in reporting (can be used for billing (manual billing, outside automatic ICO flow) ànd for compensation employees (manual, info out of TS app))

How to register on call interventions? Register on the specific work item **M004 “intervention on call GDC**”. This work item is created as a generic work item in S4H, but it needs to be added on the work package of the customer.This work item works in exactly the same way as e.g. the work item M002 “Extended Business Hours (X1,5)”

GDC recharge to selling entities

* On call allowance: manual monthly billing. The amount per day on call = 100EUR (note: 100EUR per module)
* Intervention surcharge : automatic billing of the time registered. The ICO rates linked to this work item “intervention on call GDC” are set at 175% of the normal prices of a senior consultant. In order to we define 1 flat hourly rate per entity (@175%, flat=regardless of level).

Selling entities’ recharge to customers: many possibilities, their responsibility. Our best practice:

* On call allowance: fixed amount per month = periodic service
* Intervention surcharge : selling entity adds the customer sales rates linked to the work item “intervention on call GDC” = 1 flat hourly rate (regardless of level or hosting entity).

Approval: PM approves via TS Approval App

Reporting: intervention is chargeable time (part of utilization). On call (flag) is not shown in hours/time

### Training

When? Training is only billable to the selling entities if they are request of the selling entities.

How? Time registrations on **“training requested by ICO”**

Billing? Manual billing

Approval : local team lead (team lead needs to know/verify whether this training is requested by the selling entity)

Reporting: training (not utilization)

## Supply and Demand processes and tools

### General: 2 Processes

1. Resource Request+Scheduling : IonBiz + SAC report
2. Open Demand+hiring: Devops + PBI Report

Diagram

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### Local contact persons

Hiring and scheduling decisions remain a local decision. However, with the data transparency objective, the open demand and availabilities will be transparent and visible to all. Hence the central processes above.

As for the resource requests in IonBiz, they are submitted in ionBiz by the selling entity users. In phase 1 this will only be done by the Local Resource and Scheduling Responsibles. See 3.5. In later phases there might be extra users, but they will remain the main contact persons.

### Global Scheduling Coordinator

A Taskforce that was created to answer the question: Do we need a global Scheduling Function? The conclusion of the Taskforce was : see slide below.

* We need a Global Scheduling Coordinator to ensure data quality and global application of the processes and tools

Graphical user interface, text, application, email

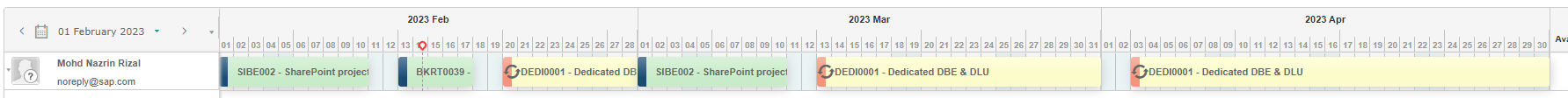
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### Schedule as dedicated Resource

A selling entity can schedule a GDC resource as dedicated resource. This means the resource is scheduled but it’s not yet decided to which project he or she will be assigned.

How? Schedule in IonBiz on a project “dedicated FR10”. Status can be “tentative” or “in request” or “approved”, just like any other project.  
It’s important to mention in ‘Subject’ field a contact person of FR10 for the GDC resource. The resource must also be staffed on the Task “approved bench time”, so that he can book “approved bench time” if required (see rules in 2.1.3).

Important for all schedulers:   
when a concrete project is assigned to a consultant, adjust the dedicated scheduling ! Otherwise there will be a double scheduling. See below the right way:



Shared Responsibility:

* The selling entity is responsible for the real project scheduling. Project ‘dedicated FR10’ allows FR10 to follow up on its dedicated resources in IonBiz: are they already assigned to a project?
* The GDC resource has the responsibility to reach out to the selling entity in case no concrete project is assigned for the coming month. Who to contact? Ideally this is mentioned in the comment field of the scheduling. If this is missing the GDC resource can reach out to the Local Resource & Scheduling Responsibles (see 3.5)

Timesheet registration and billability:

* When a concrete project is assigned: book on the project
* When no work is assigned: reference is made to the approved bench time 2.1.3 or 0

Reporting: Is this “dedicated scheduling” shown as scheduled utilization? Yes. Provided that status is ‘in request’ or ‘approved’ (just like any other project).

Note: there are 4 statuses:   
- in request = reported as scheduled (even if not yet approved by the team lead)   
- approved = really approved by team lead = reported as scheduled   
- tentative = tentatively approved by the team lead = not reported as scheduled by default (only when adding this status you will include these scheduled days)  
- escalated = we cannot answer to the resource request and will need to hire (internally/externally)

### Shift between GDC and non-GDC Teams

Resources can change between a GDC Team and a non-GDC Team. This can only be done after the approval of the hosting entity ànd the Global Solution Lead. They both have to verify whether the Supply/Demand of the solution and the local entity justifies the switch.

### Financial commitment linked to the scheduling of a GDC resource

It is a misunderstanding that, if a selling entities scheduled a GDC resource for a certain period of time (dedicated to or on a project), the selling is financially bound for the whole duration of the scheduled period. There is a roll off period of 1 month (strict minimum of 2 weeks).

How to roll off? Just by adjusting the scheduling.

Approval? It is very important that the GDC team lead approved the scheduling requests/changes. It’s up to the team lead to accept or reject a change in the scheduling, whilst applying the rules on roll off.

Strict, yet Pragmatic and fair: if a resources is rolled of a project, not respecting the notice period of min 2 weeks, this resource will charge time as “approved bench time”. This will be billed to the selling entity. However, if this resource can be staffed on another project (no matter which entity or project), the approved bench time does not apply. This will be managed by the back office by looking at the utilization of the resources.

More in detail: [GDC 2023.pptx](https://delawareconsulting.sharepoint.com/:p:/r/sites/Intercompanycollaboration/Shared%20Documents/GDC/2023/GDC%202023.pptx?d=wfd48ee3dd8a942e6979033197e73d11f&csf=1&web=1&e=LKvPKm)

Graphical user interface, text, application

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Just for completeness, there is no difference for resource that are scheduled as dedicated:

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### Reporting

General:

* + - * The reporting currently available is built in SAC or Power BI
      * In Q1 2023 we hope to have the main reporting also available in excel format (via SAC add ins)
      * The access point for all reporting is the launchpad. Link: <https://delaware.eu1.sapbusinessobjects.cloud/sap/fpa/ui/tenants/003/app.html#/story&/s/789453050D9ECEBD6049E09F71DD816F/?view_id=story&mode=view>

Most important Reporting:

1. Looking back : Utilization   
   (incl Actuals vs Scheduling: how reliable is our scheduling? Did selling entities comply to scheduled work ?)
2. Looking forward 0-3 months : Availability and Scheduling (page 1 and 2)
3. Looking forward > 3months: under construction/construction
4. Open Demand : [GDCDemandOverview - Power BI](https://app.powerbi.com/groups/me/reports/0d7b1189-e7a6-449a-894d-3402b6e5a425/ReportSection) *\*1*
5. Insight in GDC overall: utilization, revenue, ….

All reports on the reporting launchpad

### Freelancers

To be defined

## Delivery Process

### In general

We could say there are 2 ways for GDC contribution:

* 1. Full team member: onboarded from the start , …. .Project Manager of the selling entity is in the lead, and we as GDC “deliver resources”
  2. Work packages : GDC delivers a service. This needs to become more concrete in the coming months

### Key role for the SPOC

* See 2.1.4 for Timesheet entries
* Role description:

Diagram

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Diagram

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Diagram

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Diagram

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### PM needs extra resources

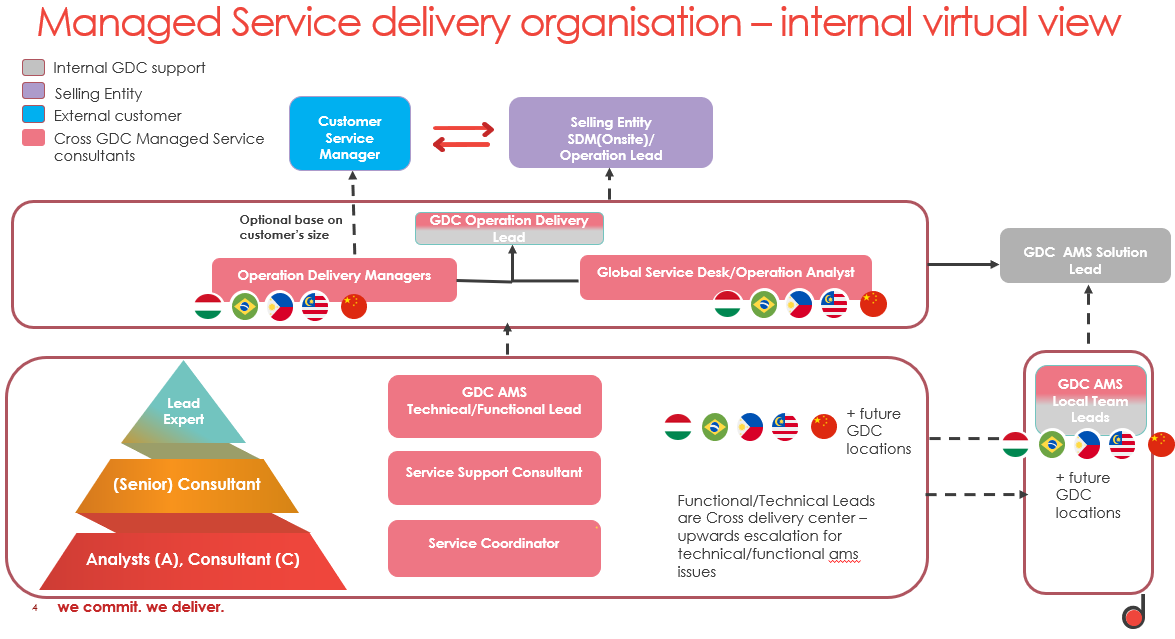
* SPOC can facilitate
* How to schedule ? in IonBiz : direct Scheduling or Resource Request.
* Who? Ideally Local PM or Local Scheduler ?
* Approval from TL or Global Solution lead

### GDC needs to replace a GDC resource (the resource leaves delaware)

Same

### Specifically for AMS

* When a consultant is hired/assigned/seconded to AMS work, the duration of the assignment should be at least 2 years to ensure quality services to the customer.
  1. Onboarding and familiarization of the many customers in scope needs time. It is a continuous effort to understand the dynamic of a customer. Effective and efficient support can only be driven if consultants are familiar with the process.
  2. Optimization via time spent to resolve a ticket is proven when the same consultant works for the same customer for a longer period of time.
  3. Both selling entities and customer’s concern on attrition and resource movement in the AMS team.
  4. Different expectation in recruitment/sourcing of AMS consultant is important. Eg. Shift work, on-call, multiple international customer profiles.
* GDC Operation Delivery Manager will be positioned for all future Global AMS account and sizeable AMS account regardless of Solution, inline with the AMS Go-To Market operating model. (part of AMS GCC).
* As part of AMS GCC, following is the virtual operating structure (day to day operations towards the delivery for a customer) regardless of solution/products. How we deliver AMS for SAP customers will be the same for Microsoft, SalesForce etc customers.





# 3. Stakeholders & Governance

## Global GDC Lead : Peter Oyserman

## GDC Management Team

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More in detail:Graphical user interface, text, application, email

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Extra note on the seventh dimension AMS:

* + - * + the AMS resources sit in the same “solution team” as their “project” counterparts. This will help career development, retention etc… So no resources directly owned by the solution AMS.
        + We keep the AMS teams because from a scheduling perspective, we need a dedicated AMS team, i.e. resources will need to be committed to AMS for a period of time, as it takes time to onboard people, get them familiar with the customer solutions, processes etc…
        + The 6 GDC solution leads (not AMS) own the resources both for AMS and non-AMS. Their responsibility is to:

ensure utilisation and therefore minimise bench. Although people belong to a AMS or non-AMS team, which is their primary focus, they can be assigned to projects AMS/non-AMS for a certain period of time

oversee career progression and skills development

ensure input into resource allocation to particular roles based on skill set/experience levels etc. Input of AMS solution lead to be taken into account

* + - * + The AMS solution lead

own the proposition and support presales with selling entities

Define the methodology and ensure quality/SLA/….

Define input into resource allocation to particular roles based on skill set/experience levels etc.

## GDC Management Committee

Timeline

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## Scheduling TaskForce

Role = Defines the best possible Scheduling process and tools.

Process owner of scheduling = Veronique Derycke

Key user of IonBiz = Gillian Coussens

Key user of Devops = Nazrin Rizal

Graphical user interface, application

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## Local Resource & Scheduling Responsibles

|  |  |
| --- | --- |
| Selling entities | Local Resource & Scheduling responsibles |
| DNL | Jihen Duma (starts March 1 2023), Erik Janssen, Karsten Hulst, Eugene Gras, Dick Krielen, Edwin Reijnen |
| DDE | Hannes Sonnen |
| DBR | Cristiane Yoney, Juliana Beltrão |
| DSG | Jeremy Goh (sap), Shiwei Desmond (EIM), Bansal, Nikhil (Microsoft) |
| DUK | Nhavie  Mckenzie-Healy (Liv George is operation mgr, could be interested in knowing the process) |
| DNA | Amanda Tupper (Katelynn VonBergen could be interested in knowing the process) |
| DBE | Sebastiaan De Roeck, other?? (Isabelle Janssen could be interested in knowing the process) |
| DFR | David Rittelmeyer, Arnaud Varenne |
| DHU | Beata Borsos |
| DCN | ? |
| DPH | Reina Chua |
| DMY | ? |

## Other Counterparts in day to day (To be completed)

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Belux | France |  |  |  |  |  |  |  |
| D&A |  |  |  |  |  |  |  |  |  |
| Scheduling |  |  |  |  |  |  |  |  |  |
| SAP Finance |  |  |  |  |  |  |  |  |  |
| SAP Operation |  |  |  |  |  |  |  |  |  |
| AMS |  |  |  |  |  |  |  |  |  |

# 4. My day as a Global GDC Solution Lead

## Manage GDC Supply and Demand

* Looking back and evaluating: utilization, actuals vs scheduling (reliability of scheduling)
* Looking forward:
  + Scheduling (0-3 mths)
  + Scheduling+Pipeline (>3mths): under construction
  + Demand gaps: freelance?hire?
  + Annual Budget exercise with GDC demand from the selling entities
  + Quarterly forecast = update of the budget
* Monthly GDC Global Scheduling alignment meeting: manage capacity and Demand gaps
* Monthly GDC MT
* Schedule your own meetings to discuss feed back on quality, scheduling, utilization, supply vs demand, …. with all relevant stakeholders
  + Your team
  + Hosting entities leads
  + Selling entities leads (or other local solution leads)

## Adoption Global Project Delivery Methodology

GCC Delivery excellence. To be completed

## Adoption AMS Delivery Methodology

GCC AMS. To be completed

## GTM, Solution Ambitions, feedback & escalations

Discuss/share thoughts with Global GDC Lead and in the GDC MT

# 5. My day as a GDC resource

## My go to person

* Team Lead
* SPOC: every project has a SPOC. The SPOC is the link between the GDC and the Selling entity and aligns on planning and Way of Working

## My work:

* Check Scheduling. If I am scheduled and I have no work for the current or the next day (s), I reach out to my team lead, SPOC or Project Manager.

If I am indeed scheduled but not direct work is available, I can book my hours on “approved bench time”. Please note this will need to be approved by the selling entity

* Fill in timesheets
* Project Methodology: check with the SPOC

# 6. My day as Selling entity PM or solution lead

## My Resource needs

* Resource Request: 1 WoW and 1 process: Resource Request in IonBiz (see 2.2.).
* My Project Team : see scheduling in IonBiz or reporting
* GDC SPOC: every project has a SPOC. The SPOC is the link between the GDC and the Selling entity and aligns on planning and Way of Working

## My responsibilities

* Check Scheduling and add Resource Requests if needed
* Align with SPOC: give feed back
* Strive towards local Target Adoption ratio

# 7. RACI (under construction)

*R: Responsible (for execution)*

*A: Accountable (end responsibility of results)*

*C: Consulted*

*I: Informed*

Roles:

* Global GDC lead: Peter: see 3
* Global Scheduling coordinator: See 2.2
* Global Solution Lead : see 3
* GDC MT : see 3
* GDC MC : see 3
* Global Finance: Ellen, Veronique : provide financial reporting, transfer pricing, evaluate financial results as consequence of the transfer pricing
* GDC SPOC: “go to” person for the PM for any matters relating gdc team members (and vice versa)
* Team Lead: 1 FTE team lead will be responsible for around 50 team members (or a team of 10 consultants requires a 20% FTE Team lead)
* Local Partnership hosting entities
* Local partnership selling entities

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Global GDC Lead | Global Sched Coord | Global Solution Lead | GDC MT | GDC MC | Global Fin | GDC SPOC | Team Lead | Local  Pship  hosting | Local  Pship  selling |
| PROFITABILITY | **A** |  |  |  |  |  |  |  |  |  |
| Define ICO pricing | C | I | I | I | C | **R** |  | I | **A** | C |
| Actual utilization | I | C | **A** | C | I | I |  | **R** | **A** | I |
| Define end customer pricing |  |  |  | I | C | I |  |  |  | **A/R** |
| Billability to customer(quality) | I | I | I | C | I |  | **R** |  |  | **A** |
| STRATEGIC DEVELOPMENT |  |  |  |  |  |  |  |  |  |  |
| Mid & LT Competence Build up in hosting entities |  |  | **A** |  |  |  |  |  |  |  |
| New GDC locations |  |  |  |  |  |  |  | I |  |  |
| Service Offerings |  |  |  |  |  |  |  | I |  |  |
| Overall dlw GDC value |  |  |  |  |  |  |  |  |  |  |
| Define global tools&processes |  | **A** | I | I | I |  |  | I | I | I |
| Apply global tools&processes |  | **A** | **R** | I | C |  |  | I | **R** | **R** |
| Ensure good data quality |  | **A** | **R** | I | C |  |  |  | **R** | **R** |
|  |  |  |  |  |  |  |  |  |  |  |
| GO TO MARKET |  |  |  |  |  |  |  |  |  |  |
| Positioning |  |  |  |  |  |  |  |  |  |  |
| Service Offerings |  |  |  |  |  |  |  |  |  |  |
| Methodology Promar/AMS |  |  | **R** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
| SUPPLY&DEMAND |  |  |  |  |  |  |  |  |  |  |
| Resource Requests (IonBiz) |  | **R** | **C** |  |  |  |  |  |  |  |
| Schedule resources |  | **R** | **A** |  |  |  |  |  |  |  |
| Status hire/freelance |  |  | **A** |  |  |  |  |  |  |  |
| Supply/demand gap: action |  | **R** | **A** |  |  |  |  |  |  |  |
| RECRUITING |  |  |  |  |  |  |  |  |  |  |
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