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Benchmarking Organizational Structure of GCCs of Retail Companies

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🎯 OBJECTIVE AND SCOPE

A global advisory firm was working with a leading consumer goods company on an organizational design. For this, it wanted Benori's support on the following:

- Conducting a benchmarking study of 5-6 retail global captive centers (GCCs) in terms of organizational structure, talent, and compensation
- Studying the India Staff Selection Commission (SSC) team supporting the human resource processes for different functions, including marketing, finance, etc.

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APPROACH

We conducted secondary research to identify and determine details around HR functional structure and regional alignment, hiring trends, compensation range, etc. We then conducted in-depth expert interviews with C-1 and C-2 level executives across each company to understand the organizational structure, talent (current and future skills/roles), and compensation (salary range, perks, variable ratios, etc.). We captured the data in Excel and created an organizational alignment structure for each company.

METHODOLOGY

Secondary Research	Primary Research	Data Modelling

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IMPACT

The research helped the client in:

- Getting a comparable view of the HR functions of retail companies
- Strategic planning of the HR function of their own GCC in terms of structure, talent groups, and compensation mix
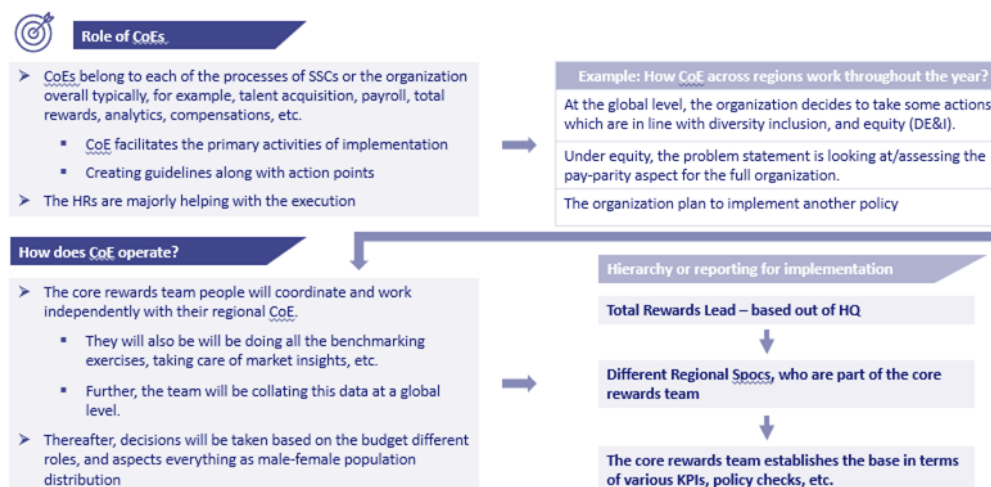
SAMPLE OUTPUT

Gauging Interest in Investments

Tower 1: Organization Structure		
	Questions	**Responses**
1	How does Walmart operate overall?	The company operates its SSC each for 1 region (basis of the store locations). For example, the India SSC takes care of all the processes for 28 stores and 2 DCs located in India. There is one home office altogether in every country. The offices are called stores, and every store may have one back office. The organization works in a very lean structure. The full organization structure and operations are driven through low-price concepts every day and this is further driven by low cost. There are 2 SSC teams - 1 for payroll processing and 1 for hiring. They are based out of multiple locations preferably any of their offices/store locations. Within each of the SSC teams, there are internal (inhouse team) and external stakeholders. There are executives such as Key Account Managers, and Relationship Managers who take care of both the stakeholders and look after the legalities.
2	How many employees work from India SSC?	The respondent did not reveal the total number/range of employees, as this is activity-based, and the employee size is not defined/does not have control (the expert also mentioned that there is hiring going on an everyday basis, especially for tech roles, and cannot reveal the range because of confidentiality)
3	What is the internal HR team size that support HR processes for India SSC?	7-9 people for Payroll 5-7 people for Hiring

Current Interest Level in M&A Activities

Understanding around CoE

Role of CoEs

➤ CoEs belong to each of the processes of SSCs or the organization overall typically, for example, talent acquisition, payroll, total rewards, analytics, compensations, etc.
- CoE facilitates the primary activities of implementation
- Creating guidelines along with action points
➤ The HRs are majorly helping with the execution

Example: How CoE across regions work throughout the year?

At the global level, the organization decides to take some actions which are in line with diversity inclusion, and equity (DE&I).

Under equity, the problem statement is looking at/assessing the pay-parity aspect for the full organization.

The organization plan to implement another policy

How does CoE operate?

➤ The core rewards team people will coordinate and work independently with their regional CoE.
- They will also be will be doing all the benchmarking exercises, taking care of market insights, etc.
- Further, the team will be collating this data at a global level.
➤ Thereafter, decisions will be taken based on the budget different roles, and aspects everything as male-female population distribution

Hierarchy or reporting for implementation

Total Rewards Lead – based out of HQ

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Different Regional Spocs, who are part of the core rewards team

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The core rewards team establishes the base in terms of various KPIs, policy checks, etc.

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