

Business Support Activity (BSA)

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WHAT IS A BUSINESS SUPPORT ACTIVITY (BSA)?

A Syensqo **BUSINESS SUPPORT ACTIVITY (BSA)** includes all teams active in the same functional domain, whether in Group Functions, GBUs, SBS or EC.

WHY DO WE NEED BSA?

BSA governance is part of Syensqo ONE Operating model in order to:

- Foster collaboration, break silos and manage support activities transversely across ONE Syensqo
- Optimize resources (eg. headcounts & costs) allocations across the group
- Develop talents and provide common process & expertise as ONE group.

How are BSAs managed?

The operating model is based on collaboration in an enterprise mindset with constructive dialogues across the group:

- 5 BSAs (HR, Purchasing, Finance, Industrial and R&I) are managed transversely via a BSA governance
- The BSA governance is led by Functions Heads, with regular dialogues with Excom leaders and yearly update to Syensqo Senior Leadership Team
- BSA objectives are defined collaboratively by GBUs and Functions Heads
- Performance management is made jointly (with GBU functions directors reporting full line in GBU and dotted line to Functions Heads)
- BSA budgets, resources (eg. costs & headcounts) and talents are managed transversely across each BSA
 - Need to automate reporting of BSA costs & headcount CosTa project
 - Need to maintain BSA allocations in systems role of HR.

Call for action: HR support is crucial to maintain BSA reporting quality!

BSA Allocation & Maintenance (Process, Roles & Responsibilities)

Objective: define the process and responsibilities for BSA allocation (BSA allocation changes, new position creation)

Scope: BSA Finance, Purchasing, HR, Industrial and R&I

Functional Area quality maintenance is critical

Distinguish BSA allocation rules between GFs, GBUs & SBS:

GFs & GBUs:

- BSA allocation relies on **Functional Area** with some exclusion or inclusion rules

SBS:

- BSA allocation relies on **Organization Unit (Level-4)** structured in different BSAs

*Point of attention

If Functional Area is not assigned correctly, the BSA allocation would be wrong!

BSA definition rules (Rules for GBUs & GFs)

BSA Purchasing:

- Include all positions when entity is '**GF PURCHASING**' (eg Market Intelligence analyst, Energy Trader)
- Include all positions in **Functional Area (FA) 'Procurement'**
- **Except** the following positions:

- If position is in Entity Grouping '**GF IND**' (eg project procurement coordinator)
- If position is an **Energy Buyer** (eg. Energy buyers in Soda Ash)
- If position is with Job Family "**Provisioning**" (eg RM provisioners)

BSA Finance:

- Include all positions when **FA 'Finance'**
 - **No exceptions**

BSA HR:

- Include all positions when **FA 'HR'**
 - **Except** on site operators training roles (which are assigned to BSA IND.)
- Include positions '**Prevention charge Psychosocial**' in BSA Industrial
- Include positions **FA "Information & Kn."** when entity is "**GF HR**"

BSA R&i & BSA Industrial:

- Rules will be finalized in Q3 2020.

COMMON TO ALL BSA's:

Functional Area is SUPPORT:

- If dominant activities (>50%) = assign to the respective BSA
- otherwise assign to the same BSA as the Manager'

Union Representatives:

- If permanent function - Include in **BSA Not Assigned**
- If not permanent - Include in main activities BSA.

CosTa Project - Overview (of BSA stream)

Context

- Need for a **transversal management of BSA** in the Group with a visibility on **Costs & Headcounts**

Objective

- To **automate BSA Costs & Headcount reports** (with enough granularity)

Team

- Project Managers: Antonio Sanchez and Rita Vieira
- **HR Team members:** Laurent Cardon, Sandra Calado

Scope

- **5 BSA: Finance, HR, Purchasing, Industrial, R&I**
- Global (Composites will be integrated progressively)

Timing

- **Round 1 (Finance+HR+Purchasing)** - ongoing in 1H2020
- Rounds 2 & 3 (R&I & IND) - On going

Design decisions

- **The BSA Allocation will be done via the Cost Centers**
 - Each **cost center** is linked to **1 BSA**
 - Each person in that cost center **MUST** belong to the same BSA

READ MORE

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