

November 30, 2021

RADIANCE ON THE ROAD

LONDON

The Future of Global Business Services: Fast Track Evolution or Risk Extinction



Maria Saggese

GBS Lead Partner, EMEIA



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Head of GBS Delivery Excellence and Transitions



How Do I Cast My Vote During the Presentation?



highradius

Thumbs Up for Option 1

highradius

Thumbs Down for Option 2

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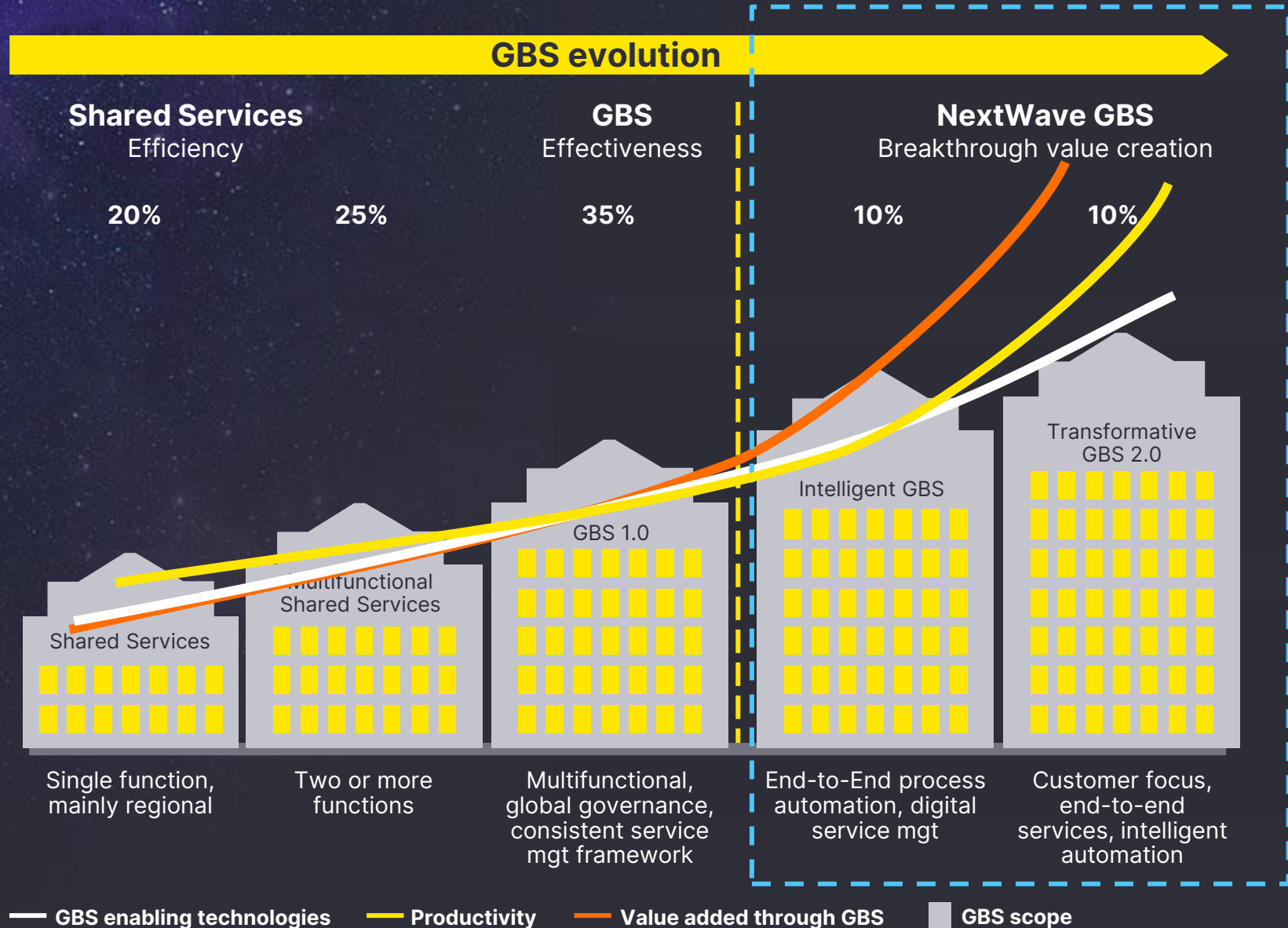


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Only ~ 20% of current GBS organizations create “breakthrough value”



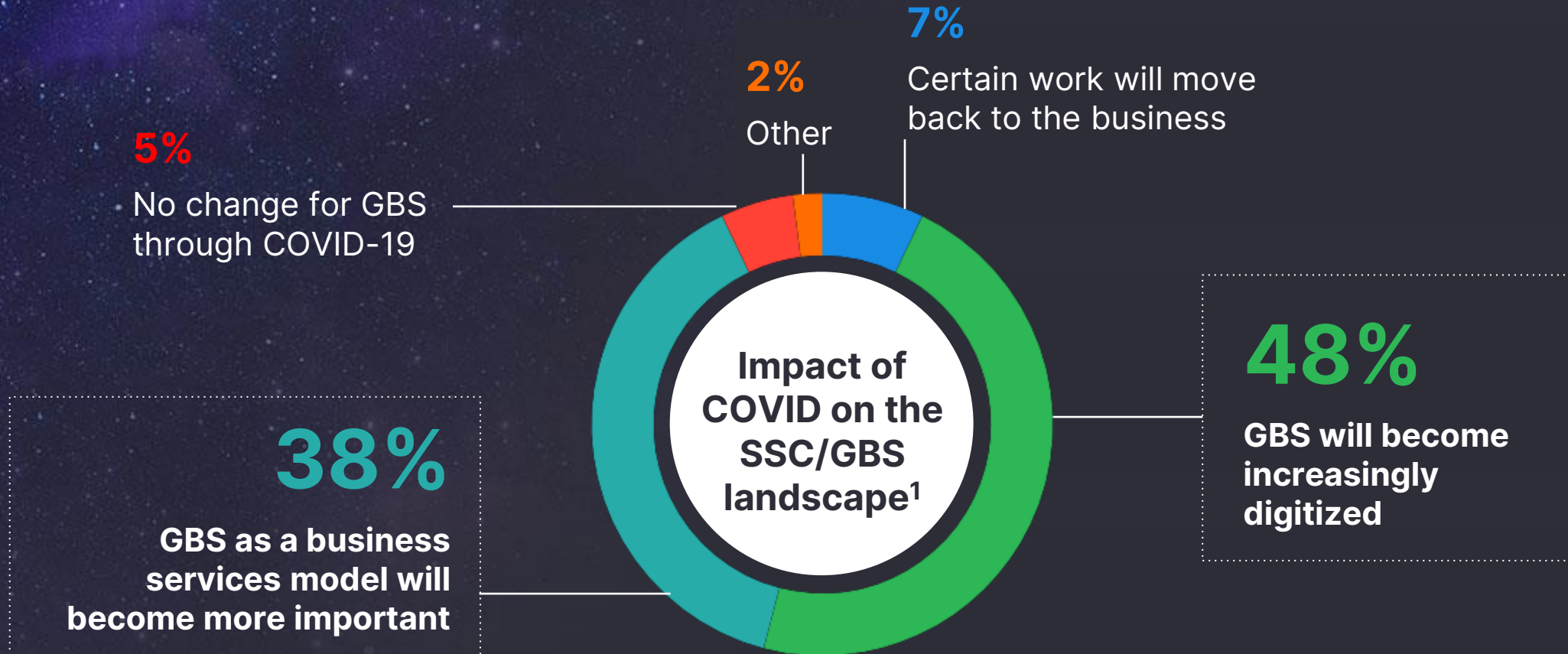
Poll Question 1

Q – Do you think your GBS is among the 20% creating the ‘breakthrough value’?

- A. Yes for sure
- B. Not sure



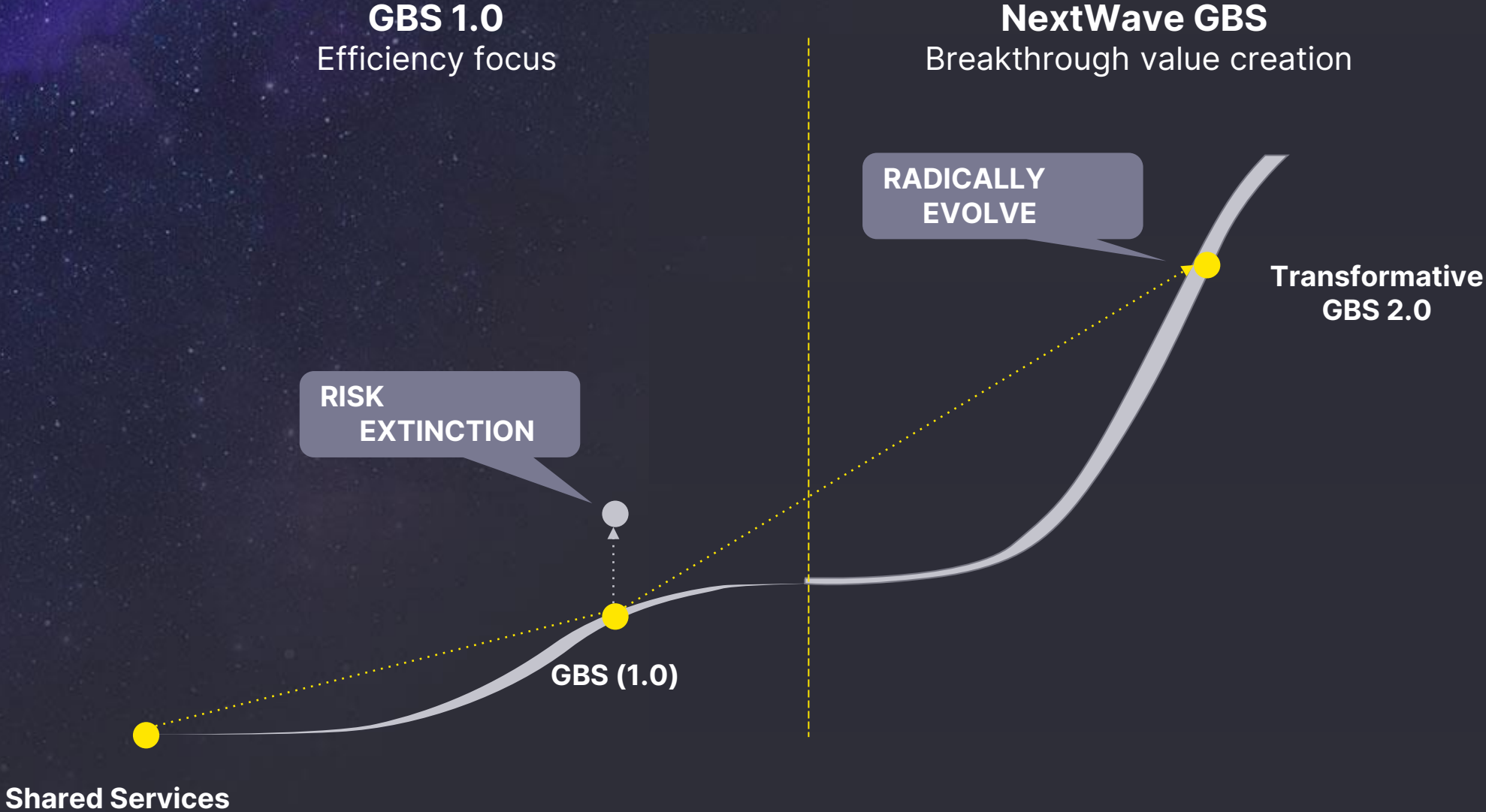
With COVID-19 however, expectations from GBS have increased



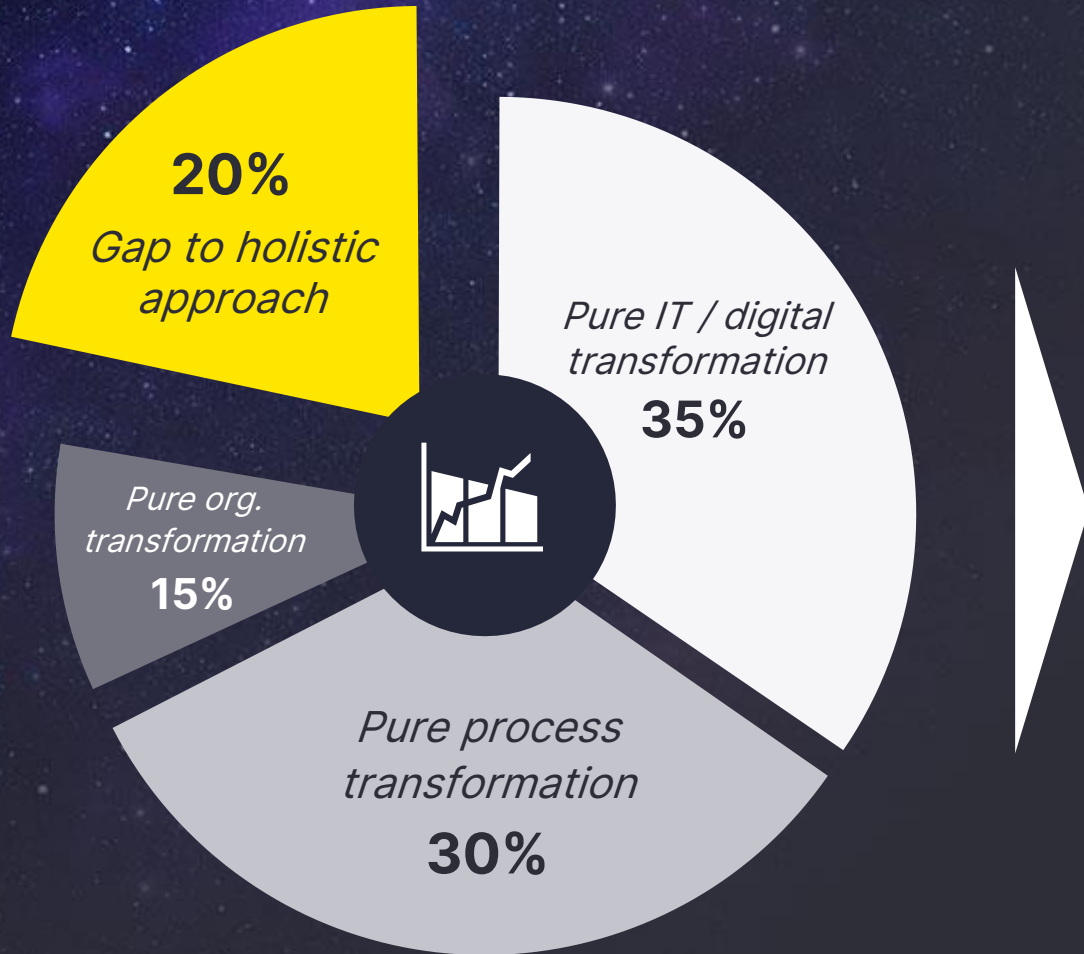
AND: More than 80% of CEOs intend to increase spend on technology modernization over the next 12 months (EY CEO Survey 2021)

1. Source: EY-SSON Transformation Realized 2020

GBS organisations today need to evolve radically or prepare for extinction



The evolution needs to be holistic - Across People, Process & Technology



PEOPLE

Foster digital talent management and simplify organisation & governance for stronger transformation capability

PROCESSES

Establish a true end-to-end process backbone accelerating technology deployments and breaking down silos

TECHNOLOGY

Enable faster and better NextGen ERP roll-outs and accelerate adoption of digital technology and services

Transforming Your GBS Organisation Across the People Lever

PEOPLE

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TECHNOLOGY

Enable faster and better NextGen ERP roll-outs and accelerate adoption of digital technology and services

- **Establish transformative capabilities and mindset**
- **Evolve teams into digital natives**
- **Promote new skills within the team**
- **Help them accelerate their career growth**

Transforming Your GBS Organisation Across the Talent Lever

3 Key Things You Should Be Doing Today



- Lean towards hybrid work culture
- Evolve recruiting policies to take advantage of a global talent pool
- Build a culture that welcomes change, digitisation and disruption

Skills & Competencies That are a Must-Have For Your GBS Workforce today

Data Savviness

Creativity & Innovation

Strategic Mindset



Business Acumen

Relationship Management

Agility & Change Orientation

Transforming Your GBS Organisation Across the Process Lever

PEOPLE

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PROCESSES

Establish a true end-to-end process backbone accelerating technology deployments and breaking down silos

TECHNOLOGY

Enable faster and better NextGen ERP roll-outs and accelerate adoption of digital technology and services

- **Establish 70-20-10 model (operate-improve-disrupt)**
- **Deliver seamless omnichannel service experience**
- **Establish lean, measurable, integrated processes and services**
- **Focus on predictive, proactive & preventive care**

Poll Question 2

Q – Are you ready to deliver an omnichannel service experience at your organisation?

- A. Yes, we are
- B. No, not yet



Transforming Your GBS Organisation Across the Technology Lever

PEOPLE

Foster digital talent management and simplify organisation & governance for stronger transformation capability

PROCESSES

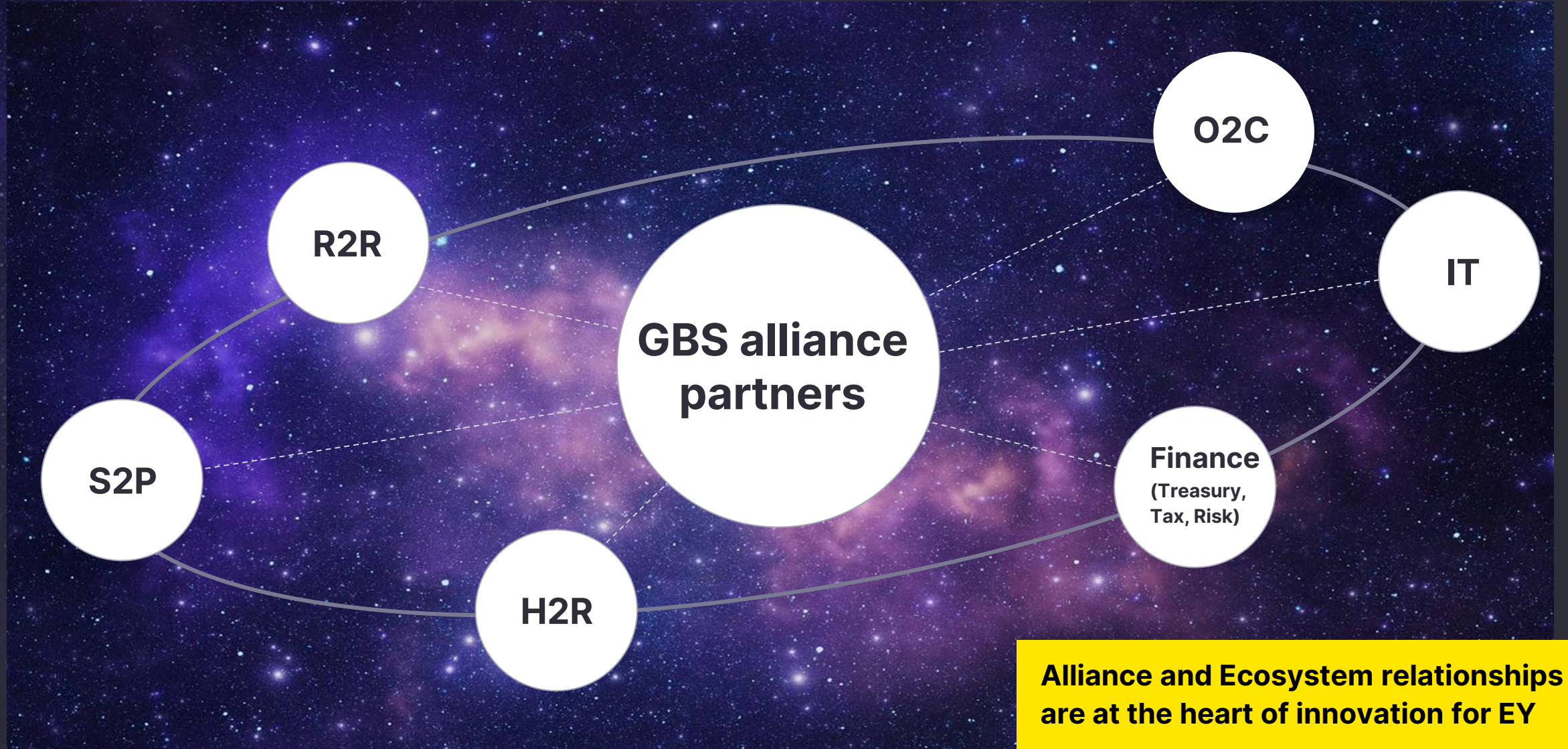
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TECHNOLOGY

Enable faster and better NextGen ERP roll-outs and accelerate adoption of digital technology and services

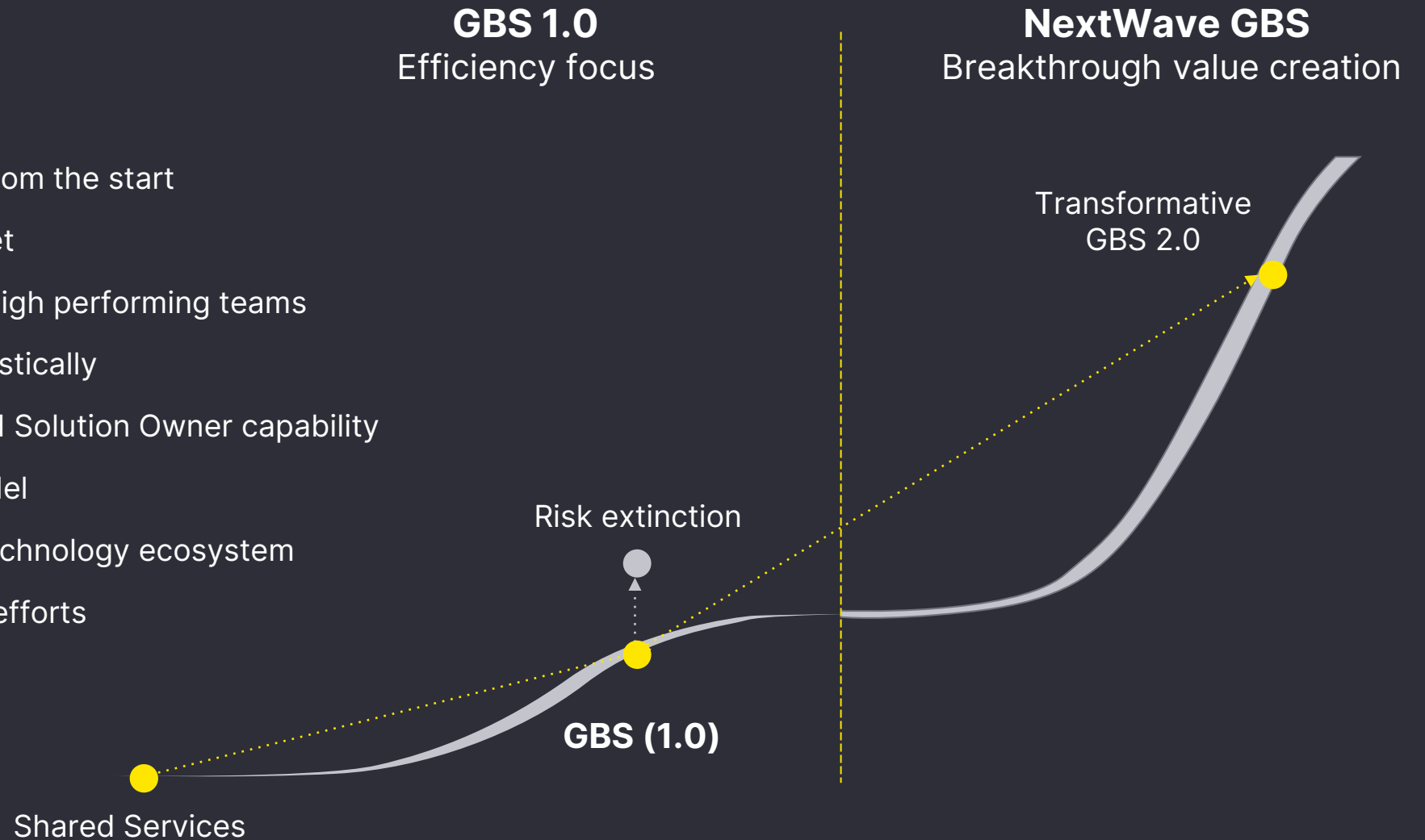
- **Leverage fully integrated smart automation**
- **Digitally enable the organization beyond GBS**
- **Build focused service and solution innovation teams**
- **Enable digital as a service with automation**

An integrated “technology universe” is key for a digital GBS transformation



Some key “get right” learnings for your GBS Transformation

- ▶ Establish strong foundations from the start
- ▶ Infuse a transformative mindset
- ▶ Attract new talents and build high performing teams
- ▶ Approach the GBS journey holistically
- ▶ Empower a Global Process and Solution Owner capability
- ▶ Choose the right sourcing model
- ▶ Orchestrate the enterprise’s technology ecosystem
- ▶ Balance ambition and change efforts



Q&A





Food For Thought

- GBS leaders are often running against time- making many things (including transformation) happen, across several departments at the same time. How do you advise them to prioritize key initiatives across business functions and geographies?
- The business model evolution from Shared Services to GBS has been impressive. What advancements can we expect to see in the way global businesses operate in the next 5 years?
- What are certain key points/priorities/concerns that GBS leaders have shared with you. Would be great to get some insights on what best practices you share with them against each of those priorities/concerns?
- Do you think we are moving in a world towards unrealistic customer service needs and expectations? How can global organisations, with customer service teams in one country and customers in a different country aim to deliver on these standards?

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NEXT SESSION

AstraZeneca 

Speaking Session

How AstraZeneca is Accelerating
Innovation In Order To Cash For
Long Term Success

Paul Buckham, AstraZeneca

12:00 GMT