

Shared Services and Outsourcing Week 2024

PwC is Outcomes Obsessed: Help accelerate and Transform Your GBS Value

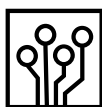


1,000+ GBS leaders gathered for the 28th annual Shared Services & Outsourcing Week hosted by SSON. A jam packed agenda over **4 intensive days** that had participants discussing the evolution of GBS across people, process, and technology. As Global Business Services constantly reinvents itself, dynamic discussions included innovating delivery methods, deploying nextgen technologies, upskilling talent, and creating meaningful career paths for their teams.



GBS as a Business vs Service Delivery Channel

GBS, and its image, should evolve. In today's hybrid work environment, the focus is shifting to the overall Op model – it's no longer what can move, but what cannot move. It could cover all business operations except those core to a company's business.



GBS should embrace & lead in digital & technology

NextGen GBS adopts a digital factory mindset, primed for smooth integration with transactional tasks. Organizations should prioritize aligning processes with technology to help attract top talent possessing unique capabilities.



Human Resources moves to GBS

Since transformation focuses on people and change, HR has been spared the mandate to change in many cases and significant opportunity exists. Many companies are moving administrative tasks, even those that touch employee data.



GBS branding evolves

In growing companies, the GBS "brand" has been repositioned to one of a strategic collaborator. GBS is now involved in the creation of a strategy team, digital transformation, incubation of new products, and improved data and analytics capabilities.



GBS builds talent career paths

To support strategic GBS, attracting senior talent can be crucial. Companies are deploying BU rotations for managers to develop business partnering perspectives.



GBS dashboard goes beyond operational metrics

A good GBS-as-a-business-collaborator dashboard goes beyond operational metrics. It includes customer analytics, key business insights, and financial analysis. Despite having access to extensive data, very few GBS organizations can take full advantage of it.

What's Hot in GBS?

- **GenAI:** GenAI is all the rage and GBS practitioners are unpacking tangible applications. Will it be employed solely within functional silos or also to run GBS?
- **People, People, People:** Whether discussing new automation capabilities or GPOs, talent remains paramount. Without skilled individuals, automation efforts can falter. Transitioning to a GBS model hinges more on people and culture than functional skills.
- **As a Service: As-A-Service:** GBS is harnessing capabilities for the benefit of the enterprise, rather than solely cost reduction

Key Quotes

"GBS has been a model of 'No'; how do you change it to be a model of 'Yes'."

~ Deb Kops, Principal **Sourcing Change**

"A deep dive of our outsource relationship revealed that we were organized to support our legacy finance model, not to support our outsource partner. In order for our outsource partner to be successful, we needed to reorganize our retain team to align with how the work gets done."

~ Traci Memmott, VP Finance Hub Value Management **The Coca-Cola Company**

Learn how PwC can support you on your GBS journey:



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Expectations for GBS outcomes have changed to focus beyond service delivery excellence, enhancing experiences, nurturing talent, and improving operations, moving away from just delivery and cost



- 01 End-to-End Processes**
Unlocking insights from operational and process visibility of the end-to-end process – standardization, simplification and insight
- 02 As-A-Service**
Moving beyond the foundation of the service delivery excellence digital hubs for the enterprise
- 03 Experience**
Setting the standard on customer and employee experience, Deliberate design and digital enablement
- 04 Talent**
Upskilling talent for a digital future, talent rotation and development, providing talent for the business
- 05 Operations**
Use of next generation technologies to drive efficiency in operations (onboarding, collaboration)

Insights from the Sessions

01 End-to-End Processes

- GBS is excelling in a hybrid model, meeting business expectations (SLA's), allowing for more **scope, and helping drive almost EtoE processes**
- **Automation** is resulting in easier ways to identify waste, allowing for more streamlined processes, particularly in the back office
- Enabled and governed by **GPOs**

02 As-A Service

- With its **centralized, standardized, and enhanced nature**, GBS can be a platform for providing the business with almost anything as-a-service
- With expanded scope and data, there's the chance to aid all business needs, from transactions to analytics
- 'Pricing by the drink'

03 Experience

- GBS is a valued **business collaborator**, providing lower cost solutions and high 'quality' output from standardization and digitally developed 'capabilities'
- Explore a customer-centric approach to **performance metrics**, focusing on financial impact rather than transaction volume/timeliness

04 Talent

- Using **rotational programs** to allow employees to build skills/get new opportunities
- Tracking how employees are **spending time** to align to performance expectations
- Still solutioning how to provide **upskilling and training** for the right skills- digital, analytics, etc.
- Still looking for ways to make GBS an attractive place to work

05 Operations

- The business is gaining confidence in GBS, assigning **more scope based on aligned SLA/OLA's** and business outcomes
- GBS has become a trusted advisor from providing **'faccurate'** data and insights back to the business
- GBS structures have evolved to include dedicated support functions like IT and HR to drive efficient GBS operations

Learn more:



Global Business Services: Catalysts of Value



PwC US Global Business Services



ACCA Review: FSS/GBS Models



PwC US Managed Services

