

HFS HORIZONS SUMMIT

NEW YORK CITY • MAY 16 - 17, 2023



Is GBS The Orchestrator and Operator of the Autonomous Enterprise... or Something Else?



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We've been expanding on the concept of GBS for a decade now – what has worked and what hasn't?

Evolution to the Connected OneOffice Mindset

Real <u>change</u> drives rapid pivot to OneOffice

Front Office

Shared Services /
Nearshoring
Centralization

Offshoring Globalization

Outsourcing Analog Front Office

Back Office

Basic Digital
Responsive

GBS Anticipatory Digital
OneOffice
Interactive

Back Office

1995

2000

2005

2010

2015

2020

2025

The Internet

1990

Client/ Server

ERP

Six Sigma

LEAN

Y2K

Euro Currency Conversion

VOIP

3**G**

Public Cloud

eBusiness

Digital Marketplaces

ASPs

Sox

Basel II

Private Cloud

Open Source

Digital Business Models

IOT

RPA

Enterprise IT dressed up as Digital

Intelligent Automation

Machine Learning

Al

Blockchain

5G

The Guerrilla Sharing Economy

Digital Workers

Autonomous,

Hyperconnected
Supply Chains

Data-driven Virtual organizations

The Generative Enterprise



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What is the *purpose* of GBS these days?

...And what should be the purpose?



The Digital Dichotomy: GBS has a role to help organizations balance the macroeconomic "Slowdown" with the "Big Hurry" to innovate

THE

DIGITAL

DICHOTOMY

The "Slowdown"

- Multiple macroeconomic headwinds
- IT and operational budgets are tightening
- Many cloud migrations are failing
- The **talent crunch** is not improving

The "Big Hurry"

- A **Digital Foundation** is essential for survival.
- Enterprises realize dire need to achieve their "OneOffice"
- The case for building an Autonomous Enterprise is stronger than ever
- Generative Al poses massive disruption

Role of GBS Savings

Investments



GBS needs to become the orchestrator of capabilities required for enterprise innovation

People

- Diverse and inclusive
- Problem-solving, technical, analytical, and hard-to-find skills
- · Global: offshore, nearshore, onshore, anywhere shore

Change Management

- Baked into the solution versus an invoice line item
- Value driven commercial model

Process

- Eliminate process debt
- Trust, Governance, Risk, and compliance
- Backed by process / domain expertise

Data

- Make data a first-class citizen
- Organize services around enterprise dataflows (customer, employee, vendor)

Technology

- Leveraged as a competitive differentiator
- Al-powered Cloud-enabled solutions
- Partner ecosystem



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Can GBS genuinely make the shift from the back/middle office to the front office (OneOffice)?

How do you turn it around and align it with the direction of the business?

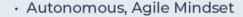
The HFS OneOffice Organization – digital transformation in action

Employee Experience

DIGITAL INFRASTRUCTURE

- · Digitization and Automation of Processes
- · Cloudification and Security
- · Unification of Data

AUGMENTED WORKFORCE



- · Inclusive, Digital Mindset
- · Aligned Outcomes
- · LEAN and Design Thinking



ANTICIPATORY INSIGHTS

- · Predictive Analytics
- · Al Orchestrated Processes
- · Machine Learning

Customer Experience

TOUCHLESS INTERACTION



REAL-TIME
PERSONALIZATION



MOBILE AND SOCIAL ENGAGEMENT



CUSTOMER-DRIVEN PROCESS DESIGN



OneOffice

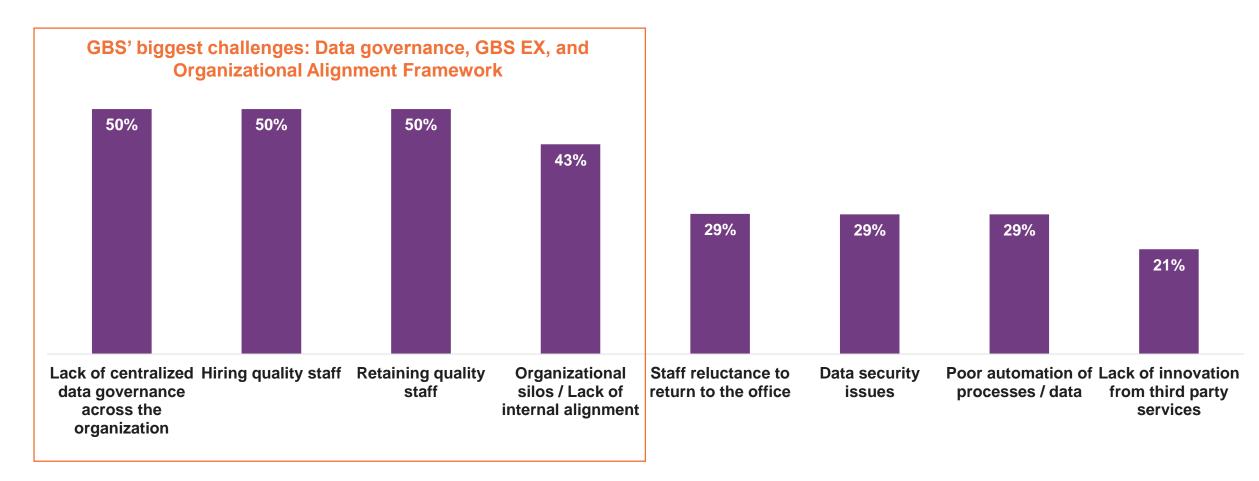
NATIVE AUTOMATION

PEOPLE & PROCESS CHANGE

DATA & DECISIONS

GBS leaders need help with data, talent, and internal alignment

What are your biggest challenges to meet your strategic objectives?



Sample: 28 GBS executives from Global 2000 enterprises

Source: HFS Research, 2022

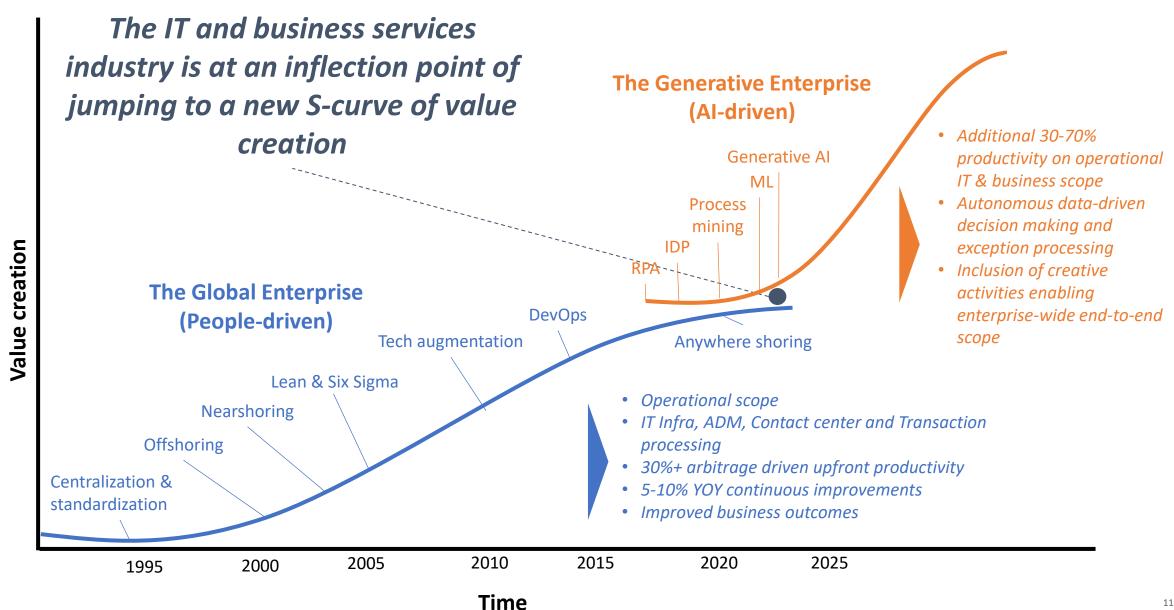


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How does the new generation of outsourced services, such as outcome-based managed services or co-sourced services, fit into the GBS service delivery equation?

How does GBS maintain *control* over core data/operations with greater reliance on 3rd parties?

The Generative Enterprise inspires a new S-curve of Value Creation



How has the shift to hybrid/remote working impacted the effectiveness of GBS organizations?

Can/should driving employee experience across the enterprise be owned and driven by the GBS conversation? What needs to change?

Talent management is at the heart of GBS conversation

2022 was The Great Resignation...



Jaded employee fuelled Great Resignation where many peoples' lifestyles trumped their commitment to their jobs

2023 is becoming The Great Freakout



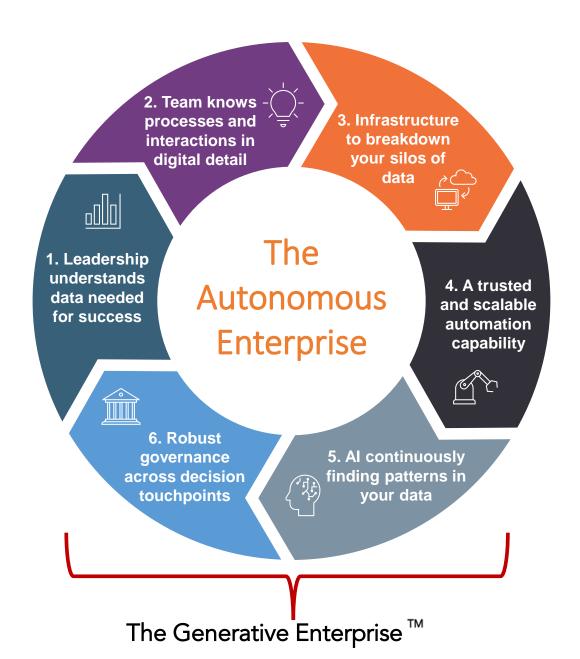
Massive tech layoffs, back-to-office mandates, a highly-uncertain economic & political climate, and an epidemic of banks almost collapsing

How should GBS approach automation and AI, and how can you *embed* these technologies within each operation?

And do most GBS orgs have the *right* skills/experience to deliver real autonomous value?



Failing to build an "Autonomous Enterprise" is not an option...





Will today's Chief GBS Officer become tomorrow's Chief Transformation Officer?

What needs to change in organizations to give GBS more *teeth*?



Ambitious enterprises are rethinking hierarchies and leadership roles to impact experiences of customers, partners and employees

Chief Executive Officer

Long-term infinite mindset
Strategy to drive profit with a purpose
Forcing the change that is needed
Balancing the desires of the stakeholder mix
Collaborative innovative culture
ESG mandate

Chief Partner Experience Officer

Supply chain partners
Industry partners
Cross-industry partners
Technology & Business Service
Partners
Hyperscaler Partners

Chief Transformation Officer

IT and Business Operations
End-to-end process ownership
Data & decisions
Cybersecurity
Enabling technologies
(automation, AI, blockchain, 5G, and others)

Chief Customer Experience Officer

Anticipate customer needs
CX Design and Delivery
Digital + Physical engagement
Mindshare growth (marketing)
Wallet-share growth (sales)

Chief Employee Experience Officer

OneOffice skills
Digitally Fluent Workforce
Drive organizational values
Organizational change
management
Alternative talent models
Internal stakeholder alignment

