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HFS

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 change drives rapid pivot to OneOffice

Front Office

**Shared Services /
Nearshoring**
Centralization

Offshoring
Globalization

Outsourcing
Analog

Front Office
Basic Digital
Responsive

GBS
Anticipatory

**Digital
OneOffice**
Interactive

Back Office

Back Office

1990

1995

2000

2005

2010

2015

2020

2025

The Internet
Client/ Server

ERP
Six Sigma
LEAN

Y2K
Euro Currency
Conversion
VOIP
3G

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

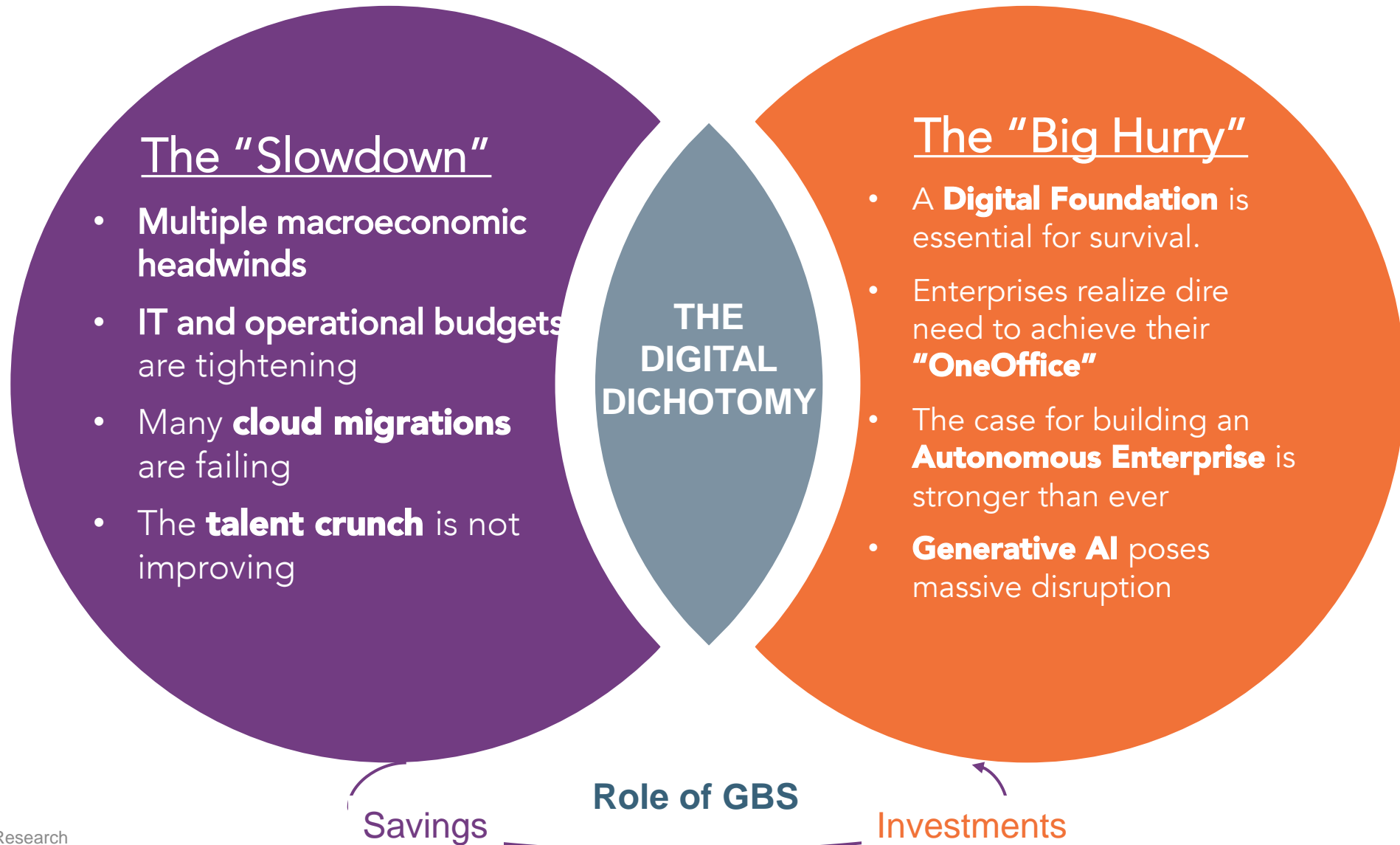
AI
Blockchain
5G
The Guerrilla
Sharing
Economy
Digital
Workers

Autonomous,
Hyperconnected
Supply Chains
Data-driven
Virtual
organizations
The Generative
Enterprise

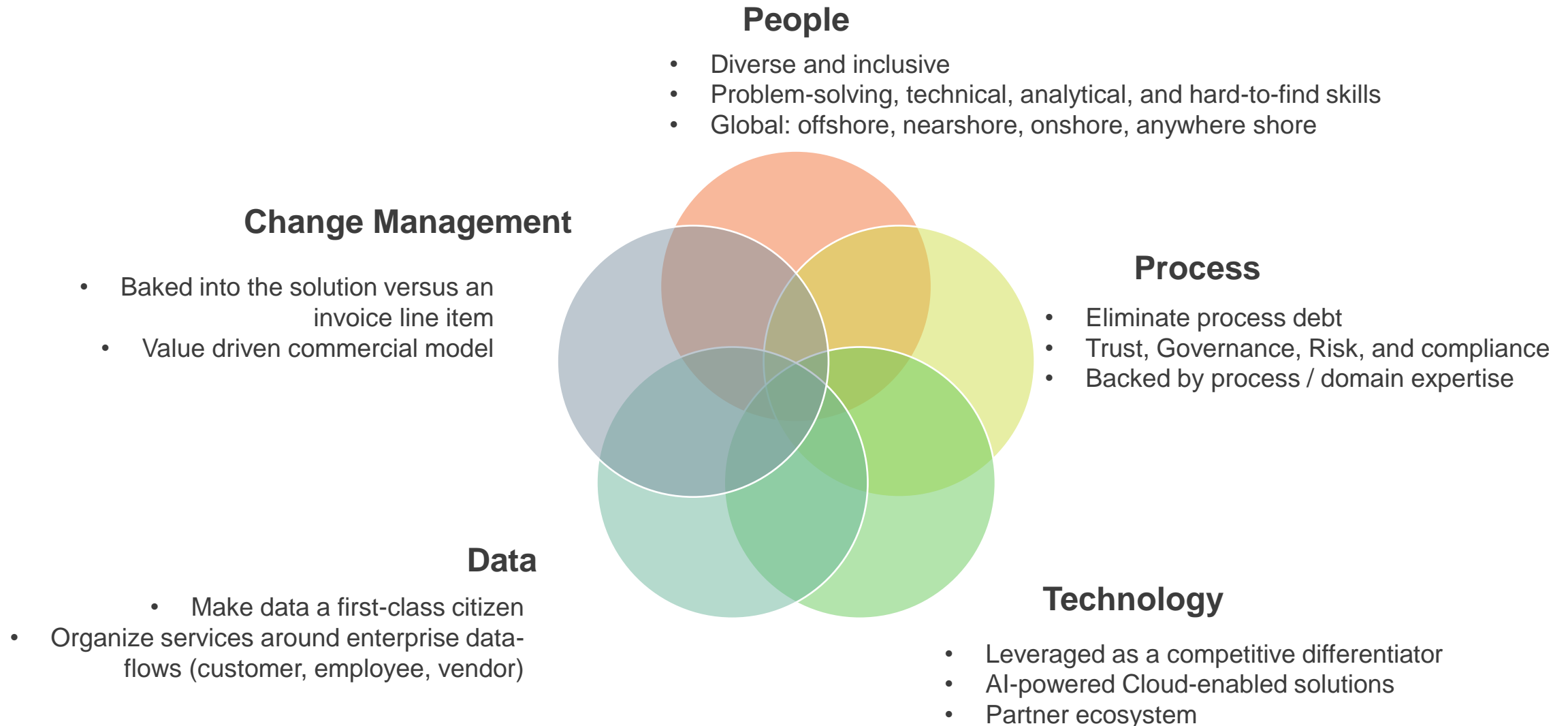
What is the *purpose* of GBS these days?

...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



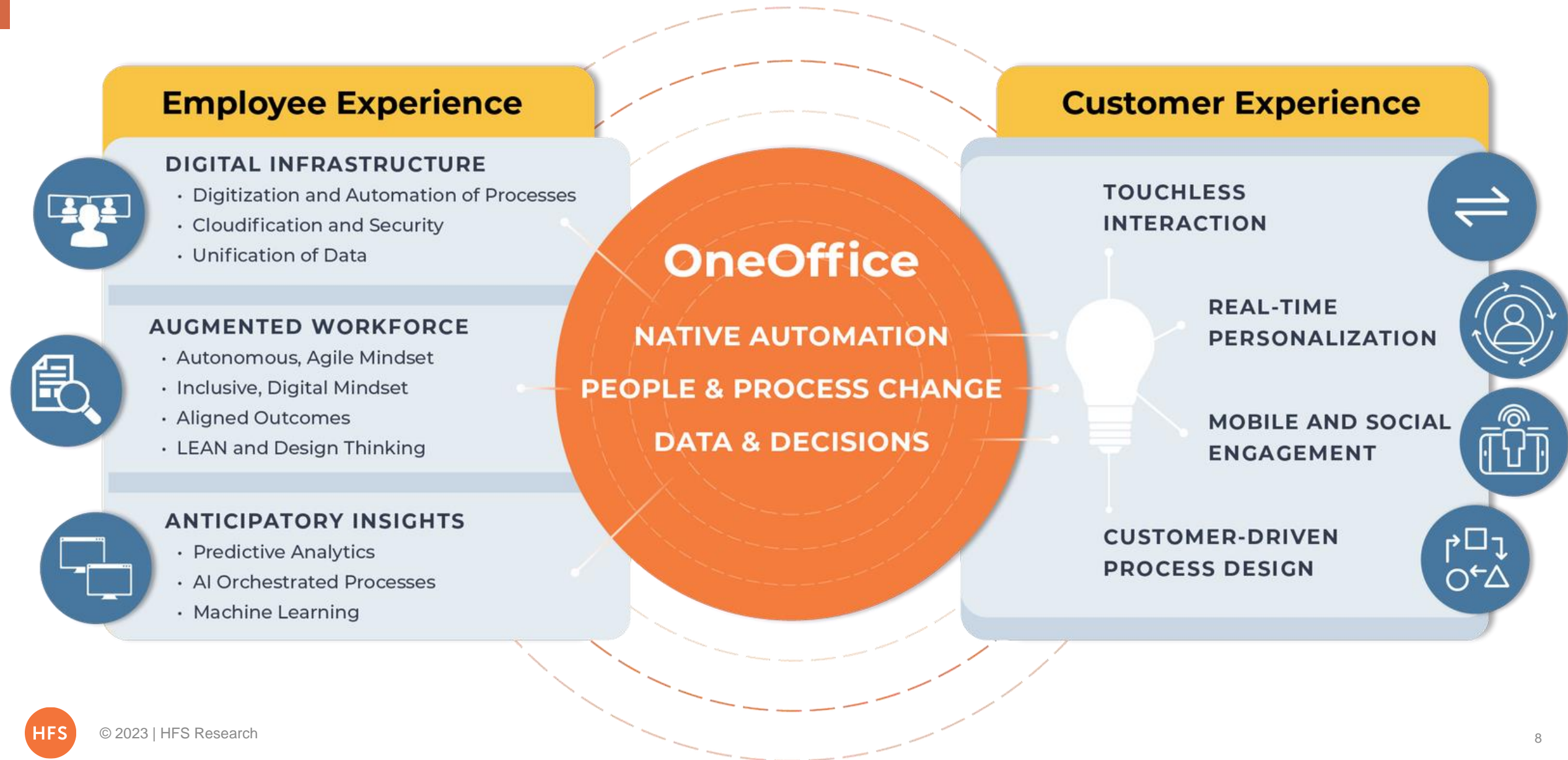
GBS needs to become the orchestrator of capabilities required for enterprise innovation



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

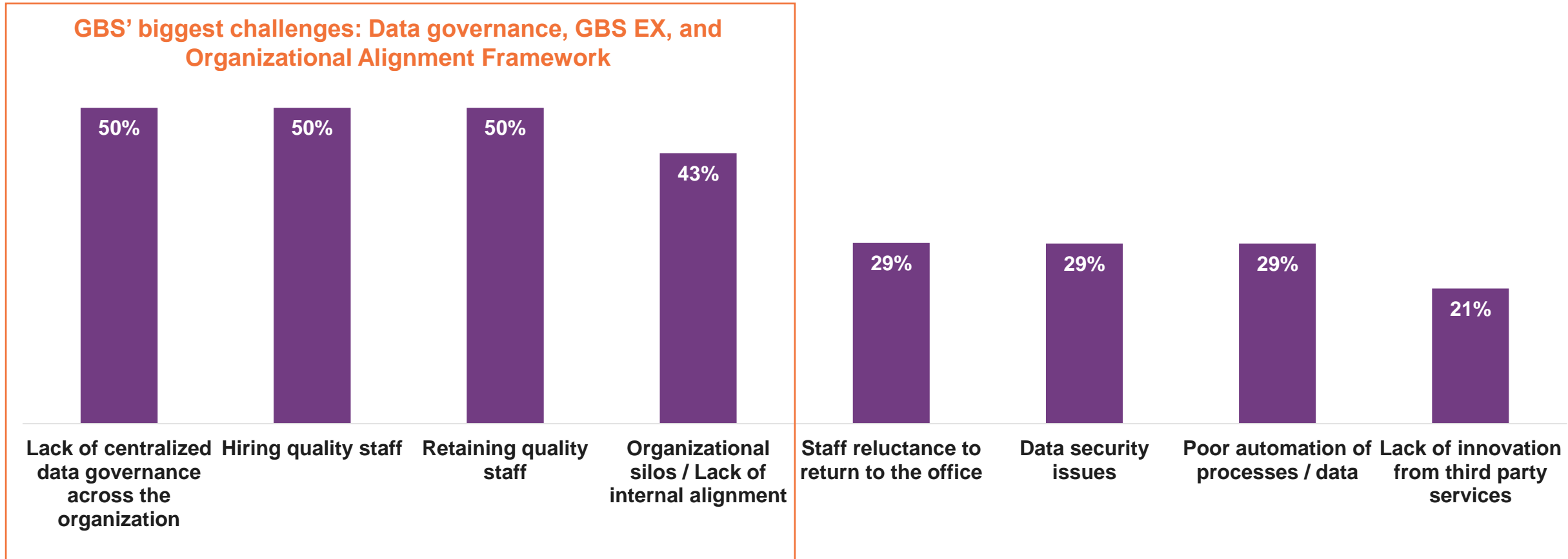
How do you turn it around and align it with the direction of the business?

The HFS OneOffice Organization – digital transformation *in action*



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

What are your biggest challenges to meet your strategic objectives?



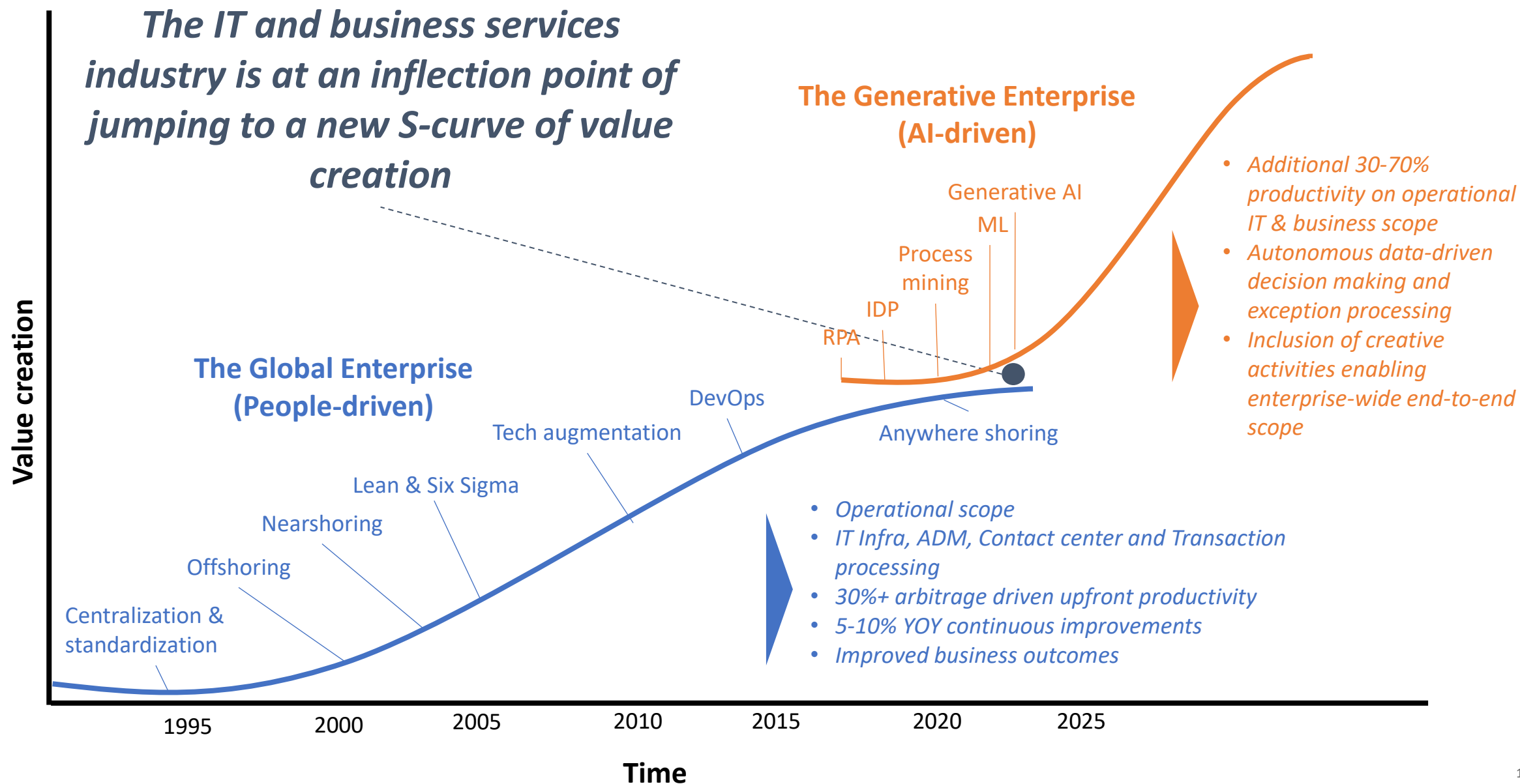
Sample: 28 GBS executives from Global 2000 enterprises

Source: HFS Research, 2022

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

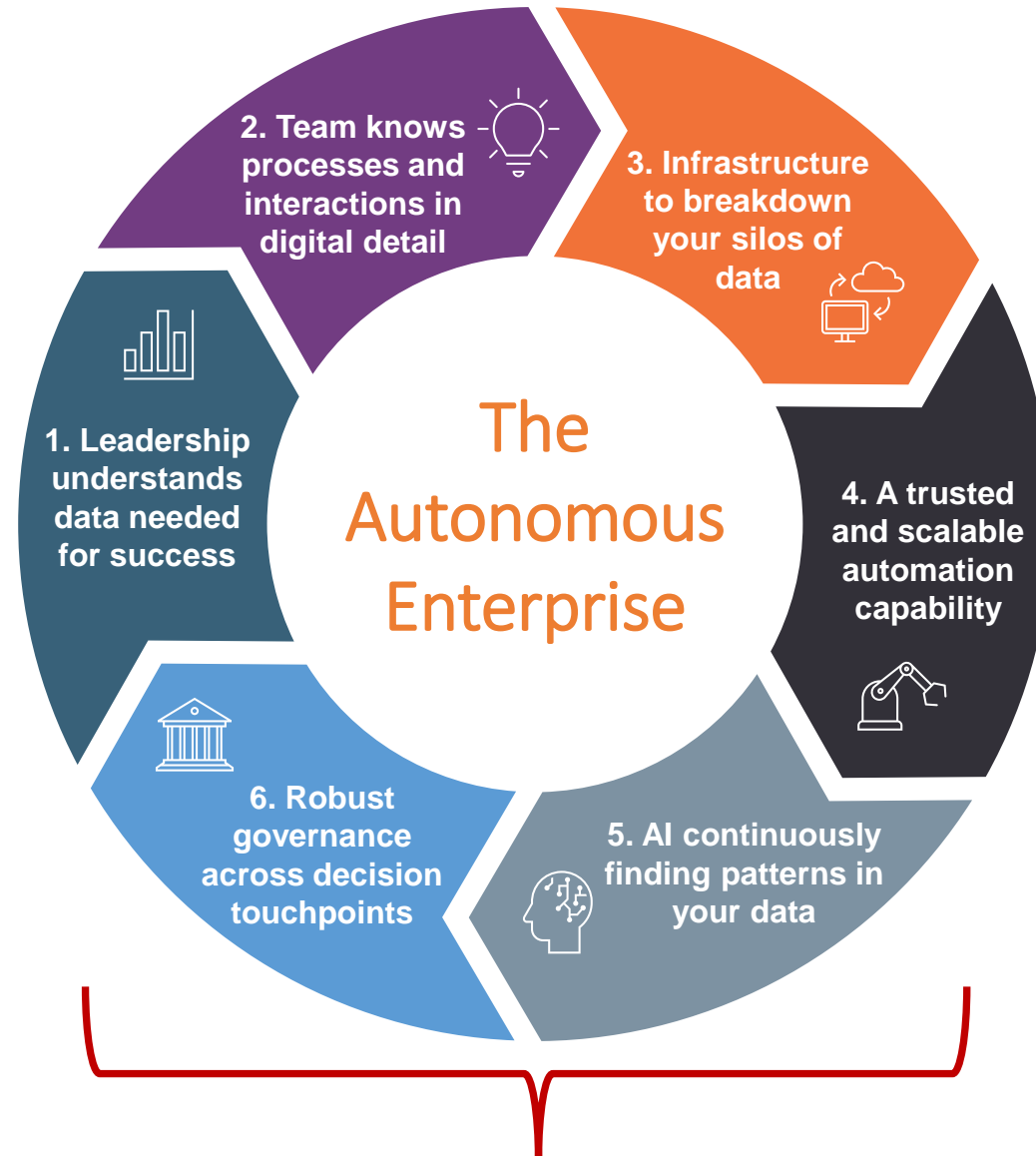


Massive tech layoffs, back-to-office mandates, a highly-uncertain economic & political climate, and an epidemic of banks almost collapsing

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...



The Generative Enterprise™

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