

# Welcome to SSOW 2021!

Brad DeMent, *Chairman*

# It's a BIG Conference – Let's Simplify the Concepts

**01**

FUTURE OF WORK

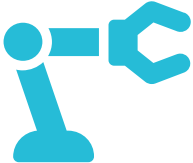
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**02**

AUTOMATION AND DIGITIZATION

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**03**

WHAT'S CHANGING IN GBS AND SS?

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# Future of Work



# Fast Tracked!

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Remote Talent



Collaboration Tools



Paper Elimination



Best of Breed Tools



Cyber Security



Diversity/Inclusion



# Work from Home

Why should you come to the office? If you need to collaborate, fine. We don't have cubes... **We have 100% collaboration space**  
- Rob, Zimmer Biomet

**High touch is part of our culture**, so we have not gone full swing to WFH  
- Stephen, Estee Lauder

Millennial generation wanted to get back to office to **simply interact (keep from losing mind)**  
- Bill Gilet, PwC

We expanded our hiring model to other countries/cities... **no one sits around an HQ building**  
- Rob, Zimmer Biomet



How do you keep people sane at the kitchen table. **We created a “cultural ambassador”** to foster connections and relationships  
- Stephen, Estee Lauder

77% (of this audience) say **employee “engagement” (enthusiasm/dedication) is the biggest challenge** with the remote work environment  
- SSON Polling Survey



# Health & Wellness

We started our calls with “how are you doing?” and dug deeper to connect and get real feedback  
- Chris, Takeda

There are “water cooler apps” that randomly introduce employees for impromptu chats  
- Jim, UC Davis

Time management – “my work schedule may be different than yours... please don’t feel the need to answer this immediately”  
- Chris, Takeda

Adopt an attitude of responsibility... and ask for help!  
- Todd, UL

Be alert to “languishing” employees. They are not off the deep-end, but they are not engaged  
- Jim, UC Davis



It’s a great time to use your Health & Wellness services! GBS can play a role in this  
- Todd, UL

Our AI means “Awareness” and “Intentionality”  
- Jim, UC Davis

Listened to employee concerns, allowed employees to take their office equipment home  
- Chris, Takeda

We are all in the same storm, but we are in very different boats (well equipped ships to treading water)  
- Jim, UC Davis

Encouraged meetings not to be back-to-back. Put breaks between meetings  
- Chris, Takeda



# Engaging Business and Employees

Develop guiding principles to align leaders and adhere to the principles to help govern your employee listening program  
- Chris, ScottMadden

Standardization is good, but there has to be flexibility and empathy of the business unit needs to improve the overall customer experience  
- Barbara, J&J

If you are not failing, you are not experimenting  
- Charles Koch, Koch

Follow the momentum and target pockets of the organization where leaders have the appetite to engage employees in feedback survey's  
- Chris, ScottMadden



Close the feedback loop. Ensure that insights gathered from survey's are connected back to employee programs  
- Chris, ScottMadden

Put decisions in the hands of people that have the best knowledge of the decision that needs to be made  
- Richard, Koch

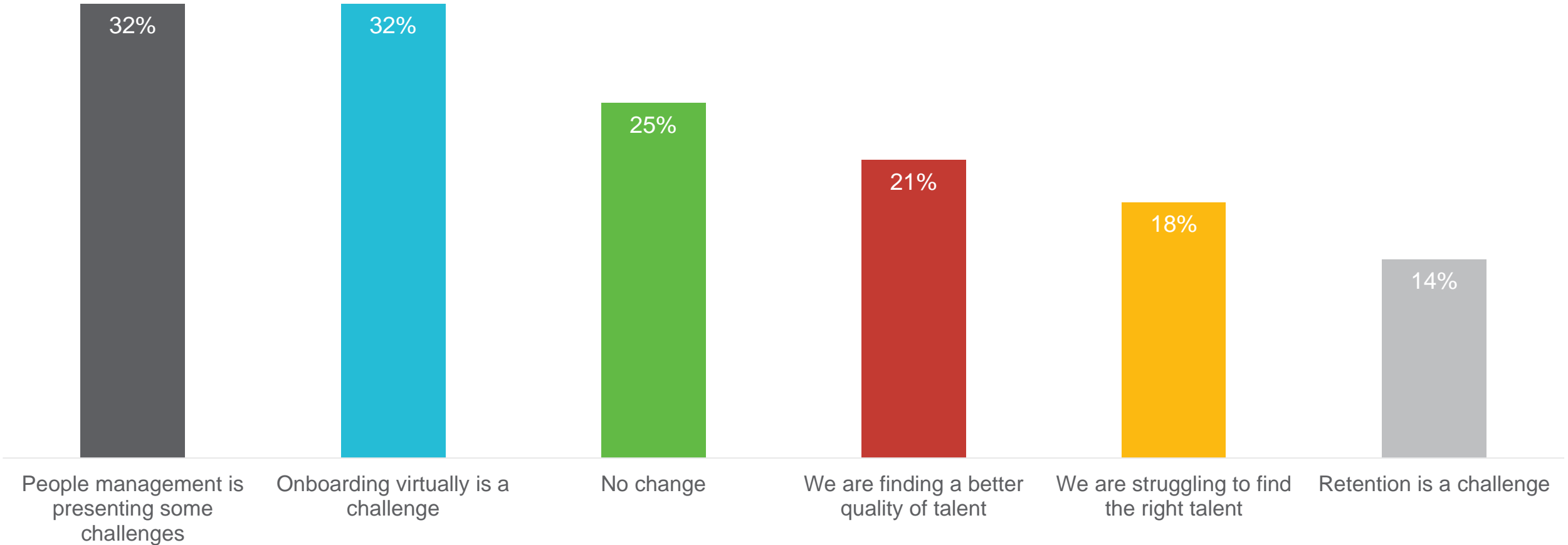
People stay at an organization when they feel the work is meaningful  
- Barbara, J&J

Our primary workstreams center around 1) Customer Empathy, 2) Consumer Focus, and 3) Talent  
- Richard, Koch



# Impact on Talent Management

How has talent management been impacted as a results of the pandemic?



# Talent Acquisition

Call to Action – We had a **750% increase in text to candidates** (185,000 texts) – the candidates we want to reach cannot answer a phone)  
- *Cathy, Advent Health*

Our hire decision went from **2 weeks to 1 day**  
- *Cathy, Advent Health*

We want to attract people that are inspired by improving patient lives – **we encourage rotating in/out of TBS**  
- *Sanjay, Takeda*

Less for disciplinary skills. More for **ability to innovate and collaborate** and tech savvy  
- *Rob, Zimmer Biomet*



Hiring leaders is more difficult. **Not looking for micro-managers.** Set objectives and follow up.  
- *Rob, Zimmer Biomet*

**We invested in consultative skills,** program skills, tech/RPA skills.  
- *Rob, Zimmer Biomet*

Looking for empowered leaders that **don't necessarily need permission** for everything  
- *Stephen, Estee Lauder*

New soft skills needed – people who don't need a manager looking over their shoulder. **Self-starters, humility, resiliency**  
- *Rob, Zimmer Biomet*



# Stakeholder

Stakeholder categorization – Neophyte, WIFFM, Mental Tryout, Conscientious Objector, Recruit, Guerilla, Embracer Loyal Opposition, Sponsor  
- *Deborah Kops*

Guerilla's take an active objections. Many run/hide, choose not to engage (mistake). Plan is to neutralize/flip  
- *Deborah Kops*

Have a plan, a relationship Manager, a timetable, definitive actions, *measure the movement!*  
- *Deborah Kops*

Managing stakeholders that want to increase your scope for the wrong reasons. Don't be the "trash-bin" case  
- *Deborah Kops*



# Opportunity Gained

Reaction to pandemic gained trust among the team  
- JoAnne, USAF

Built a menu of options for the business that TBS would partner with you to rollout locally – we will not implement in a country where it doesn't make sense  
- Sanjay, Takeda

A Sensei coaches business on RPA utilization. Over 2,000 employees trained, 385,000 hours gained  
- Sanjay, Takeda

This was an opportunity to expand the value of GBS  
- Rob, Zimmer Biomet



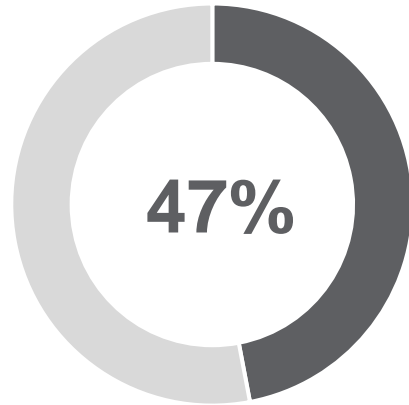
We are moving up the value stream. We are out of the transactional business  
- Rob, Zimmer Biomet

Moving to non-traditional functions – engineering, legal, marketing, and sales  
- Rob, Zimmer Biomet

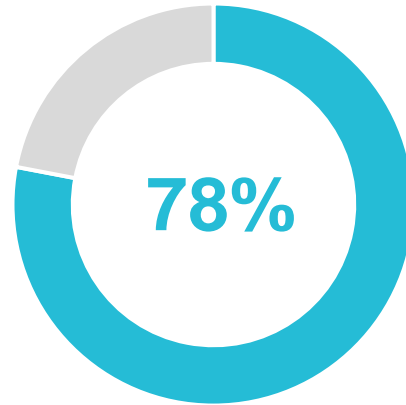
Developed CoPs to share stories – projects, how to leverage tools. Cross-training/sharing  
- Stephen, Estee Lauder



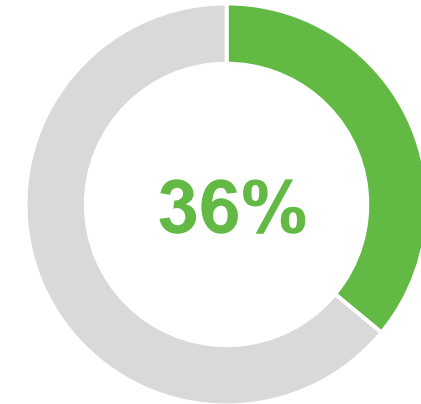
# Collaborative Solutions in Remote Environments



Had **not used** a collaboration platform before the pandemic



Say **they will continue to use** collaboration platforms



Say they would **give up** their emails before their collaboration tool

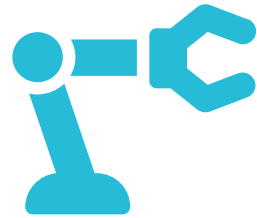


**44%** of the employers' workforce has the potential to **operate remotely**



**78%** of GBS and Shared Services are currently adopting a **Future of Work strategy** as part of their operating models

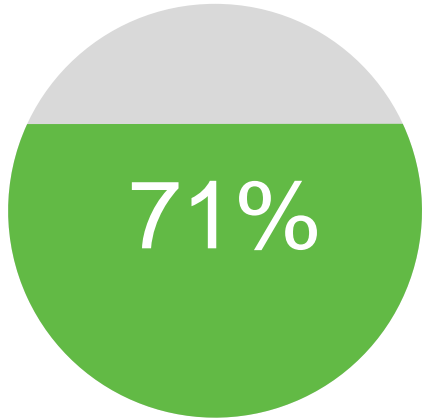




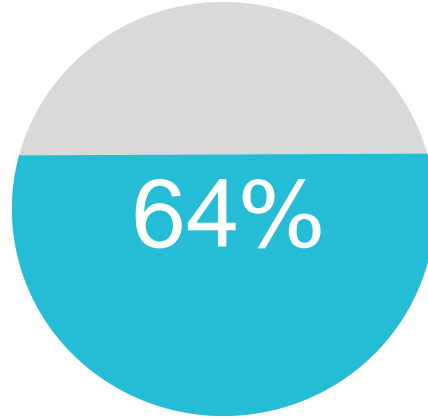
# Automation and Digitization



# Growth of Intelligent Automation

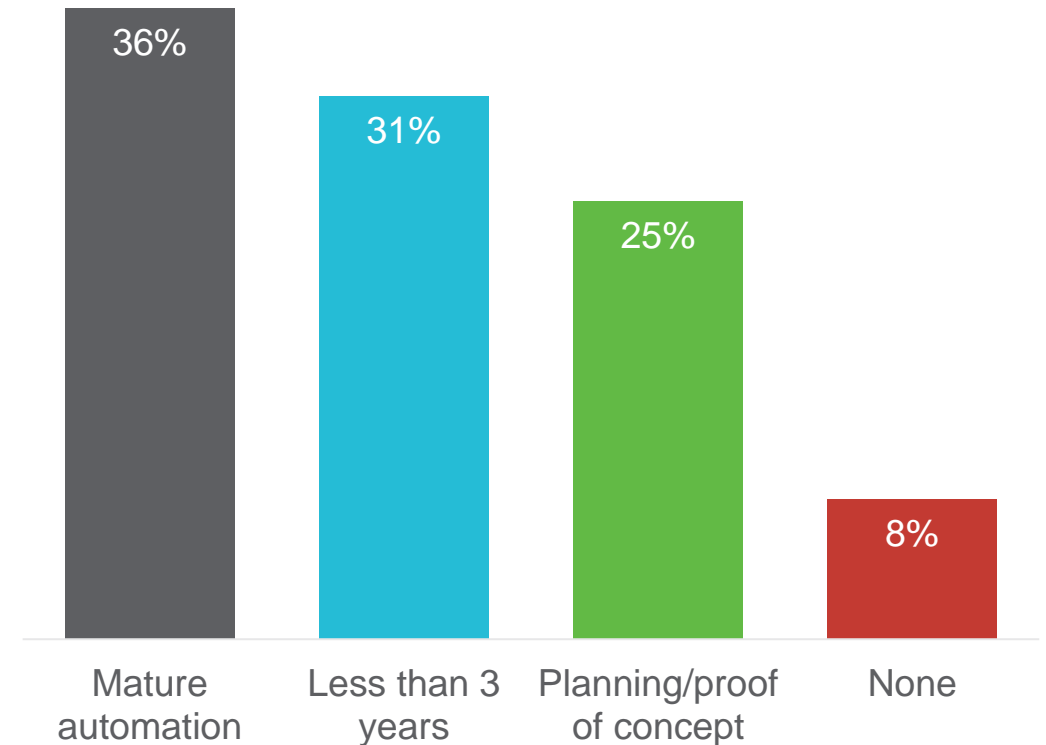


Agree that intelligent self-service automation helped their organization **remain agile**



Expect their organization to **increase investments** in automation technology as a result of Covid

## Current Stage of Automation in North American SSCs



# Process Mining as a Key Enabler

**80%**

Annual growth of process mining market

**78%**

Who automate say process mining is key to enabling RPA

**61%**

Say the provision of factual process data is the key benefit

## Benefits of Process Mining

- Reduced costs
- Increased transparency
- Improved performance management
- Improved customer experience
- Improved compliance



# Automation and Channels

BOD just wants to know what you did with the 100,000 hours you saved? *Front of counter value*. E.g., Ability to release a new product quicker. Without a story, the 100,000 hours is a yawn  
- Stephen, Estee Lauder

Use *click* data to target your audience – if you looked at a job, we are going to keep showing it to you until you apply!  
- Cathy, Advent Health

Being able to chat online increased candidate probability of completing an application by 56%  
- Cathy, Advent Health

Crawl – start with unintelligent automation (don't try to run). “Build the muscle first”  
- Joseph, Change Healthcare



83% say more than half of their hiring events will remain virtual after the pandemic  
- Tom, Advent Health

ConnectTV “story-telling” works for healthcare (short, 15-second stories on Hulu)  
- Cathy, Advent Health

Before approving expense reports, application runs AI to flag anomalies  
- Sanjay, Takeda

Mobile applications have increased exponentially – much of the new workforce no longer uses laptops  
- Cathy, Advent Health

Process is the fuel for non-smart automation (RPA). Data is the fuel for smart automation  
- Joseph, Change Healthcare

# Automating Processes

Synergies with systems lend visibility across cities with multiple sites and vacancies (co-locate opportunity) – share infrastructure (e.g., IT services)  
- Suzanne, Koch

Removing manual processing removed most errors  
- Lewis, Delta

Process mining allowed us to spot in 2 minutes what it would normally take 2 months to find  
- Barbara, J&J

We have a central Continuous Improvement group, but CI is a mindset – the best to improve the processes are the ones working the processes  
- Barbara, J&J



Process automation can make peoples lives better by giving them back a few minutes or hours of their day  
- Barbara, J&J

We automate simple transactions so employees can focus on the complex ones  
- Suzanne, Koch

We would have thought impossible to close the books remotely, but we found a way to do it faster  
- Barbara, J&J

Standardized payroll related requests forms and automated (focus on process)  
- Dea, Delaware North



# Automating Processes

We use AI algorithms and bots to catch fraud and freeze account for 3 days. Second bot scrapes unauthorized users off the accounts. 99.9% accuracy.  
Saved \$50M in equipment  
*- Dustin, ATT*

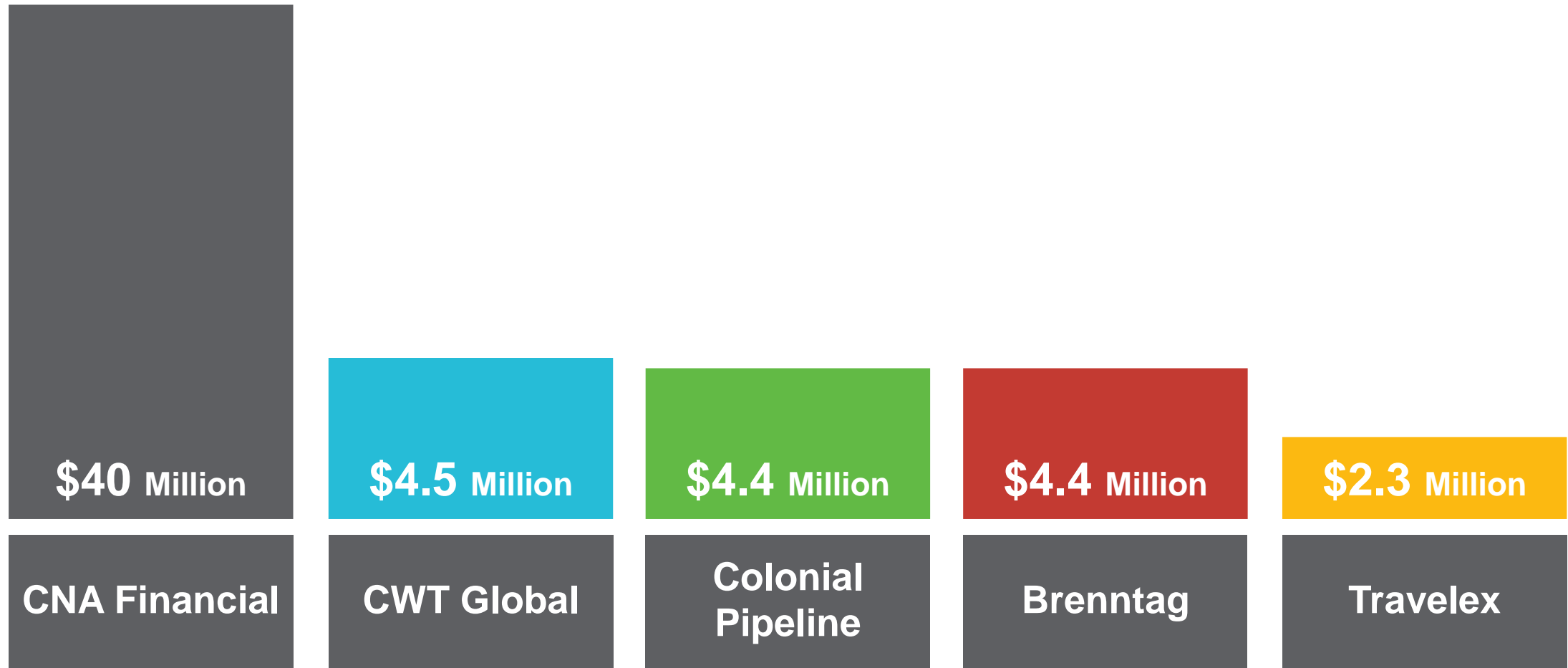
\$19M in savings with robots in production  
*- Dustin, ATT*

Procurement Qualified Leads promote vendors to become bigger customers  
*- Jim, Iron Mountain*

We have hundreds of bots in finance at this time  
*- Dustin, ATT*

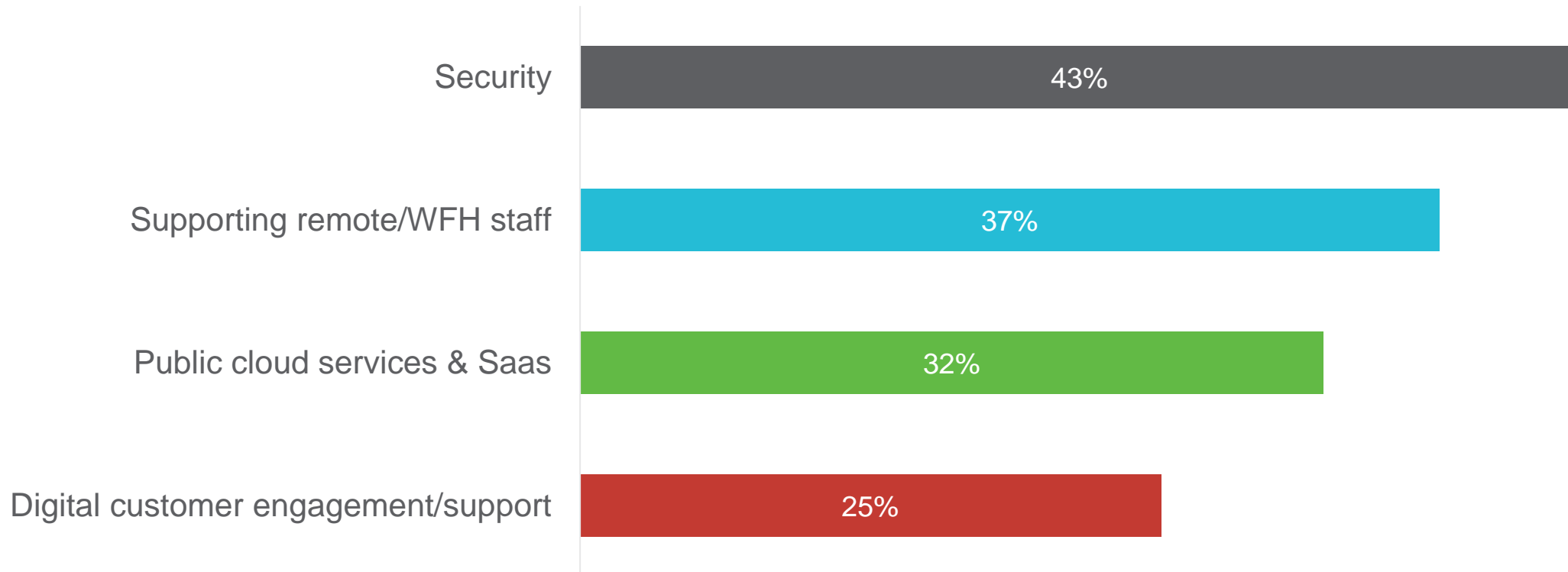


# Secure Your Data!



# Changes in Technology Spending

## Organizations Reporting Permanent Technology Spending Shifts



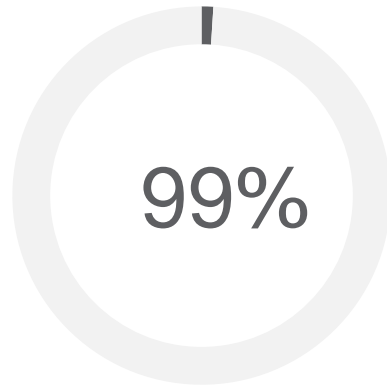


# What's Changing in GBS and SSO?

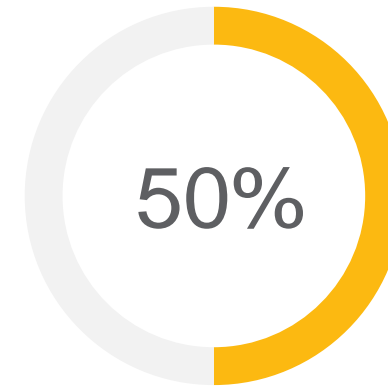


# GBS = Resilience!

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of GBS reported **NO** drop in productivity while **13% without GBS** reported a poor impact on productivity

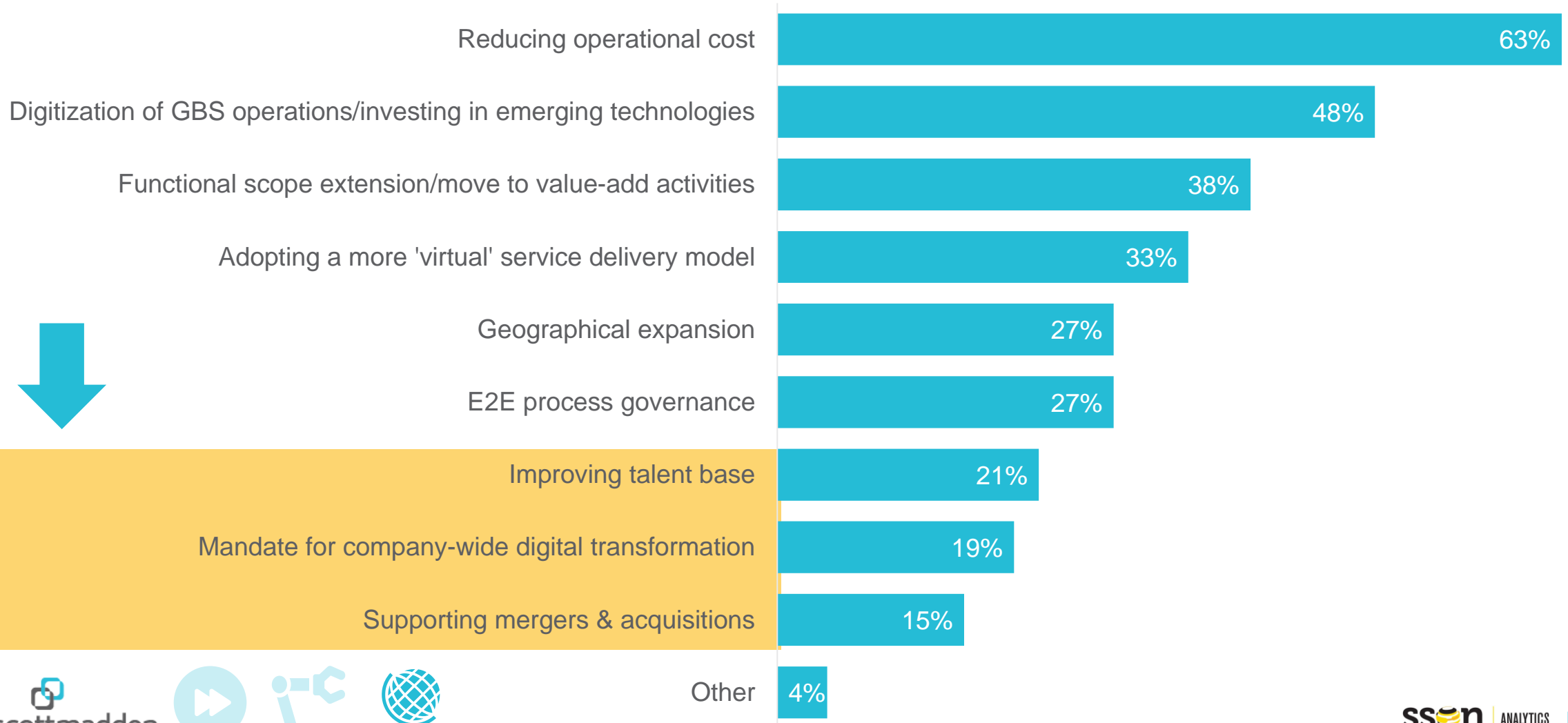


GBS reported being able to **increase scope of work**



# Impact of “The Year 2020” on GBS Operations

In the next three years, what are your top objectives and priorities within GBS?



# GBS Drivers and Scope

The problem with the cost driver narrative is GBS can never get out of it, and there is so much more  
- *Mattijs, PepsiCo*

How do we narrow down and personalize the focus for remote employees “make 10 calls a day in collections”  
- *Todd, UL*

M&A assessment within the GBS also gave Procurement eyes on software licenses and other purchases needed  
- *Jim, Iron Mountain*

Today we operate GBS from 4,000 locations because we are remote  
- *Mattijs, PepsiCo*

Our GPOs own the process. If they say the process needs to change, then it changes  
- *Todd, UL*



GBS does marketing, truck routing, consumer insights, consumer relations, product placement on shelves, demand planning, engineering support  
- *Mattijs, PepsiCo*

We help our Sales team prepare proposals  
- *Jim, Iron Mountain*

We translate the time we save to the frontline business  
- *Mattijs, PepsiCo*

We have a PMO organization in GBS – gives Procurement eyes on all major projects in the organization  
- *Jim, Iron Mountain*

Everyone is an expert in GBS besides you!  
- *Todd, UL*



# Focusing on Expansion

Reasons for non-traditional services = Leverage of tools, scale, labor arbitrage, risk reduction

- Paul, Odfjell Drilling

The narrative (story) is a better sell than “telling the business what they need to do”

- Richard, Koch

Criteria for inclusion in GBS = repeatable, rules based, remote, improvement opportunity – risk of outliers is loss of focus and trust

- Paul, Odfjell Drilling

Koch is a lab – we use the companies to test GBS service interest

- Richard, Koch

Make sure you don't become the “dumping ground” of processes

- Barbara, J&J

Non-traditional services add job variety and decrease turnover

- Paul, Odfjell Drilling

Examples of non-traditional are legal, marketing, engineering, real estate, transportation

- Paul, Odfjell Drilling



# Focusing on the Tactical

Cash was key – SAP was not a good detector of duplicate/erroneous payments (used Apex Analytics).

**Found \$500K in month 1; \$12M in 2 years**

- Lewis, Delta

Used time to **balance out benefit policy** across the business units

- Dea, Delaware North

You cannot run an airline with liquor! (and you have to pay before you receive) so **payables was critical**

- Lewis, Delta

**We looked for facility consolidation opportunity.**

Had 200M ft<sup>2</sup> globally (92% industrial), initially managing 2M ft<sup>2</sup> – target is 50M ft<sup>2</sup>

- Suzanne, Koch



**Looked for fraudulent vendors** (and found them) in the vendor database

- Lewis, Delta

**Cancelled services, rebates and pricing errors** were the top 3 cash recoveries

- Lewis, Delta

It has been a **challenge to get to one global Payroll** provider. The complexities between countries, states, and counties are prohibitive

- Barbara, J&J

Used recovery time to **centralize FP&A, push services to BPO, stabilize tech, focus on process**

- Chris, Delaware North



# Process and Service

We are an **end-to-end process police** and influence people outside of the organization  
*- Rob, Zimmer Biomet*

The minute we take work on we commit to **20%-30% savings in delivering same activity**  
*- Sanjay, Takeda*

**SLAs started a “customer-centric”** cultural shift  
*- Hector, Solistica*

Everything we do **must have a PX (People Experience)** component  
*- Sanjay, Takeda*

Never lose site of the CX. Our goal is **an Uber like experience.** Mobile and seamless  
*- Rob, Zimmer Biomet*



# Will BOT Models Fast Track New Entrants?

## Build

BPO leverages existing infrastructure to ramp up for a new client.

## Operate

BPO manages the operations through SLAs typically for about 2-4 years.

## Transfer

BPO gives the team, processes, systems, metrics, and office back to the client.



### Pros

- **Short setup** time
- Access to a larger **talent pool**
- **Lower setup risk**

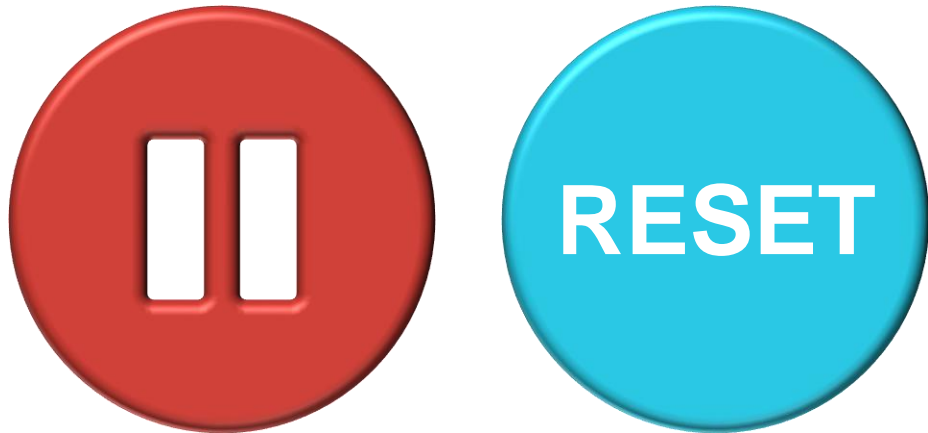


### Cons

- Long-term **employee retention**
- Higher **transfer rates**
- Managing **cultural differences**



# But... Are We Asking the Right Questions of GBS?



## Can GBS serve as “Enabling Centers” for the Business?

- GPO for Manufacturing, R&D, Sales?
- PM Governance?
- Data/Analytic Governance?
- Automation COEs?
- Cross-Functional Training?
- Change Management?



# Tips for New Attendees

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1

Take home **one idea** to implement in 2022

2

Meet **two new** contacts for **long-term** idea sharing

3

Grab **three meaningful metrics** to sell the case

**Please Welcome**

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*Building and Retaining Value in the Face of Disruption  
&  
How GBS Earned a Seat at the Leadership  
During a Time of Massive Change and Uncertainty*

**Moderator: Bill Gilet, PwC**

Stephen Hosley, **SVP-GBS, Estee Lauder**

Jo Anne Dimitriou, **Executive Director, United States Air Force**

Robert Bradford, **VP GBS, Zimmer Biomet**

## Day 1: Please Welcome

# *Play to Pause and Back to Play: Resuming Transformation Efforts After a Covid Stall*

Chris Lozipone, **SVP Finance, Delaware North**  
Dea Palmer, **VP HRSS, Delaware North**

## Day 2: Please Welcome

# *A New Kind of GBS Fueling Growth*

Mattijs Backx, **SVB GBS, PepsiCo**

# Thank You for a Great Shared Services Conference!

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## Brad DeMent

Chairman SSOW 2012–2021

ScottMadden Partner – GBS and Finance Practice Lead

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- 23 years of Shared Services and GBS experience
- IA strategy and application counsel

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*Meet with us to plan your next journey*