

Welcome to SSOW 2022!

Brad DeMent, *Chairman*

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

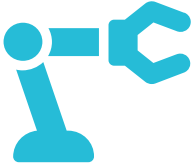
01

RESILIENCY IN MODELS



02

AUTOMATION ADVANCEMENT



03

TALENT RE-SET



RESILIENT MODELS



Fast Tracked!



**Remote
Talent**



**Collaboration
Tools**



**Paper
Elimination**



**Best of Breed
Tools**



**Cyber
Security**

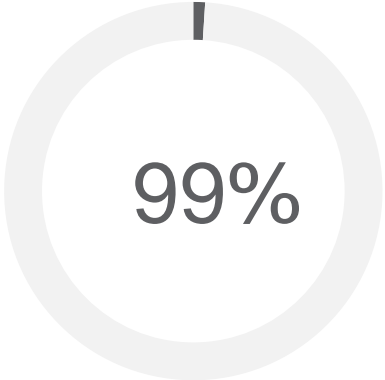


**Diversity and
Inclusion**

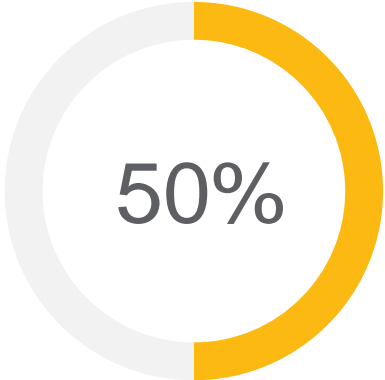


GBS = Resilience!

GBS is not an organizational construct. It can change to cater to business needs
– Angela, Mars



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**



A Different Way to Work

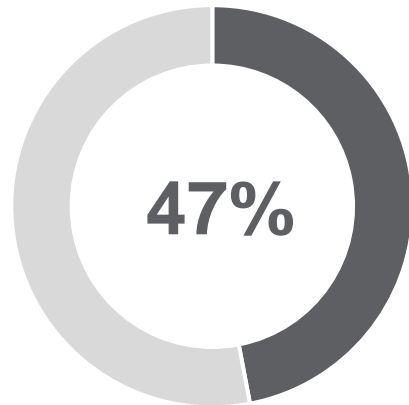
Mobile applications have increased exponentially – much of the new workforce no longer uses laptops
- Cathy, Advent Health



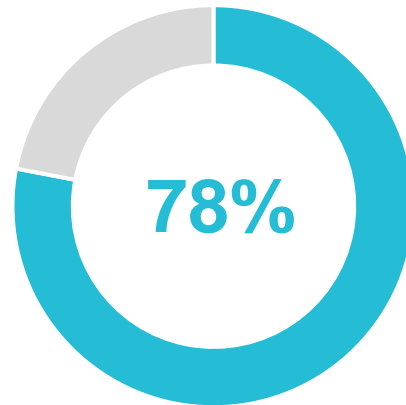
95% of service delivery jobs have the potential to **operate remotely**



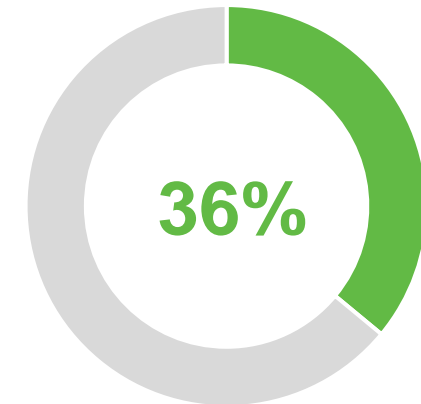
78% of GBS and Shared Services are currently adopting a **Future of Work strategy** as part of their operating models



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



Return to Work

Ensured leadership team was empowered to **actively listen to employee**
- Deb, Cox

If you are working remotely, **we want you to be on video** (would you go to an in-person meeting with a bag on your head)?
- Kym, Cox

If we are going into the office for different reasons, **shouldn't we reconfigure office space** for that
- Dion, SVB

Lots of **non-work related zoom events** (bring your pet, happy hours, games, etc.)
- Kym, Cox



Often **rotate around the "virtual room"** to engage everyone on the Zoom call
- Kym, Cox

What do we need you in the office for? **Culture building, ideation, development...** Not to do your job
- Phil, Smith & Nephew

We were born during the pandemic and grew 0 to 5000 employees in remote, WFH environment. **Disruption is our norm**
- Amit, PepsiCo

Create a strategy that **fuels employees, not fatigues** them. Give them grace during this period
- Cindy, Gannett



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

- Foster resurgence of **hybrid service delivery model**
- Compress time to **maturity**
- Access to a larger **talent pool**
- **Lower setup risk**
- **Reduce dependence** on third parties
- Flexibility to **scale up or down**



Cons

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

Eastern Europe Conflict Impacts to GBS/SSO



Eastern Europe Employee Welfare
(mental health, time off, stress, etc.) **1**

2

Focus on Business Continuity in
Eastern Europe

Heightened Concern of Cyber
Attacks in Eastern Europe **3**

3

4

GBS Planning Eastern Europe
Locations

Collaboration with SSON, Sourcing Change and Everest Group



Service Delivery

We had to **pivot our GBS strategy four times** because the business changed strategy four times
- Gavin, Aecom

Listen to the team as they know the details of the processes
- David, Solistica

We concluded that we were **too early to deploy a GPO**. Processes were changing too fast
- Jamesetta, Iron Mountain

We lifted our **GBS out of the regions to a stand-alone organization** which freed up decision making. Can run transformation globally across all G&A
- Gavin Aecom

18+ people producing Excel files for reports across 6 countries **was a good Analytics COE business case**
- Omar, Cemex



We have a GBS 360 Virtual Lobby **as a store front** - *Gavin, Aecom*

We think of **outsourcing as a means to scale**
- Mary, Northrup Grumman

If we can impress you in a claim, **the power of wanting to be our customer is enormous**
- Lori, AAA

Ran too fast from decentralized to GBS. Paused and took 2 steps back to centralized, to find a pace
- David, Solistica



Expansion of Services

It's not important to climb a "maturity curve," it's important to **support your organization's strategy**
- Gavin, Aecom

Proposal development is a service to our sales group
- Jamesetta, Iron Mountain

We brought in **Environmental, Health & Safety** into the GBS as part of the pandemic
- Phil, Smith & Nephew

We brought in **learning and change management** support groups as a GBS service
- Noel, J&J



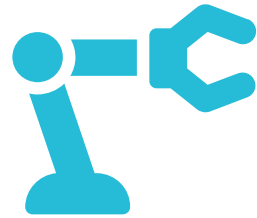
When the organization launches a program, they get the **Transformation and Project Manager from GBS**
- Gavin, Aecom

We deliver **ESG** out of GBS
- Gavin, Aecom

Timing is everything – **sometimes the time is not now**, but be prepared when timing is right
- Mary, Northrup Grumman

Invest in building and **marketing your brand** – “one stop shopping”
- Gavin, Aecom





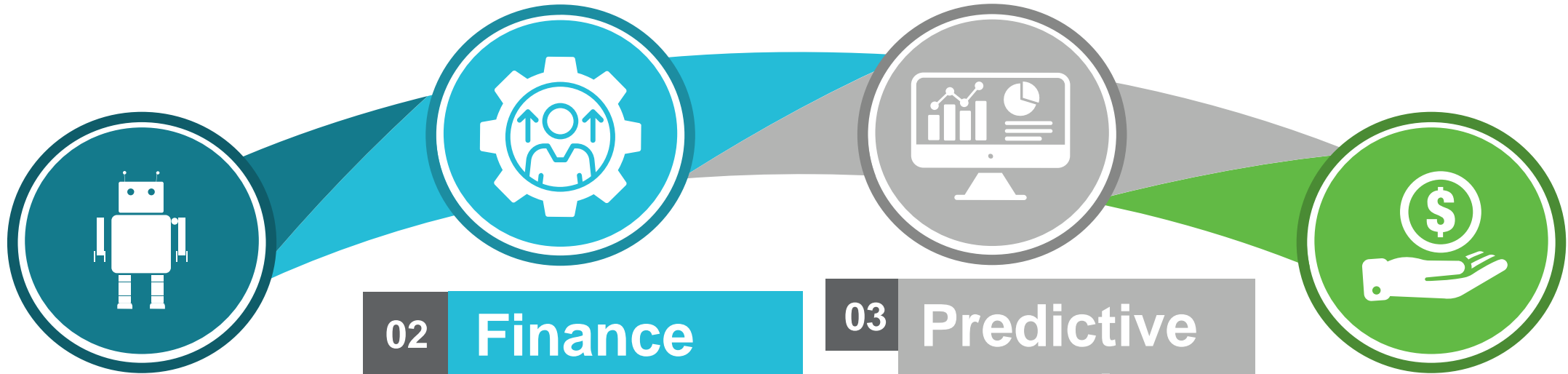
Automation Advancement



Transformation Trends in Finance

Process mining allowed us to spot in 2 minutes what it would normally take 2 months to find

- Barbara, J&J



01 **Buying Best of Breed**

02 **Finance Upskilling**

03 **Predictive Analytics**

04 **Digital Currencies**



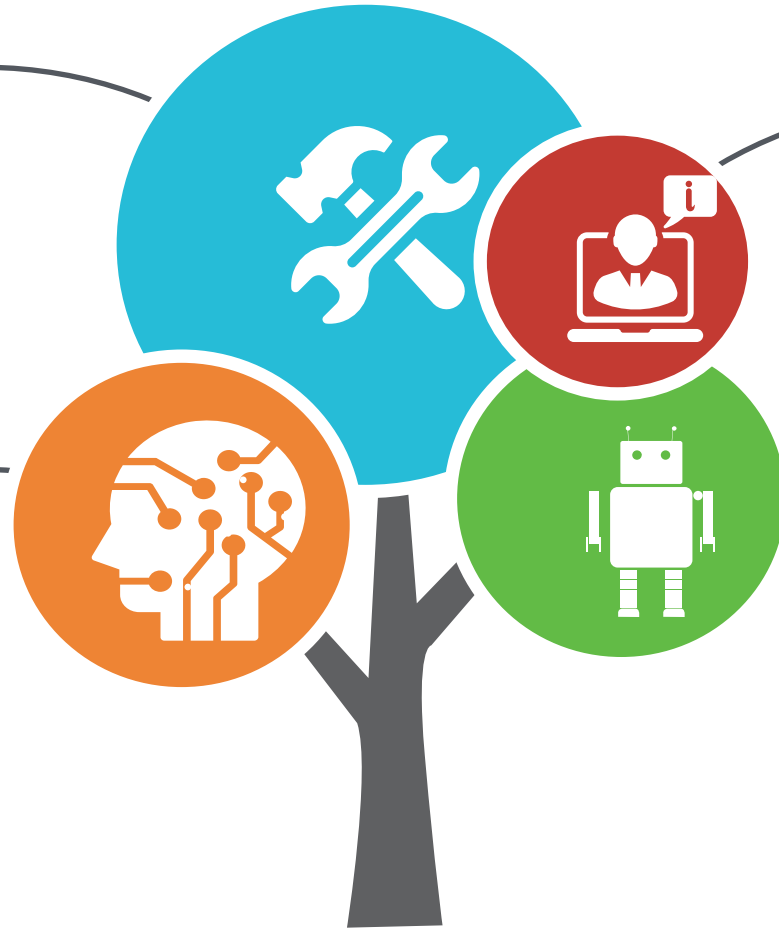
Digital Transformation Trends in HR

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



Cloud-based HCM tools are essential

AI continues to grow



Virtual reality for training

Chatbots for more than customer service



Automation & Channels

We have **end-to-end technology** that runs from sourcing to payment. O2C is more problematic
- Phil, Smith & Nephew

Generic platforms can become **expensive science projects**
- we bought best of breed platforms
- Scott, Intuitive Surgical

Move as far as we can with RPA/automation **until ROI erodes ... then we evaluate BPO**
- Rob, Bayer

Less than 5% of T&E are audited manually. Managers don't approve T&E. AI spots "dodgy individuals"
- Phil, Smith & Nephew

AI is brain but not brawn. RPA is the brawn
- Joe, Change Healthcare



Our employees want the **same experience they get in their personal lives** with Google and Amazon
- Jamesetta, Iron Mountain

Just because you can digitize **doesn't mean you should.** What will you spend the extra time on?
- Harsh, Corning

We believe in **channel of choice**, not forcing you into a digital channel
- Lori, AAA

Do "foundational stuff" (metrics and reporting) before starting. Once you gain a success it's hard to find time to go back and do this
- Joe, Change Healthcare



Automation & Channels

We still have paper medical records, but **customers expect digital ease**. Our push is to provide more services from your home
- Raki, Novant Health

Data enables us to go to individual physicians to recognize behavior patterns
- Raki, Novant Health

We provide **multiple channels** to access information **for self service**
- Barbara, J&J

AI Example: **Speech to text AI**, search the EMR and schedule, return result text to speech AI, IVR reads back option to patient (took 90 agents to 15 in sixteen weeks @ \$85K)
- Joe, Change Healthcare



We collect cash using a **mix of low-tech, high-tech** (mix automation with simple low-cost methods)
- Courtney, Iron Mountain

We changed RFP to mean **“Request for Partner”** – wanted a relationship, not a vendor.
- Toby, KPMG

Went from **90% PO touch to 10% PO touch** using Coupa best-of-breed.
- Kay, Cabot

We pull all the **data out of the ERPs** and put in a place that we can make sense of it
- Chris, Newell

It is **not possible to skip to running**. Trying will lead to major setbacks and failure
- Joe, Change Healthcare



2022 Global Survey Highlights

Objectives are digitizing, automating and resetting the model
- Deborah Kops

Trouble automating: 1) Lack of knowledge, 2) Enterprise Silos
- Deborah Kops

Top automation areas: 1) P2P, 2) Customer Service, 3) O2C
- Deborah Kops

What are you doing with saved time? – 27% deploying to the business unit. 15% cutting headcount. 13% spending on analytics
- Deborah Kops



Recruiting strategy – 53% changing. 15% globally, 20% regionally location agnostic
- Deborah Kops

35% not changing office facility, 28% reducing space
- Deborah Kops

51% giving employees more control of their schedule, 27% providing mental health support services
- Deborah Kops



Talent Re-set



Future of Work

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



Reinvention

- **69%** value learning agility and curiosity over career history and experience when it comes to hiring



Scarcity

- **46%** are planning a major career switch



Vitality

- **89%** of professionals feel they are suffering from burnout



Individuality

- **Just half** of employees are satisfied with their involvement in decision-making



Accountability

- **78%** of firms are using software to measure employee productivity



New Talent

Look for ability to **communicate rationale and strategy**
- Noel, J&J

Look at what **college students are interested** in. If this changes, we need to change
- Cindy, Gannett

We ran a “botathon” and taught employees basic robot development in 8 hours
- Harsh, Corning

We are investing in developing **entry level courses for “low code, no code”**
Phil, Smith & Nephew



We need to position **GBS as a hotbed for talent** and **send to other parts of the business.**
- Cindy, Gannett

Look for **ability to retain culture** in a remote world (facilitate team huddles, fun engagements, etc.)
- Noel, J&J

Not looking for a set skill, but **agility to move across multiple roles**
- Noel, J&J

Able to scale language extremely fast due to the tourist industry and school (near native capability)
- Sunil, Concentrix Egypt



Employee Engagement

Only 36% are engaged. **13% are actively disengaged**, and **75% of them are looking for a new job**
- *Christie, Mastercard*

Used **“WAGGL Pulses”** to digitally collect voices of GBS employees
- *Christie, Mastercard*

Introduced **buddy program and networking events** to onboard over 100 GBSC new hires in 2021
- *Christie, Mastercard*

Quarterly leadership awards highlighting business outcomes (from Culture Network)
- *Christie, Mastercard*



If you **engage your people**, they will **engage your customers**
- *Christie, Mastercard*

We are **not a transaction center, we are a talent hub** that has specialized talent and senior leaders
- *Courtney, Iron Mountain*

We always start with small talk, then move on. Drives our European group crazy!
- *Chris, Newell*

Change Management

Organizations that lead by cost, don't thrive. They get 2-3 years of benefit, then plateau
- Deborah Kops

Positioning the **right talent (tech savvy)** in the organization **is a part of managing change**
- Candace, BNSF

We do **pulse surveys** after change events to measure outcome/feedback
- Oyin, Huntsman

Remember the core of change is human. **You are not changing automation, you are changing behaviors**
- Heather, Ascension



By June of 2022, **one-third of workforce will be working remotely**
- Cleveland, CapGemini

We went to **faith-based organizations** in the community **to increase trust** in our healthcare system
- Raki, Novant Health

Frictionless involves **preparing employees to move before the need happens** (like a school of fish in a pond)
- Cleveland, CapGemini

I ask 2 questions: **1) How far have we come? 2) Where do we go from here?**
- Bakari, CNN

Tips for New Attendees

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

Two Years Later: Surviving or Thriving in a New Hybrid Reality

Bill Gilet (Moderator), **PwC**

Phil Priest, **SVP-GBS, Smith & Nephew**

Noel Fairbanks, **Johnson & Johnson**

Jamesetta Strickland, **SVP GBS, Iron Mountain**

THANK YOU!



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