



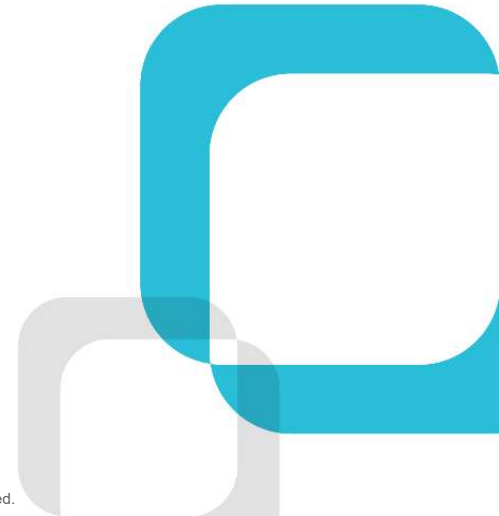
Smart. Focused. Done Right.®



Designing Shared Services that Last: Getting the Fundamentals Right from Day 1

Shared Services and Outsourcing Week
Workshop A

March 17, 2026



YOUR DISCUSSION LEADS



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SCOTTMADDEN



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OVERVIEW



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AND BUSINESS CASE



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GETTING READY FOR AI



Introduction to ScottMadden



Introduction to ScottMadden

Who We Are

ScottMadden is a management consulting firm with more than 40 years of deep, hands-on experience.



We deliver a broad array of **corporate and shared services consulting services**—from strategic planning through implementation—across many industries, business units, and functions.

Our **knowledge, expertise, and experience are unmatched**—no other firm has helped more clients with more unique solutions.



CORPORATE & SHARED SERVICES

Experience

Our experienced team has been a pioneer in corporate and shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

Scope

We have completed thousands of projects since the early '90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail. Our areas of expertise span the spectrum of middle and back office corporate and shared services.

Services

We have helped our clients with assessment, strategy, design, implementation, technology, business case and road map, governance, program management, and change management.

Smart. Focused. Done Right.®

Areas of Focus



BUSINESS SUPPORT SERVICES

We help our clients **improve service response to the business**, including through the **integration of various administrative services** into their shared services model. Services often include real estate, facility maintenance, fleet, security, sales and marketing, insurance, customer service, research, and others.



INFORMATION TECHNOLOGY

From IT assessments and strategic direction to governance, cybersecurity, and risk and compliance management, we can help your organization **get the most out of its IT investment**. We also help you **optimize your projects** to focus on delivering business outcomes, not just installed technology.



FINANCE AND ACCOUNTING

We help companies **transform their finance and accounting operations**. Through enterprise financial business services, strategic centers of expertise, intelligent automation solutions, hybrid insource/outsource delivery models, and other solutions, we help you increase value for your company.



MULTIFUNCTION/GBS

We move shared services to the next generation—integrating finance, HR, IT, supply chain, and/or other business services into a single, multifunction shared services or global business services operation with effective governance and management.



HUMAN CAPITAL MANAGEMENT

We offer **HR transformation** (including HR shared services), analytics, HR systems (selection, implementation, and optimization), process design and continuous improvement, talent and employee engagement strategy and programs, and payroll—the services your organization needs to excel.



SUPPLY CHAIN

We assist clients across the full range of supply chain processes and have the unique ability to **create alignment between supply chain and its stakeholders**. From crafting new supply chain strategies to restructuring your organization to improving your daily operations, we help you with every step.

Corporate and Shared Services Capabilities



Assess and Plan

- Strategic planning
- Feasibility analysis
- Benchmarking
- Statistical and analytical modeling
- Leading practices assessment
- Performance evaluation
- Project planning
- Leadership education and buy-in
- Staff evaluation
- Change readiness assessment
- Site visits



Design

- Current state analysis
- Future state design
- Business case development
- Operating model design
- Work scope delineation
- Policy assessment
- Intelligent automation strategy
- Sourcing evaluation
- Organizational design
- Technology evaluation
- Transformation planning
- Implementation planning
- Change management



Build

- Project management
- Service and transaction center build
- Detailed organizational design
- Staffing
- Policy harmonization
- Process redesign
- Technology design, selection, implementation, and support
- Education and training
- Facility design and setup
- Change management
- Sourcing implementation
- Metrics and dashboarding



Improve

- Analytics setup and deployment
- Operations improvement
- Governance
- Service expansion
- Cost reduction
- Process redesign
- Intelligent automation opportunities/implementation
- Technology upgrade
- Merger and acquisition integration
- Field resource development
- Voice-of-the-customer surveys
- Metrics and performance management

Representative Clients

Retail and Consumer Products	Manufacturing and Industrial	Technology and Communications	Higher Ed., Public Sector, Non-profit	Energy and Utilities	Healthcare	Professional Services

Note: Representative sample; not all-inclusive of clients served. Excludes numerous well-known clients due to confidentiality agreements

Shared Services Overview



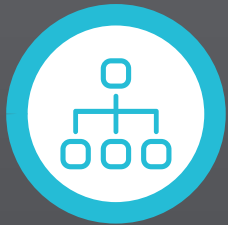
Shared Services Overview

What Is Shared Services?

SHARED SERVICES IS
WHEN A BUSINESS **AS A**
CONSOLIDATES **BUSINESS**
ITS SUPPORT FUNCTIONS *WITHIN A BUSINESS,*
TO BETTER SERVE UTILIZING A WELL DEFINED
CORPORATION **INFRASTRUCTURE**
AND ITS BUSINESS *TO ENABLE HIGHER VALUE*
UNITS, OPERATING **SERVICE DELIVERY.**



Who Should Consider Shared Services?



WHO

- Normally large, distributed organizations with multiple business units



SIZE

- Typical...
 - >\$2.5 B in revenue
 - >10K employees
- ...But works with others
 - \$400M to \$270B in revenue
 - 1.2K to more than 600K employees



INDUSTRIES

- Shared services is industry agnostic and has been adopted across many industries

- Manufacturing
- Industrial products
- Consumer projects/ packaged goods
- Financial services/ banking
- Technology
- Healthcare/ pharmaceuticals
- Insurance
- Retail and wholesale
- Energy
- Higher education

Benefits of a Shared Services Model

Improve Service Delivery and Transparency

- Better customer experience
- Standard processes
- Common model for expansion
- Performance metrics



Cost Control and Scalability

- Skill set and work alignment
- Economies of scale
- Automation of process
- Elimination of redundant work



Gain Control and Leverage Data

- Improve reporting and analytics
- Improve compliance
- Better decision-making







End-to-End Accountability

- Less rework caused by upstream process issues
- Improved end-to-end process coordination
- Focus on root-cause problem resolution



Benefits of Shared Services – Non-Labor Savings

	Category	Savings Type	Example Range of Benefits
	Finance	<ul style="list-style-type: none"> ■ Audit fee reduction ■ T&E expense savings ■ Dynamic discounting savings ■ Working capital improvement 	\$100K – \$3M
	HR	<ul style="list-style-type: none"> ■ Recruiting cost avoidance ■ Training cost reduction ■ Unemployment insurance liability avoidance 	\$10K – \$2M
	Administrative	<ul style="list-style-type: none"> ■ Facility and utility cost reduction ■ Office supply/mailing cost reduction ■ Commuter services reduction ■ Travel expense reduction 	\$20K – \$4M
	Other	<ul style="list-style-type: none"> ■ Legal fee reduction ■ Economic incentives ■ Consulting cost reduction 	\$180K – \$5M

Additional soft-dollar savings and qualitative benefits include these items:

- Reduced turnover
- Reduced cycle times
- Improved customer satisfaction
- Reduced risk
- Better compliance
- Improved scalability
- More flexibility
- Faster decisions
- Improved internal controls
- Reduced time to fill jobs
- Transaction error reduction

Benefits of Shared Services – HR Benchmarks

Top-performing service centers operate more efficiently and provide a better customer experience.

Customer Experience in Leading HR Centers

92%

First-Contact Resolution

15 secs

Average Speed to Answer

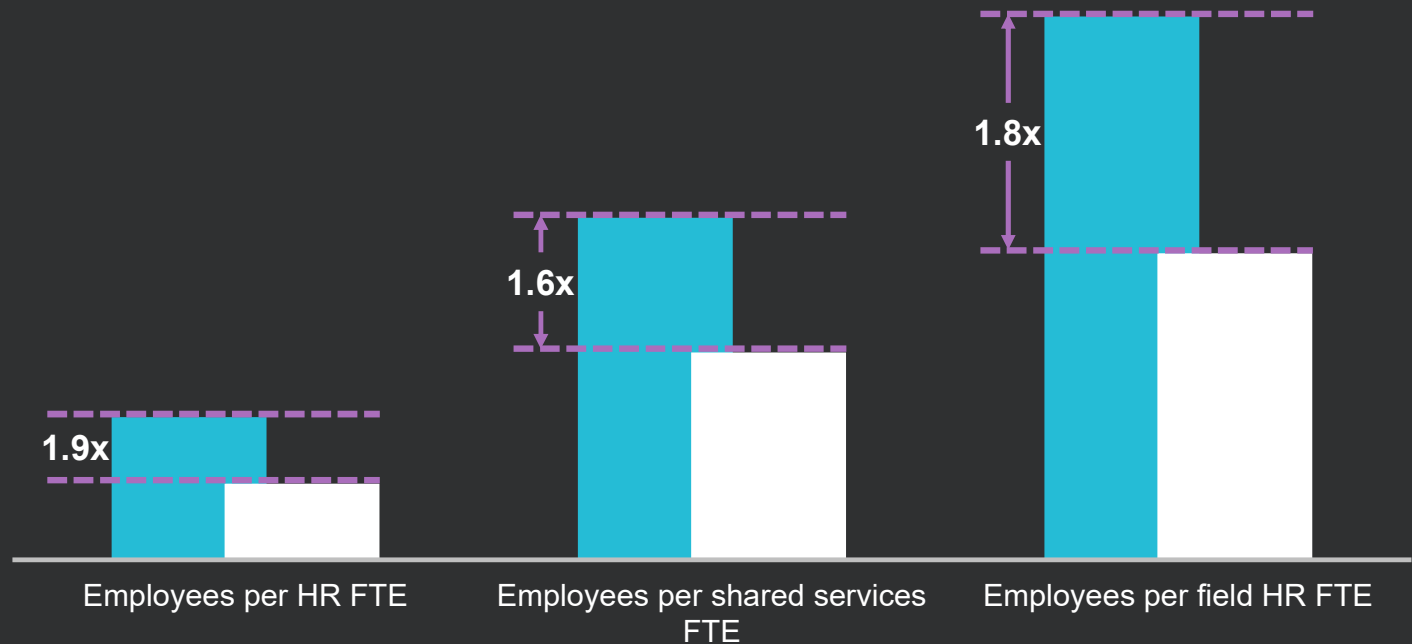
5%

Service Center Employee Turnover



Benefits of Shared Services – HR Benchmarks (Cont'd)

Top-performing HR shared services organizations have significantly better staffing ratios at the median, including their employee service centers.



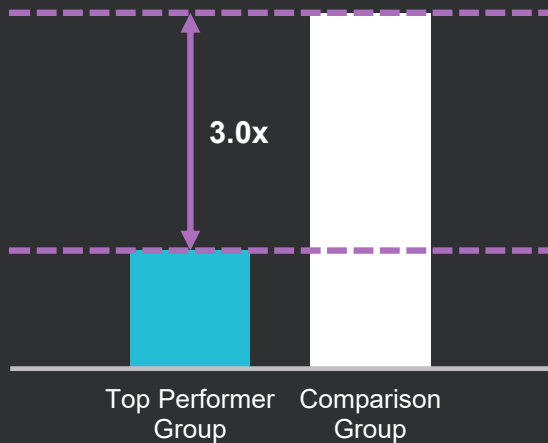
■ Top-Performer Group □ Comparison Group

Benefits of Shared Services – Finance Benchmarks

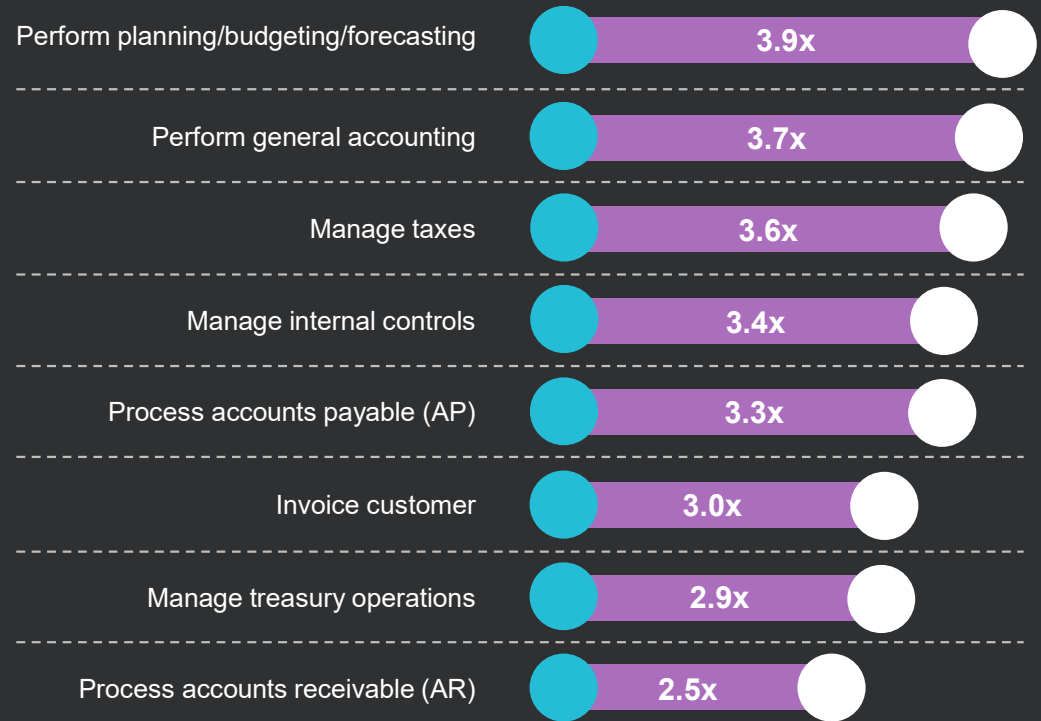
Top-performing finance shared services organizations **have significantly better staffing ratios.**

- Top performers are three times more efficient overall in staffing
- Top performers are 2.5x-3.9x more efficient in staffing major finance processes

Median number of finance function FTEs per \$1 billion revenue



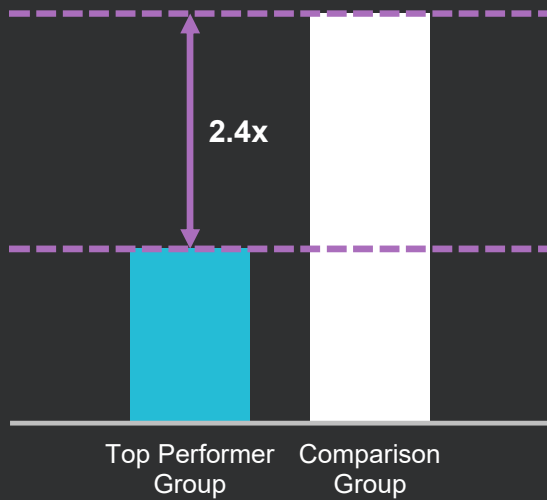
Median number of FTEs that perform the following processes per \$1 billion revenue



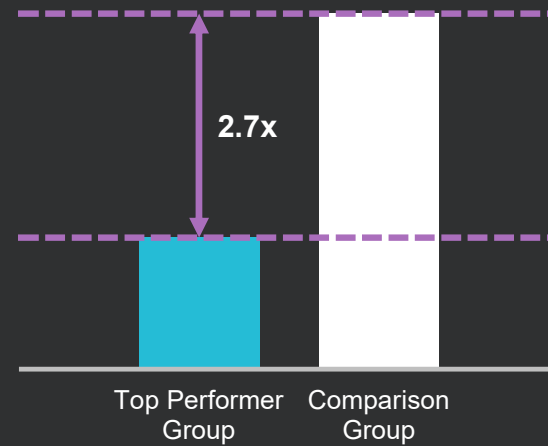
Benefits of Shared Services – Finance Benchmarks (Cont'd)

Top-performing organizations operate at a larger cost advantage for finance overall, as well as in their finance shared services organizations.

Median total cost to perform the finance function per \$1,000 revenue

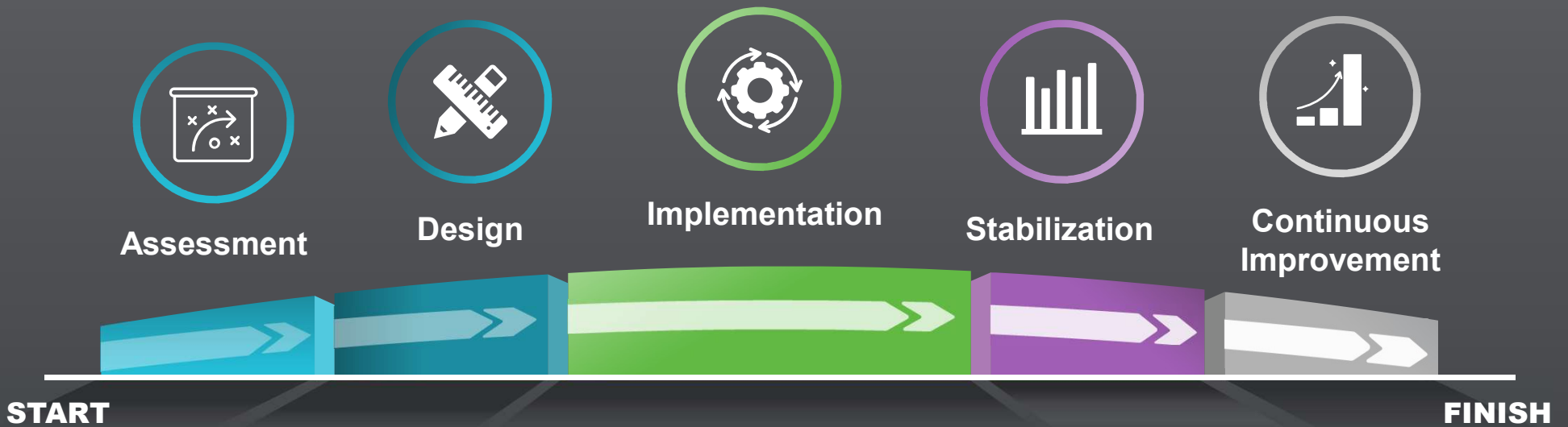


Median total cost to operate the finance shared services center(s) per \$1,000 revenue



The Shared Services “Transformation Journey”

A successful shared services transformation goes through a variety of stages to successfully transition to a leading practice service delivery model.



Customer satisfaction initially decreases as customers adapt to the new model; however, once customers experience the benefits of the model, satisfaction increases and stabilizes.

Assessment, Design, and Business Case



Starting the Journey: Assessment, Design, and Business Case

Assessment, Design, and Business Case

Critical Steps in the Process



Assessment Framework

Operating Model



- Strategy and Governance
- Scope of Services
- Scope Expansion Strategy
- Sourcing Strategies
- Customer Experience
- Stakeholder Management

Organization and People



- Organizational Structure and Staffing Levels
- Roles and Responsibilities
- Staff Skills, Competencies, and Expertise
- Staff Development
- Career Pathing
- Team and Organizational Culture

Policy and Process



- Policy and Process Harmonization
- End-to-End Process Orientation
- Compliance with Policies and Processes
- Documentation and Resources
- Continuous Improvement Framework
- Operational Processes

Technology and Data



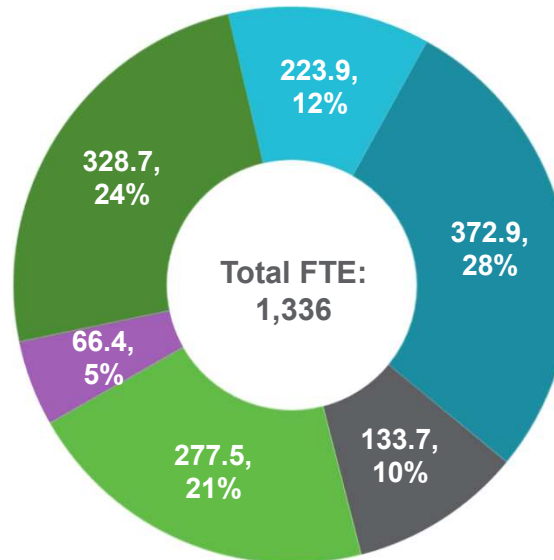
- Applications and Systems
- Metrics and Success Measures
- Reports, Dashboards, and Insights
- Customer Portal and Self-service
- Knowledgebase and Knowledge Management
- Automation

Determine Activities and Costs

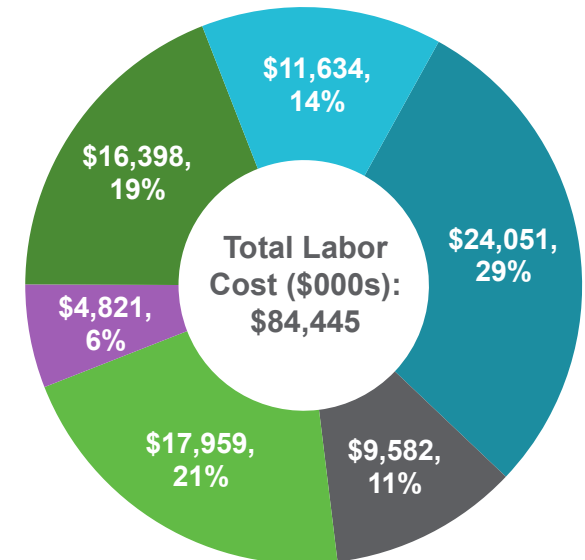


Our Work Intelligence Blueprint can be an effective tool to understand **time spent on, and cost of, activities**. It can also help identify process challenges.

FTEs



Labor Costs



Key

- Financial Services
- Communications & Event Planning
- General Admin
- Contracts & Grants Management
- Facilities
- Human Resources

Understand the Voice of the Customer

Customer opinions can point the way toward opportunities for high-value improvements.



Satisfaction with Offerings

- Use, importance, performance, and cost of services



Awareness and Need

- Awareness of alternatives, needs, expectations, and service levels
- Qualifications of service provider
- Perception of service organization



Satisfaction with Interaction

- Knowledge and attitude of the staff
- Accuracy and timeliness of service
- Follow-through on commitments
- Convenience of doing business
- Willingness to help, prompt delivery
- Concern for business needs

Many organizations only receive feedback when customers are unhappy; a balanced view is much more insightful.

Design

Design Overview



Determine Best-Fit Operating Model

Consider business strategy, culture fit, compliance risk, and acceptable expectations for cost and customer service.



Define Scope of Services

Align on placement of discrete activities within the model based on strategic objectives.



Design the Organization Structure and Propose Staffing

Draft the org structure with end-to-end processes in mind; evaluate staffing level changes to address movement of transactional work and realignment of resources.



Identify Key Policies and Processes to Review

Determine which key policy and process areas will require optimization/standardization for the new operating model.

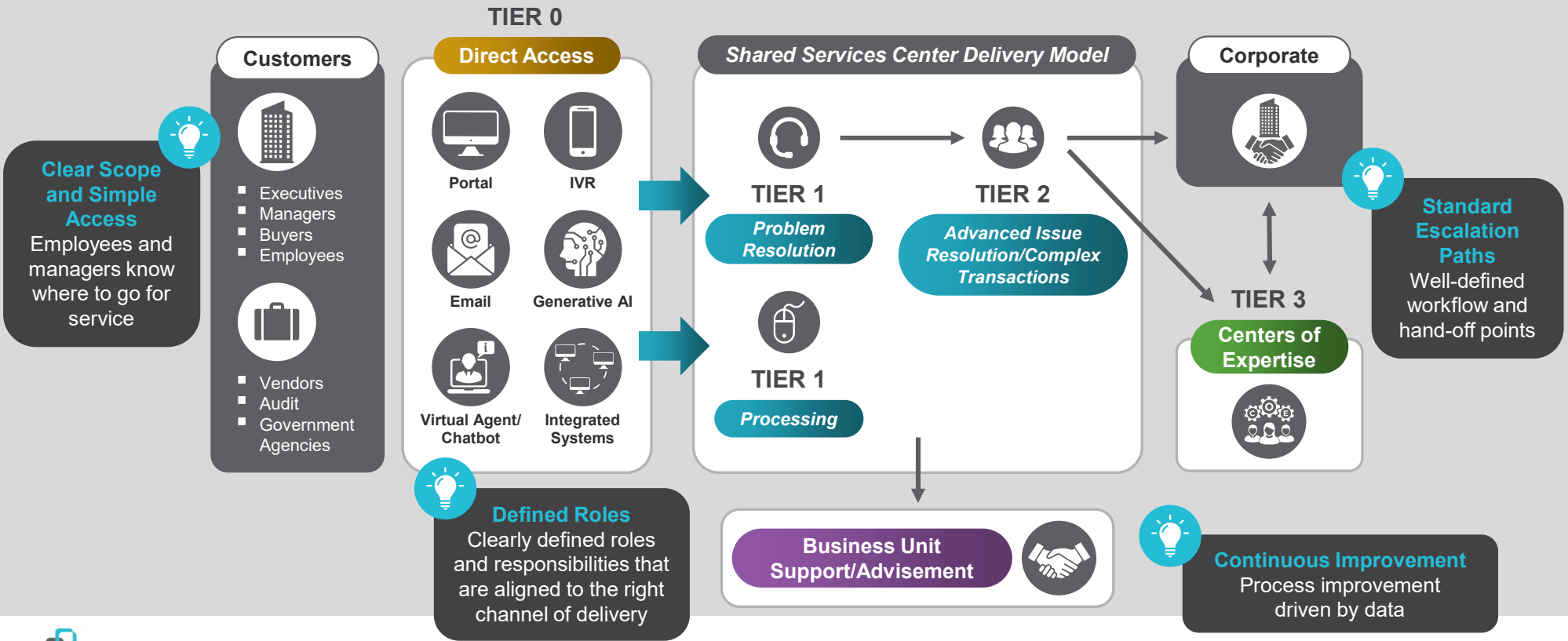


Identify Technology Investments and Improvements

Identify key technology investments needed to improve and simplify operations and the customer experience.

Leading Practices Shared Services Operating Model

Single Source of Content: Centralized portal and knowledgebase with robust search functionality



Design

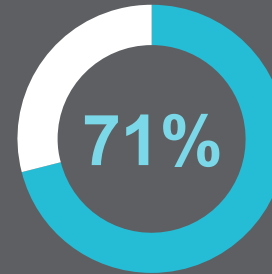
Operating Model – GBS Adoption Rates

GBS has emerged as the standard operating model for internal enterprise services.

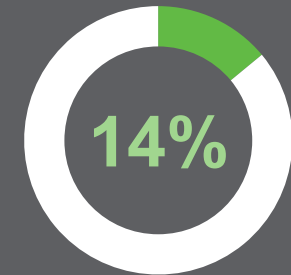


In a recent survey,
85% of organizations are committed to a **GBS model**

Adoption Rates



71% of organizations have already implemented a GBS model



14% of organizations are planning to implement in the next ~3-5 years

Operating Model – What Is GBS?

Global Business Services (GBS) is the integrated services capability of an enterprise, focused on the delivery of transactional and analytical work supporting the business units and corporate, under a single organizational structure.

Leading GBS models demonstrate five characteristics:

- 1 Deliver services to a global customer base
- 2 Report to one person with responsibility for the overall budget
- 3 Share infrastructure, including locations and technology platforms
- 4 Incorporate end-to-end process ownership
- 5 Include some level of higher-value activities



Operating Model – Outsourcing as a Strategy

Outsourcing is an effective strategy employed by many (if not most) shared services organizations. Choosing the right time to outsource is critical to the strategy's success.

Benefits to Outsourcing

- **Cost Savings:** Outsourcing can reduce operational costs, including labor, infrastructure, and overhead expenses
- **Access to Expertise:** Gain access to specialized skills and expertise not available in-house
- **Focus on Core Activities:** Allows the organization to focus on core business functions and strategic initiatives
- **Scalability:** Easily scale operations up or down based on business needs without the burden of fixed costs
- **Improved Efficiency:** Outsourcing to specialized providers often leads to increased efficiency and productivity

CAUTION

Outsourcing **unstable or disparate processes** transfers the problems elsewhere; control may be limited

Processes that are stable and standardized are ideal candidates for inclusion in an outsourcing strategy, freeing up resources and focus for new opportunities and challenges.

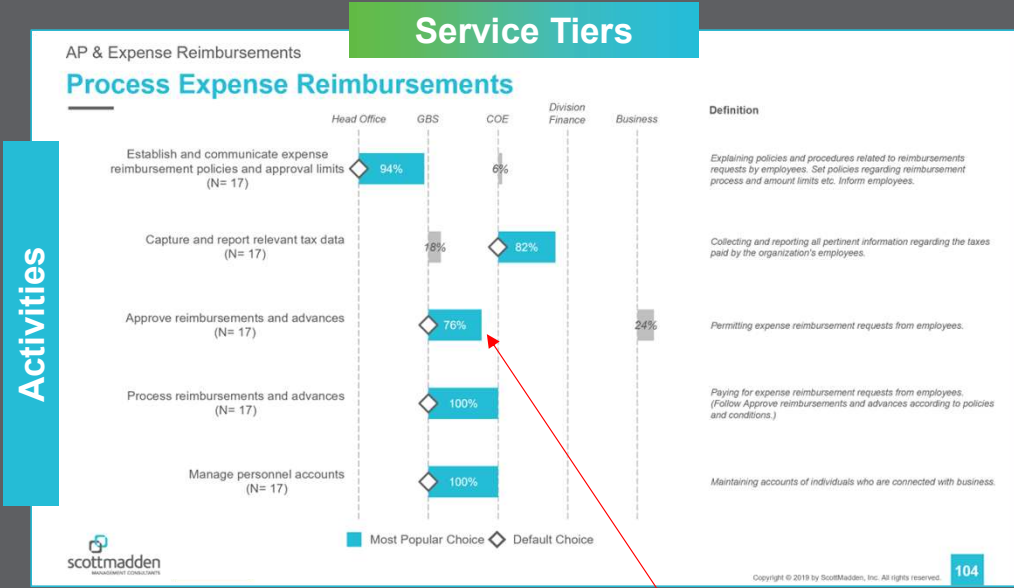
Operating Model – Evaluation Against Organizational Goals

Key considerations when developing a future operating model are culture fit, compliance risk, and acceptable expectations for cost and customer service.

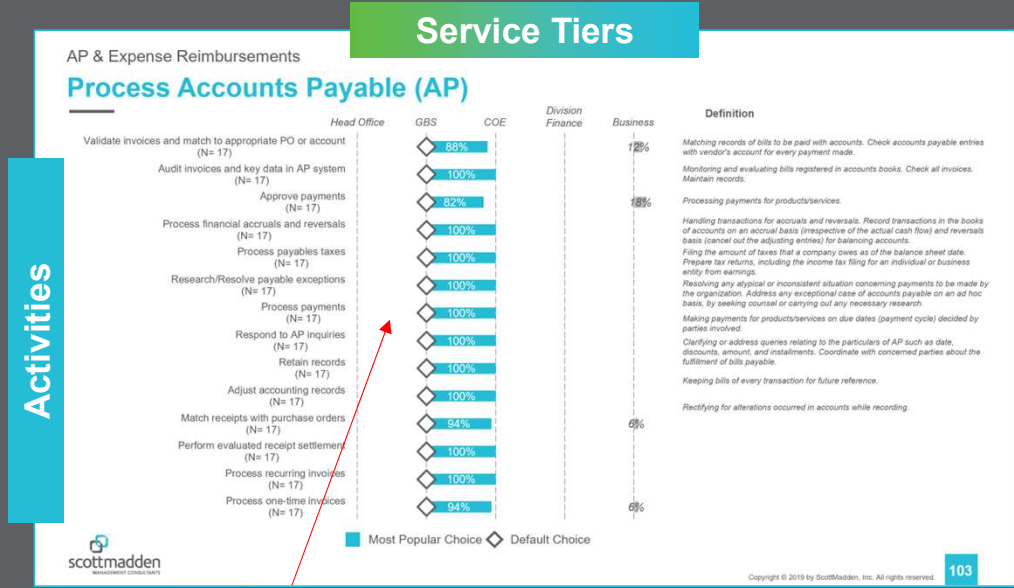
Model	Description	Culture Fit	Compliance Risk	Cost	Customer Service
Outsourced Model	Outsourced Tier 1 and increased support for more Tier 2 functional work.	L	M	M	M
Global/ Business-Aligned Model	An in-sourced service center provides Tier 1 to all employees and Tier 2 support, general and aligned to the business.	H	H	H	M
In-Sourced Model	Support is provided internally by a single, global service center that provides support to all employees.	H	L	M	M

Scope of Services

Alignment of where discrete activities are placed within the service model is a key feature of design. Each function and each industry will place activities in the model based on their strategic objectives.



Less than 80% of respondents agreed on the placement of activities.

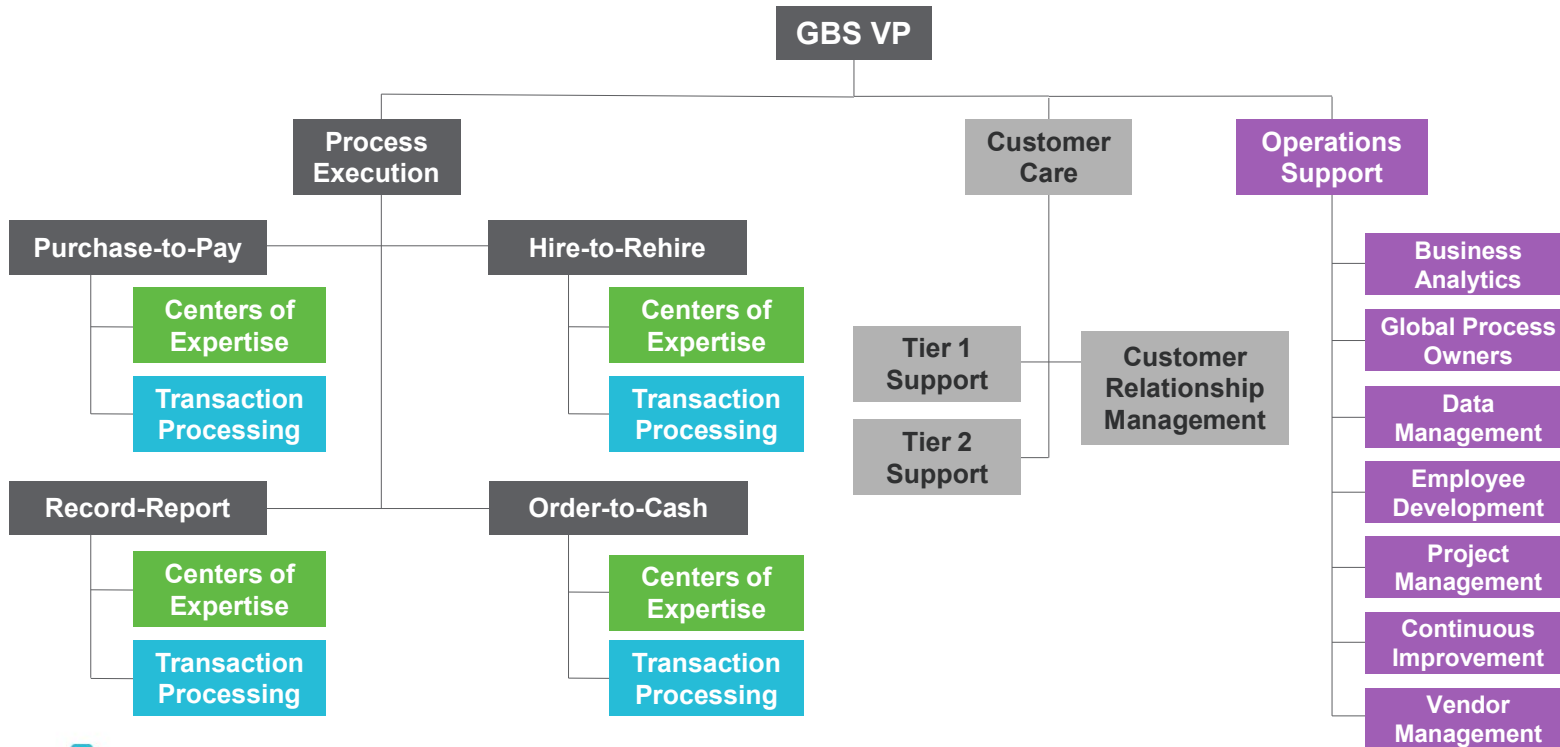


Greater than 80% of respondents agreed on the placement of activities.

Scope of Services is foundational to the other design components

Organization Structure

Leading GBS organizational structures align around end-to-end processes, consolidate customer care under a single leader, and leverage an operations support group that can scale with the organization.

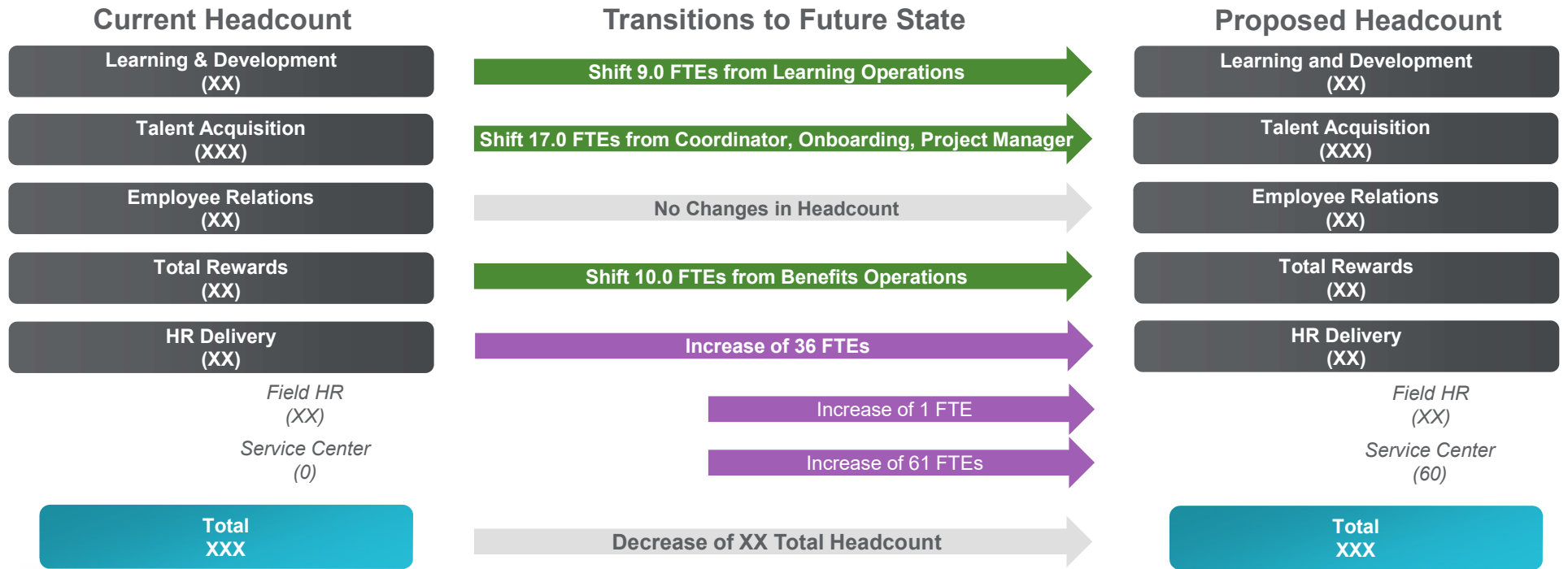


Several Highlights

- End-to-end process orientation
- Separate and accountable customer care
- Enhanced “Operations Support” to factor key elements of the GBS model (e.g., Global Process Owners)

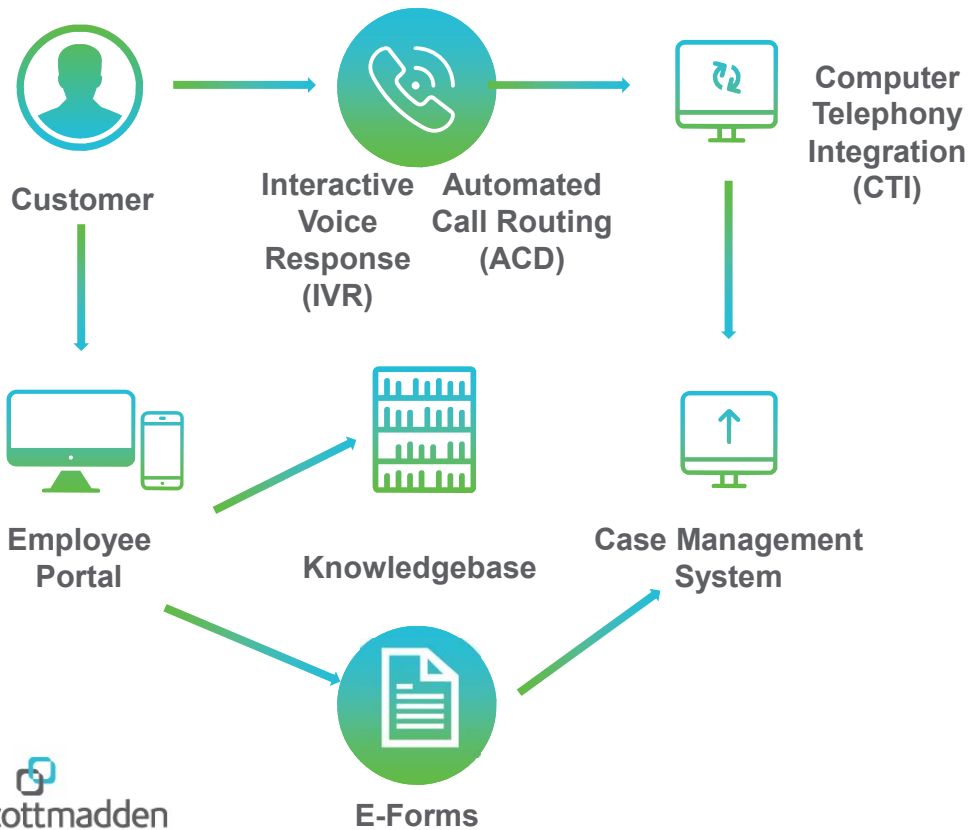
Staffing Levels

Proposed staffing level changes address movement of transactional work and alignment of resources, using insight from benchmarks, data from the Work Intelligence Blueprint, and organizational nuance.



Service Management Technology

A shared services operating model requires a foundation and investment in service management technologies.



Telephony System (IVR, ACD, CTI)

- Enables employee data verification with HCM integration
- Supports higher resolution rate on first contact by routing calls to the most appropriate and available representative

Case Management System (CMS)

- Provides one system to create, track, and review cases
- Offers flexible communication channels (e.g., text, live chat) with customers
- Enables 24/7 support to employees in different time zones or for non-office workers with virtual agent
- Supports better performance management with case metrics tracking and reporting

Portal and Knowledgebase

- Offers chat (AI or person) for employee questions
- Provides a “one-stop shop” for content
- Offers improved mobile accessibility and robust search function
- Lifts transactional burden across the function

Service Management Technologies Capabilities Overview

Philosophy of Service



Customer First



Efficient, Self-Directed Work Teams



Performance Driven



Technology Driven



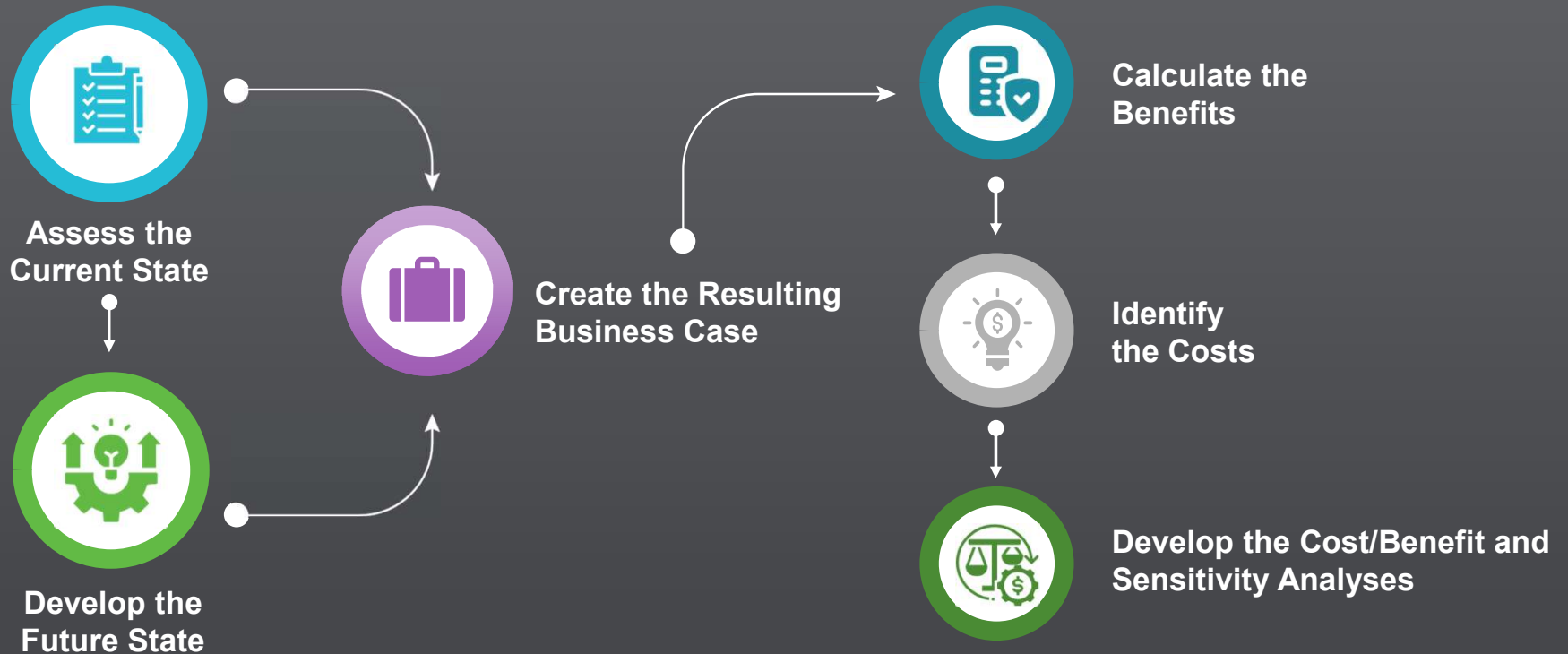
Continuous Improvement



Supporting Technologies

- One number, one portal, and one email
- Answers from a knowledgebase relevant to caller
- Sharing of work through case management
- Increased accountability due to case management system
- Metrics gathered through integrated channel management and case management
- Integrated technologies that reuse information and data
- Flexible technologies that will grow

Preparation Steps



Benefits Quantification and Soft Benefits

In quantifying the benefits, reduction in headcount is often the largest and most important.



Headcount Benefits (Labor)



Other Quantifiable Benefits

Beyond quantifiable benefits, several intangible benefits should also be evaluated.



Increased customer orientation



Improved controls



Enablement of strategic decision-making



Enablement of further, indirect efficiency

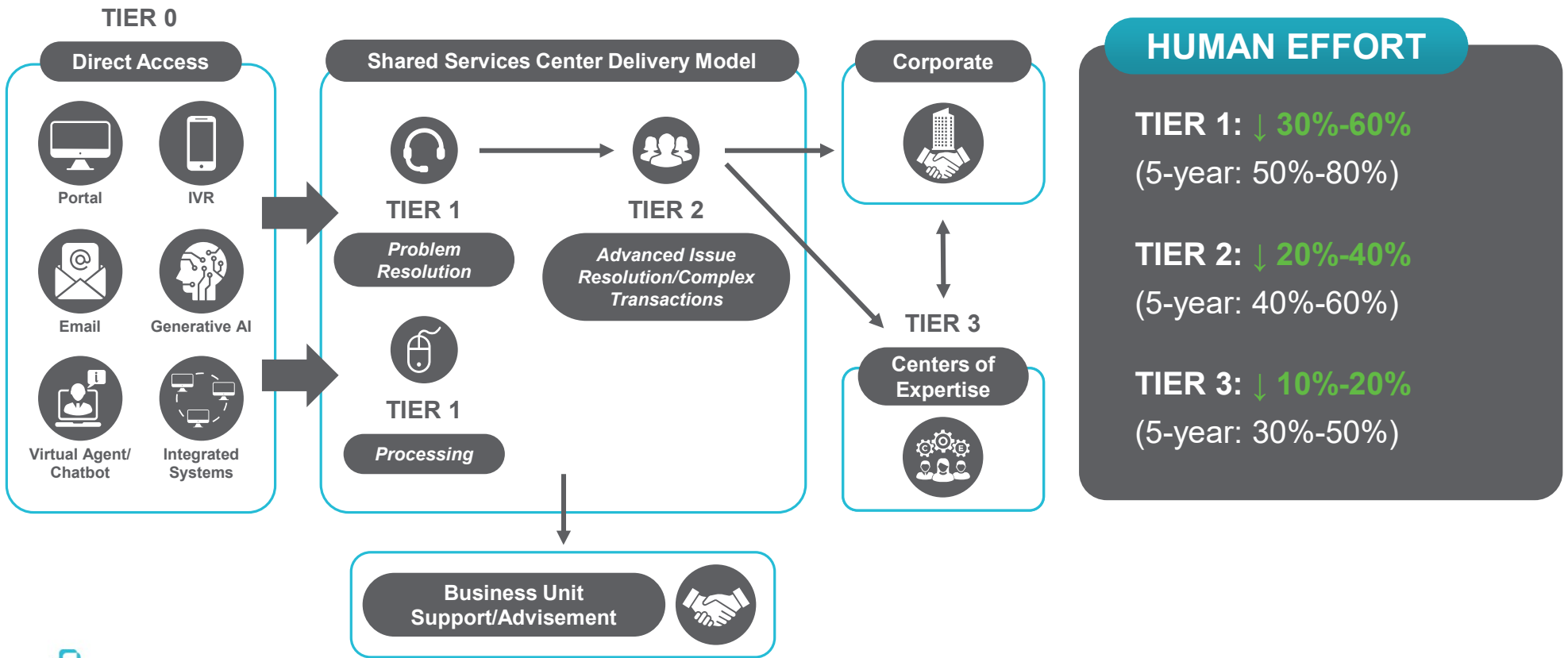


Site

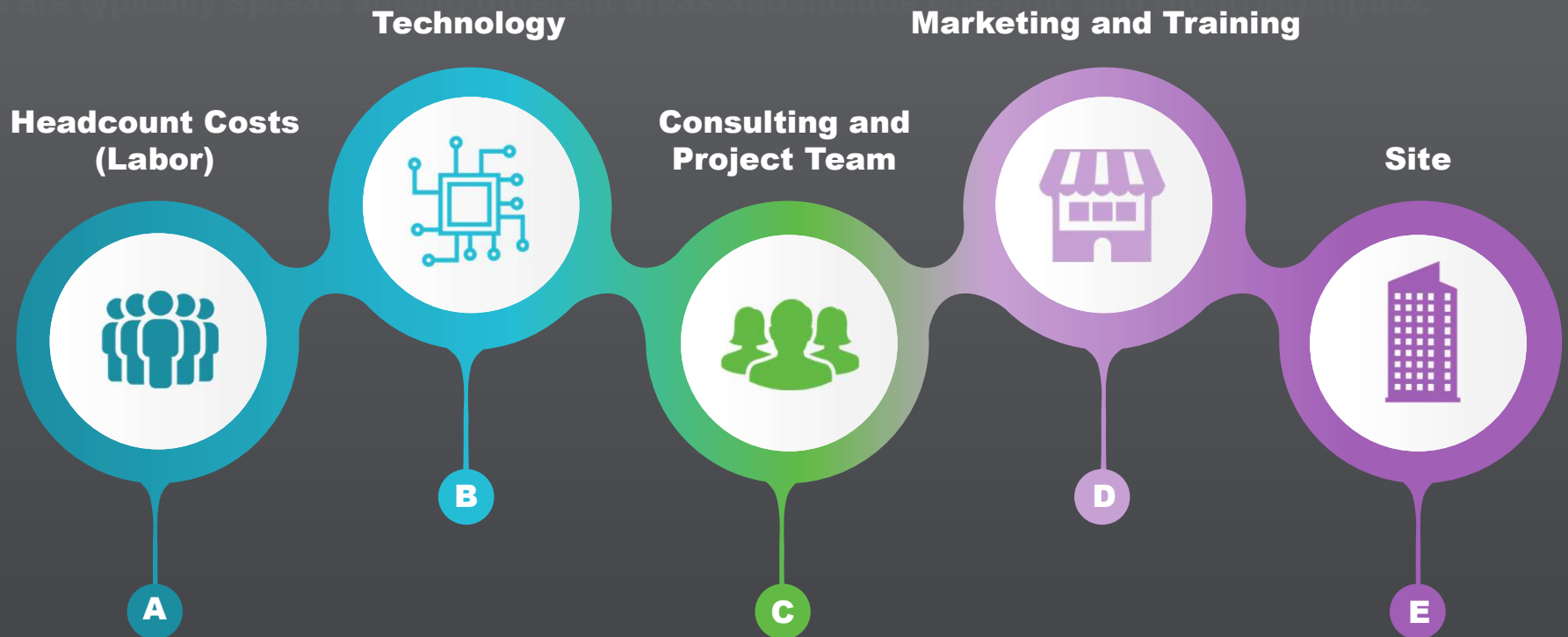
Technology

Vendors

Projected Impacts of GenAI on the Shared Services Operating Model



Investment Costs



The Path Forward

The shared services journey is transformational—it is a multi-year journey that can take different paths. Consider key challenges and the enablers you will need to be successful.

- Do business leaders support the model?
- Is there alignment within and across functions?
- Are you prepared to commit resources (people, investment dollars, etc.)?
- What pace of change will your organization’s culture accept?
- How will you handle resistance and those who return to the old ways of working?



Approach in “digestible” steps for your organization—determine how far, how fast.

Fundamentals for Implementing Shared Services



Typical Implementation Work Streams

Typical Implementation Work Streams

After the business case and road map are complete, service centers are built and launched. Implementations typically consist of major work streams and corresponding key activities.

Typical Implementation Work Streams

Program/Project Management

Form and manage teams | Provide tools and templates | Manage resources and progress | Identify and resolve issues

Policy
Standardization
and Process
Redesign

Organization
and Staffing

Technology

Facilities

Service
Management
and Metrics

Communication,
Change
Management,
and Training

Work streams are distinct but closely integrated. Implementation activities become iterative as work streams progress.

We're going to spend more time on these two topics today

Policy and Process Considerations

Policy harmonization and process standardization are essential steps toward maximizing the efficiency gains of a new operating model. Throughout the policy harmonization process, it is important to remember that policy development and redesign will drive process development.



Policy Harmonization

focuses on the development and standardization of **guidelines**, **standards**, and **rules** around identified topics



Process Standardization

focuses on **how** a service is delivered

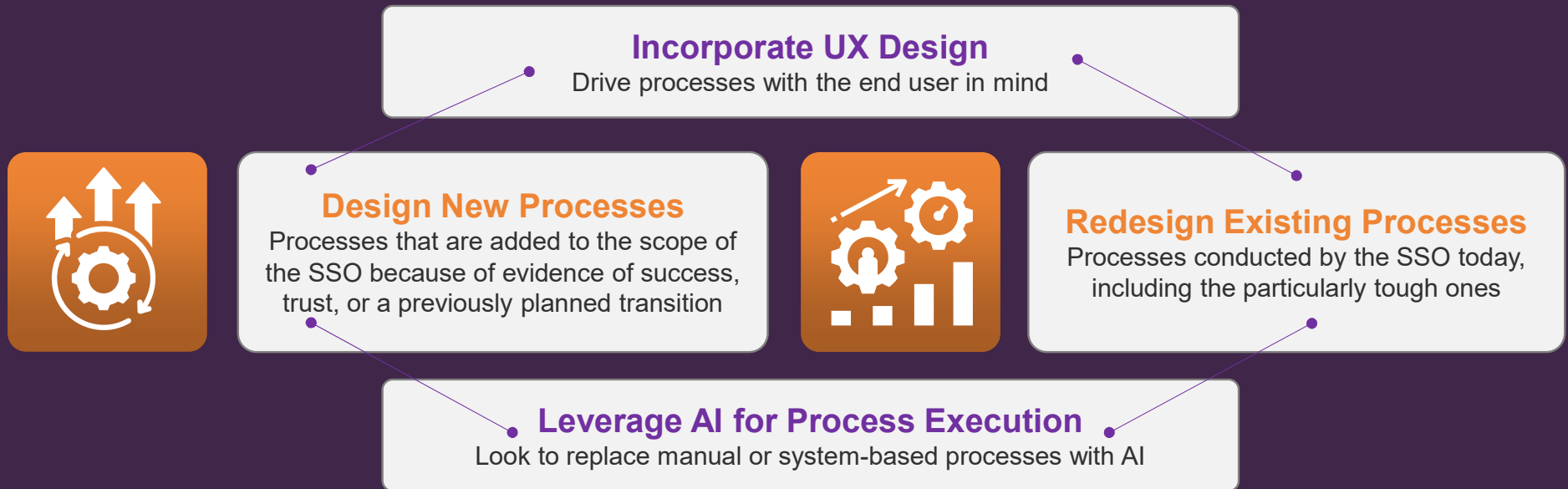
Prepare Appropriately

Push Sufficiently

Roll out Effectively

Process Improvement – The Next Step

As your shared services organization matures and continuous improvement becomes a larger action area, it's time to take a deeper look at processes that need attention. While this might involve designing processes that are added to the SSO's function, it could also be focused on improving processes you already have.



UX Design Key Steps

Define Personas and Collect Information

Planning and research on users is the foundation of rethinking the process

- Define the key stakeholders, or personas
- Collect data on the process; e.g., case data, customer satisfaction results, and administer process surveys
- Interview 3-5 people per persona

Construct Journey Maps by Persona

Journey maps highlight the UX, pain points, and opportunities for improvement

- Break the process into high-level steps
- Rate experience at each step
- Call out key pain points

Create Service Blueprint

Service blueprints provide an extra level of detail to support a user journey map

- Add detail on customer actions, front stage actions, backstage actions, and support processes

UX design should be incorporated into the traditional process design approach. Layer the journey maps into future state process maps before finalizing processes.

Personas and Journey Maps: Identifying Customer Pain Points



Sarah, Employee

LEVEL: Manager

OCCUPATION: Sales

QUOTE:

“The vendor and website are not helpful, so I just call our internal helpdesk regardless of my question.”

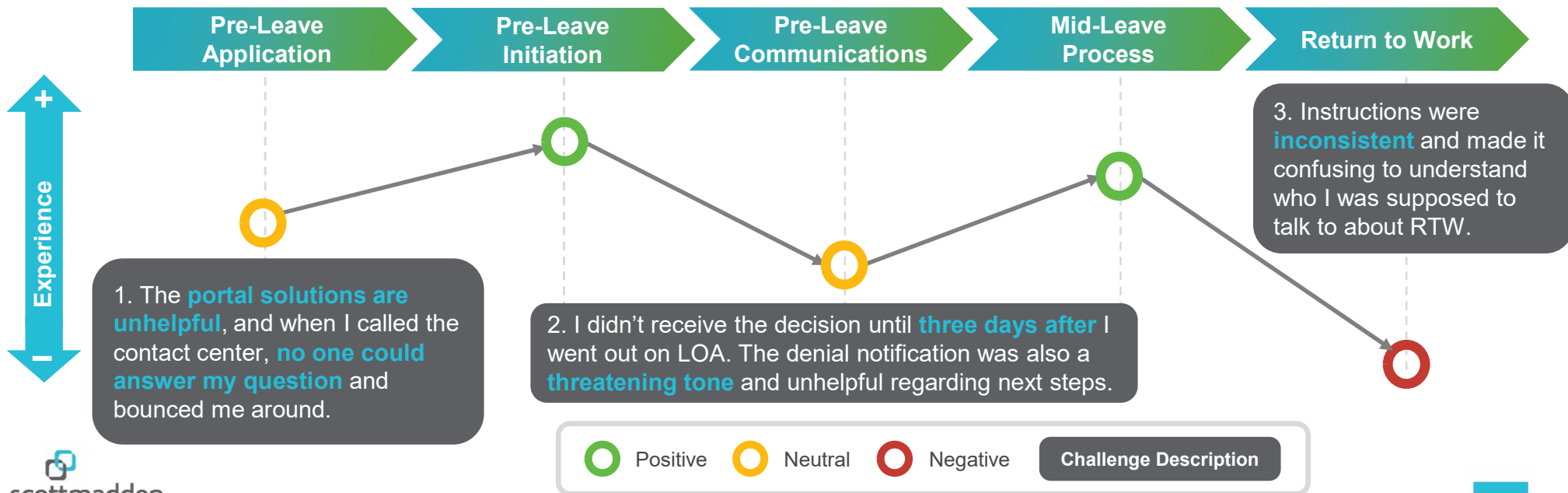
MOTIVATION:

“To be able to recover without concern over the LOA process and my LOA application status.”

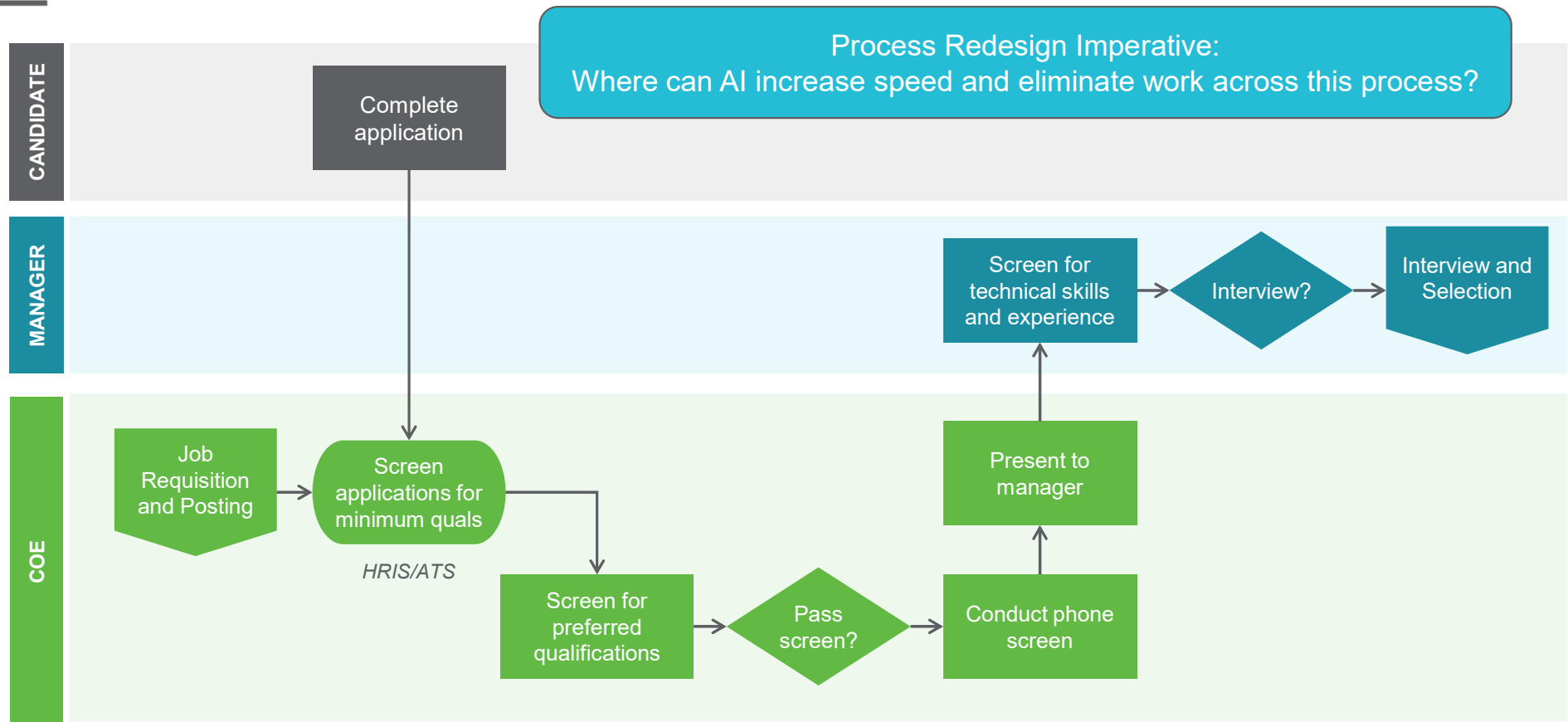
SATISFACTION DRIVERS:

- Self-service capabilities
- Single point of contact
- Clear, simple process

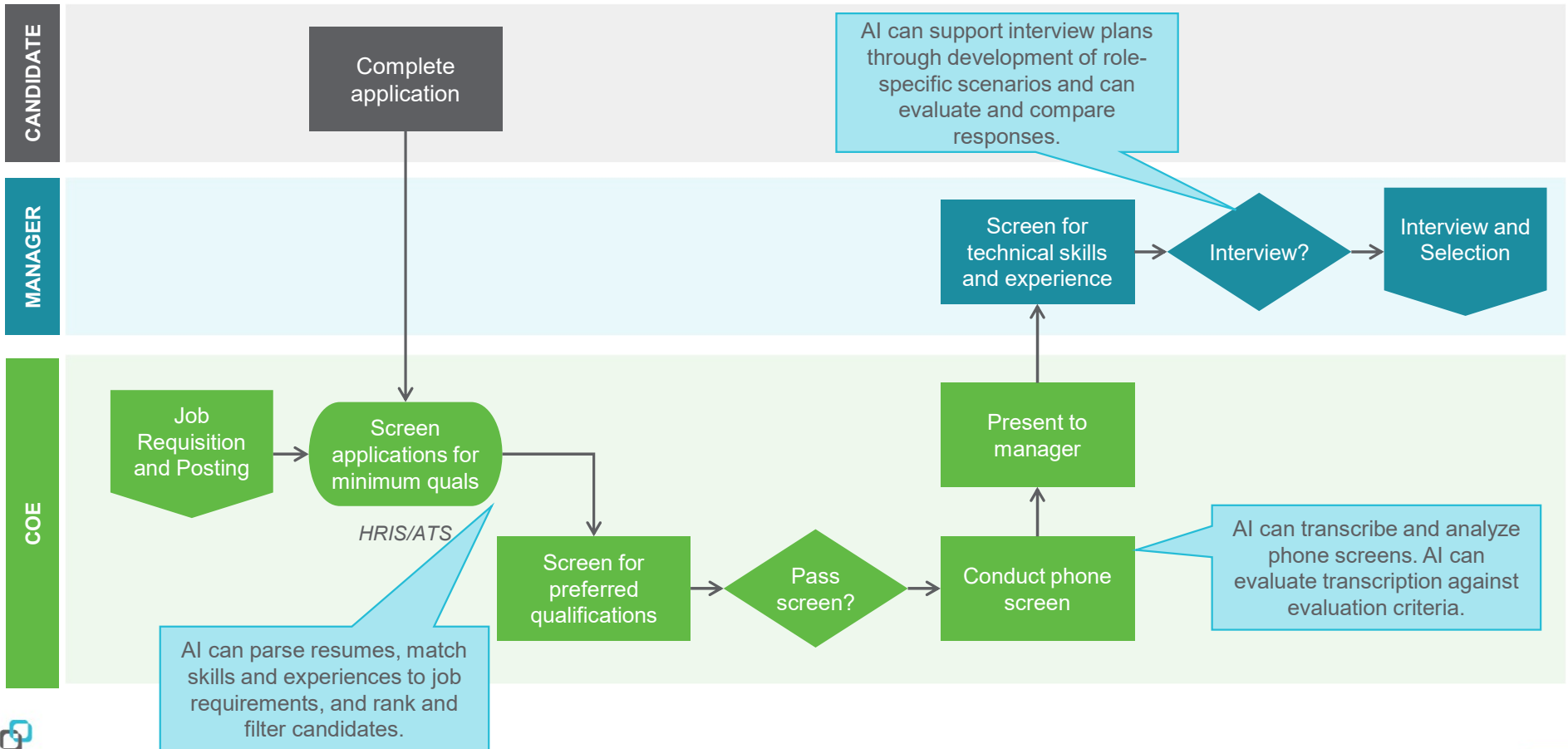
Leave of Absence Process: (High Level)



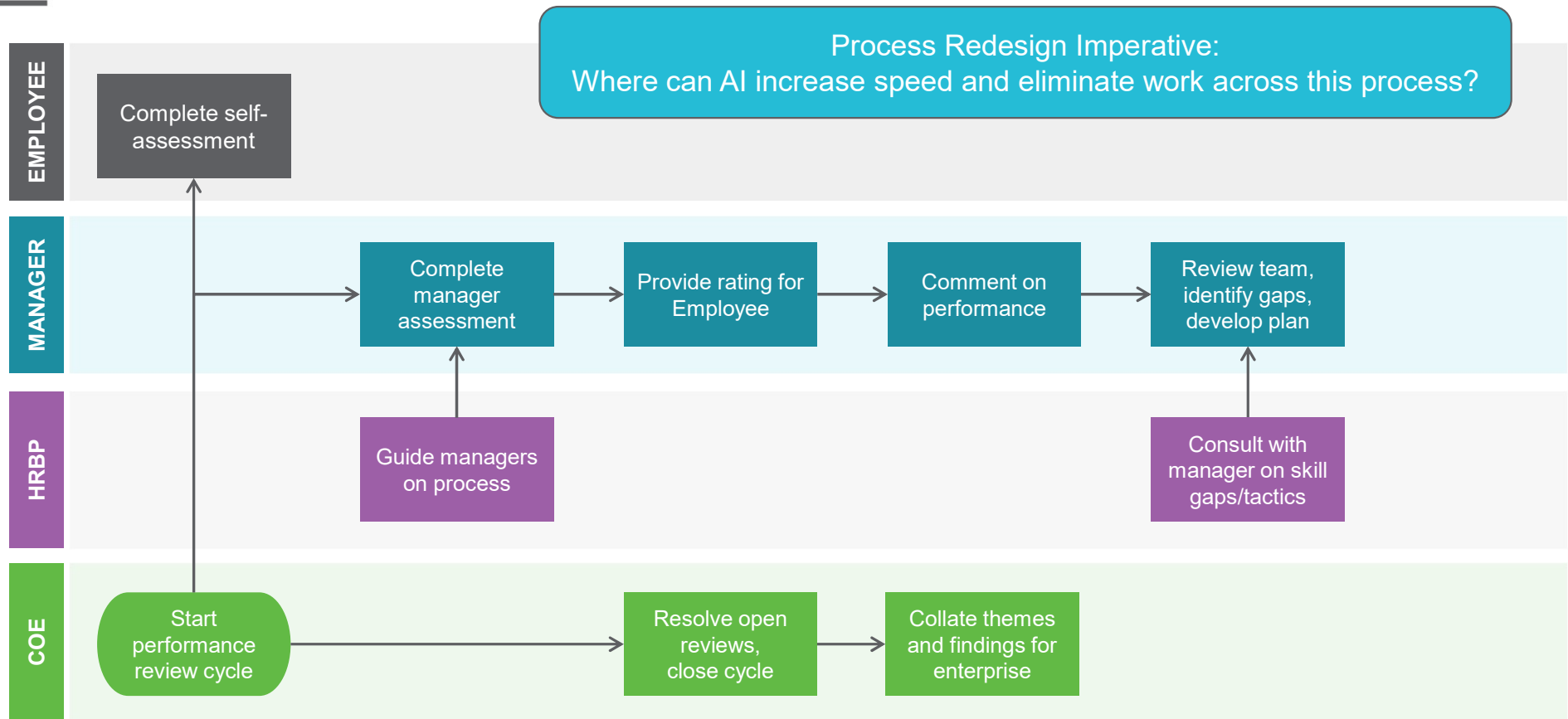
Process Example: Sourcing and Screening



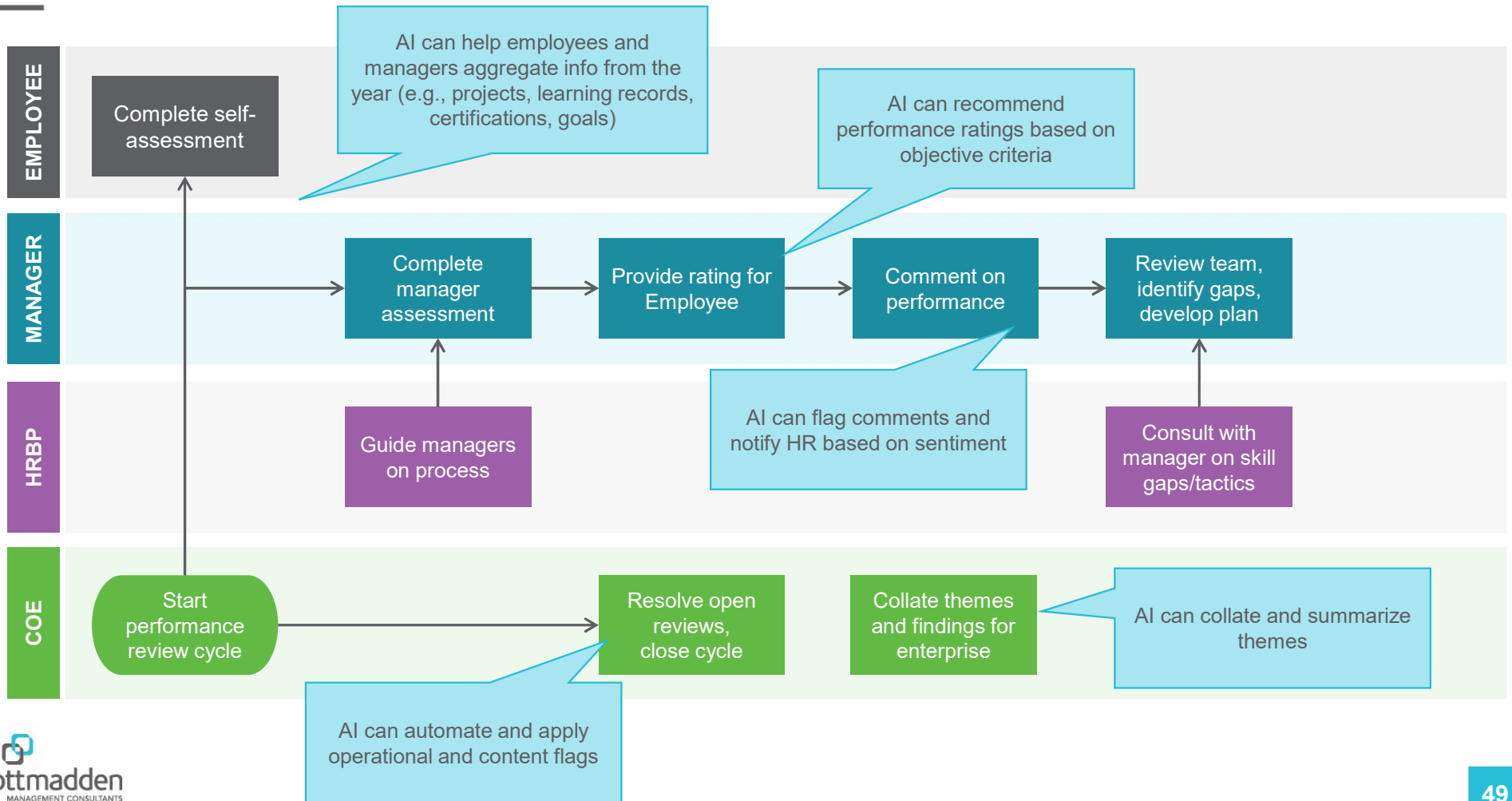
Process Example: Sourcing and Screening



Process Example: Performance Management

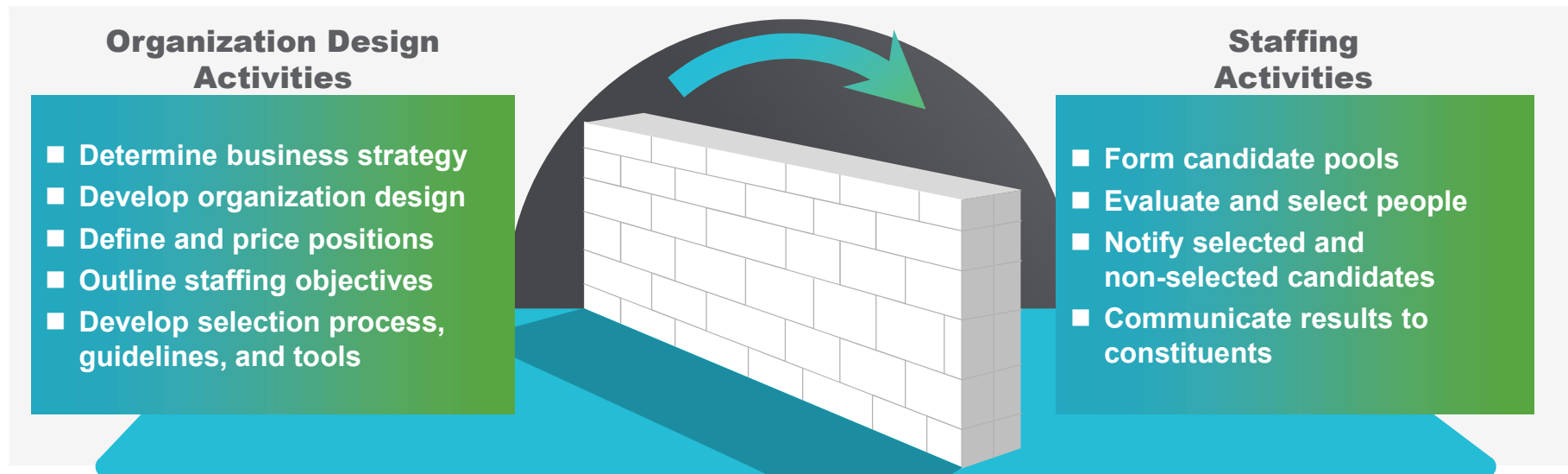


Process Example: Performance Management Enabled with AI



Organization and Staffing

The design of the organization and planning for the selection of staff for the new organization must be done in advance of the actual selection process.



Design tasks must be complete before moving to staffing. You should not jump back and forth over the wall.

Six Reasons to Focus on Competencies and Skillsets

As traditional models evolve and expand, organizations should evaluate their leadership and employee competencies to ensure talent requirements remain aligned.



1. Enable Performance Management

Ensure you have the right set of competencies and then measure against them for a comprehensive view of organizational capabilities.



2. Identify Strengths and Gaps

Identify strengths and weaknesses in teams and individuals (e.g., technical, communication, leadership, problem solving)



3. Align Skills with Roles

Match employees to roles and responsibilities that align with their strengths and expertise to increase performance and job satisfaction.



4. Inform Training and Development

Determine the specific skills and knowledge areas where employees may benefit from additional training, coaching, or skill-building programs.



5. Facilitate Succession Planning

Identify high-potential individuals, develop talent pipelines, and prepare for future leadership and skill needs.



6. Drive Continuous Improvement

Address gaps by investing in skill development to enhance performance, efficiency, and overall effectiveness.

Evaluate the Organization's Competencies

Developing a process or tool for measuring the organization's level of proficiency across the competency framework can identify group and individual strengths and gaps. Results allow leadership to better align employees in their current roles, in growth opportunities, or in succession planning while highlighting needs for securing new talent.



Getting Ready for AI



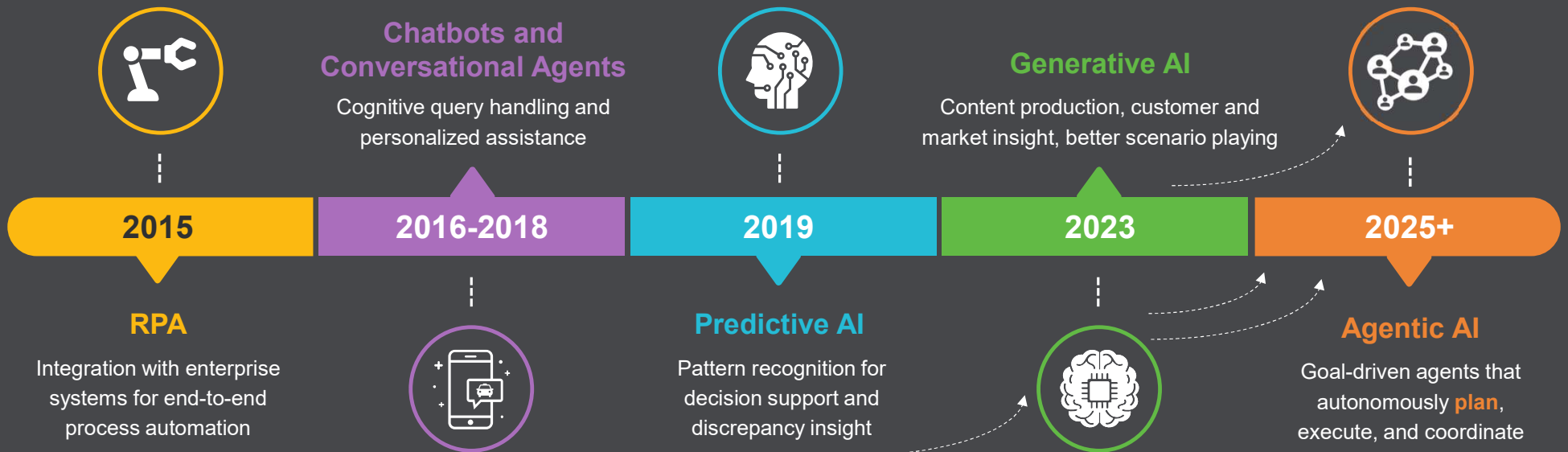
**Best Practices and
Common Pitfalls**



**Discuss How to Get
Started**

Intelligent Automation's (IA) Impact on Organizations over the Years

In recent years, corporate services has witnessed a significant adoption of IA technologies to streamline operations, automate repetitive tasks, and improve customer interactions.



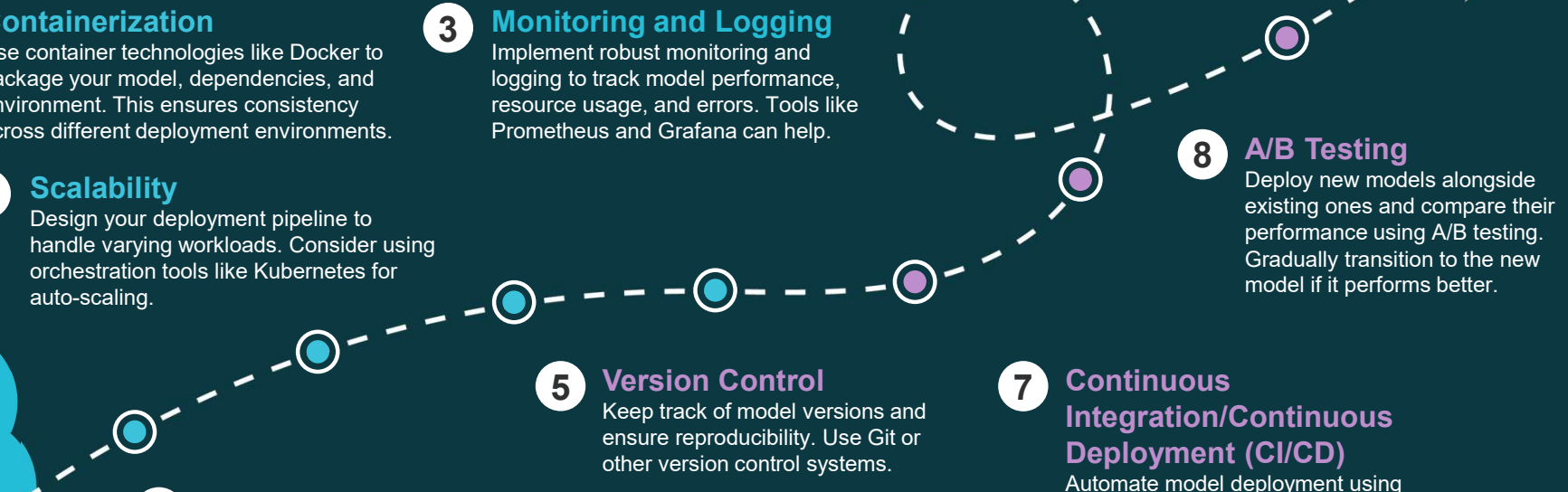
What's New with Agentic AI

- Plans multi-step **workflows**
- **Executes** across systems and **vendors**
- **Learns from outcomes** and adapts
- **Escalates to humans** when thresholds are met

Getting Ready for AI

Best Practices for Deploying GenAI Use Cases

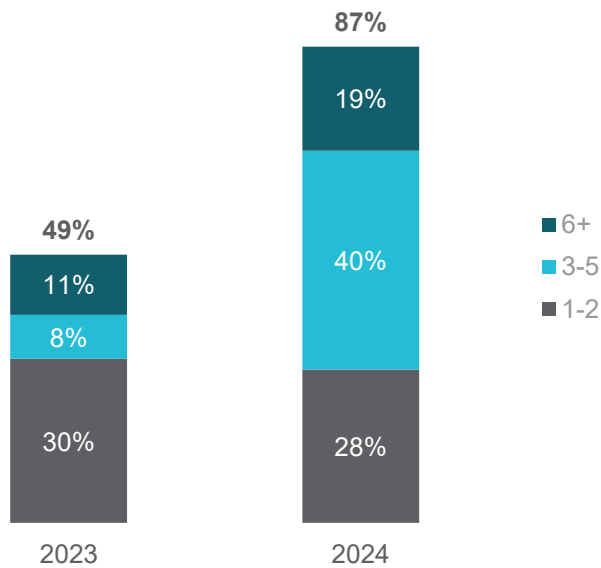
Successful model deployment involves collaboration between data scientists, engineers, and DevOps teams and functional experts.

- 
- 1 Containerization**
Use container technologies like Docker to package your model, dependencies, and environment. This ensures consistency across different deployment environments.
 - 2 Scalability**
Design your deployment pipeline to handle varying workloads. Consider using orchestration tools like Kubernetes for auto-scaling.
 - 3 Monitoring and Logging**
Implement robust monitoring and logging to track model performance, resource usage, and errors. Tools like Prometheus and Grafana can help.
 - 4 Health Checks**
Set up health checks to verify that your deployed model is functioning correctly. This helps prevent serving faulty predictions.
 - 5 Version Control**
Keep track of model versions and ensure reproducibility. Use Git or other version control systems.
 - 6 Security**
Secure API endpoints with authentication and authorization mechanisms. Avoid exposing sensitive data.
 - 7 Continuous Integration/Continuous Deployment (CI/CD)**
Automate model deployment using CI/CD pipelines. This ensures smooth updates and rollbacks.
 - 8 A/B Testing**
Deploy new models alongside existing ones and compare their performance using A/B testing. Gradually transition to the new model if it performs better.

So Where Does That Leave Us? – Engaging in Pilots

With great interest but limited road maps, the industry is left with either engaging in pilots and “figuring this out” or waiting for out-of-the-box AI solutions.

Number of GenAI Projects in Shared Services



Source: SSON, Generative AI in Shared Services & GBS (2024)

... or Considering Buy vs. Build (wait for out-of-box solutions)

Talent Acquisition

- Screens resumes; schedules interviews

Workforce Management

- Predicts hiring and staffing needs based on seasonality and other external factors

Smart Document Capture

- Language capture and document classification
- Selection of right process workflow

Service Desks

- Connects the dots for agents by **suggesting relevant tasks/content** to resolve issues faster



Engaging in Pilots Means Overcoming Three AI Hurdles

Build momentum through quick wins while simultaneously establishing foundational AI capabilities like data management and governance.

The main challenges companies face when trying to launch AI pilots and programs:



Limited AI Understanding: Many teams lack a practical understanding of AI capabilities and **struggle to identify valuable applications.**



Stalled Innovation Progress: The emphasis on **risk avoidance can stall innovation**, preventing companies from implementing new AI capabilities.



Data Bottlenecks: **Data access and ownership challenges become roadblocks**, delaying critical innovation initiatives.

How to overcome these challenges and build an initial AI road map:



Deploy rapid prototypes and showcase vendor offerings: This builds awareness and helps teams **identify meaningful opportunities** for AI applications.



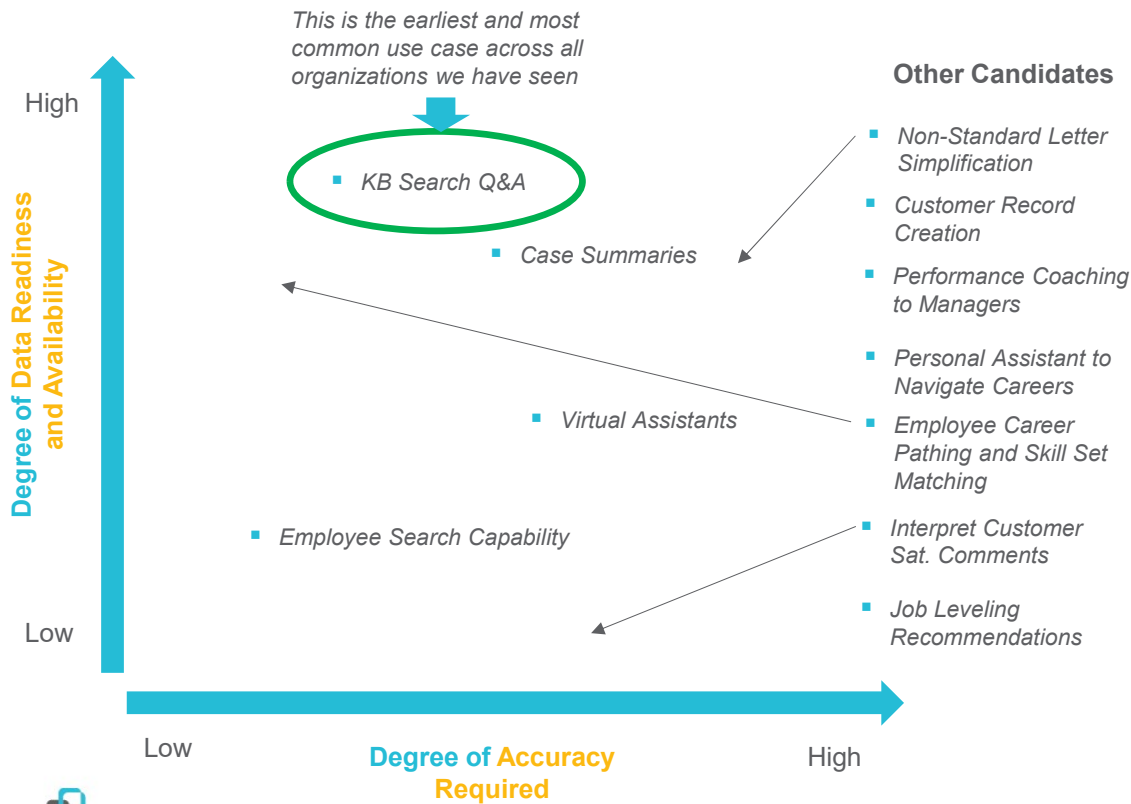
Create safe pilot environments: These environments enable learning and experimentation with AI **while the overall governance program matures.**



Leverage synthetic data: Using data that mimics your existing data enables you to **bypass data governance and security concerns.**

How to Think About Your Use Cases

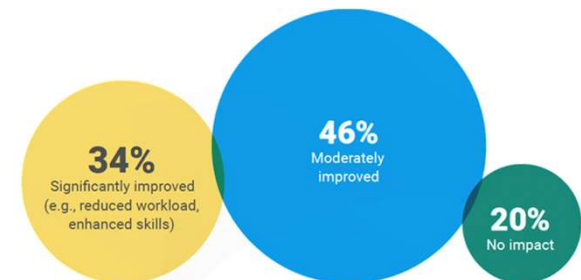
As you consider pilots, there is also value in thinking about your use cases...



What your use cases should tell you (individually and collectively)...

- Data readiness and availability are critical to making something production-ready (i.e., real impact)
- Focusing on uses and intentions that are complementary/supplementary to your work but don't require 100% accuracy (e.g., recommendations, insights delivered to a team)
- High volume and positive service impact garner attention and move the needle for subsequent resourcing

How GenAI Has Impacted Customer Experience



Assess Readiness Before Moving into Production



Data Ready

- Core fields mapped to source systems
- Data gaps identified and categorized
- Pipeline design completed
- Data quality rules defined
- Refresh frequency determined

Readiness Status

100% Complete



Tech Ready

- Architecture design validated
- Security review completed
- Integration patterns tested
- Performance benchmarks met
- Disaster recovery plan approved

Readiness Status

66% Complete



People Ready

- Executive champions identified
- Power users selected and engaged
- Training materials developed
- Success metrics defined
- Change management plan executed

Readiness Status

83% Complete



1. Insufficient Data Quality

Using poor-quality or incomplete data can lead to inaccurate models. Ensure your training data is clean, relevant, and representative of the problem you're solving.

2. Overfitting

Overfitting occurs when a model performs well on the training data but poorly on unseen data. Regularization techniques and validation sets can help prevent this.

3. Ignoring Ethical Considerations

GenAI can inadvertently learn biases present in the data. Be mindful of fairness, transparency, and ethical implications when deploying models.

4. Lack of Explainability

Black-box models can be challenging to interpret. Prioritize models that provide insights into their decision-making process.

5. Choosing the Wrong Algorithm

Selecting an inappropriate algorithm for your use case can hinder performance. Understand the strengths and limitations of different GenAI approaches.

6. Inadequate Model Evaluation

Properly evaluate model performance using relevant metrics. Avoid relying solely on accuracy; consider precision, recall, F1-score, etc.

7. Ignoring Deployment Challenges

Deployment involves integrating GenAI into existing systems. Consider scalability, latency, and maintenance requirements.

8. Not Involving Domain Experts

Collaborate with domain experts to validate model outputs and ensure they align with real-world expectations.

Common Pitfalls and Risks



Wrap Up



Wrap Up

For those who have implemented and are wondering what's next, attend our advanced workshop – Shared Services 501: Taking Your Shared Services Operation to the Next Level, today.



Housekeeping items:

- Complete SSON's workshop evaluation form to help us improve
- Use the QR code below to access our complete workshop presentation

Hear from one of our clients:

- Tuesday, 2:30 PM: How a GBS Strategy Set the Path for Global Scale and Digital Evolution



Stop by ScottMadden's booth to:

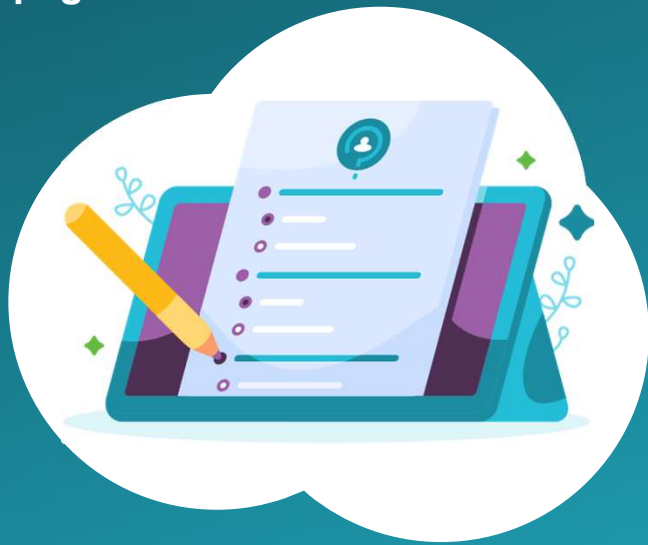
- Participate in our demo drive for a chance to win a *solo stove*
- Drop a card to gain access to shared services insights and helpful resources



Thank you for participating in today's workshop and enjoy the rest of the conference!

Get in Touch

Tell us how we did! Please complete the post-workshop survey found at the QR code to let us know your thoughts. Access to our workshop decks and content related to our solutions at our landing page.



Complete SSON's survey



Access our workshop deck