

**Welcome to the  
Jungle**

**RELOADED**

Where are we since the  
last 5 years?



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## Introduction

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- 24 years experience in GBS
- Build & Transformation leader
- Worked for logo's like Adidas, Vodafone, IKEA, Cushman & Wakefield, DSM, Intertrust, Nidec, Bolder group, Hydro and EY
- Me and my team are ready to help you 😊





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Time flies.....

But not so much in  
our SSC & GBS  
jungle

Lets look a bit  
backwards

We discussed a wave....

5 years ago we discussed a wave of uncertainty which would impact the GBS leaders agenda.

So what happened and where are we now?



5 years ago.....

These were agenda items which GBS leaders had 5 years ago

But, were we able to get out of the jungle since then?

Robotics & AI

Next  
generation  
workforce

Workflow  
automation

Data analytics

Attrition

MEC &  
reporting  
automation

Data &  
Process  
mining

Moving  
location map

ERP  
transformation

GDPR

Compliance

Document  
management

Risk &  
corruption  
screening

Changing  
outsourcing  
dynamics

Scope  
increase &  
change

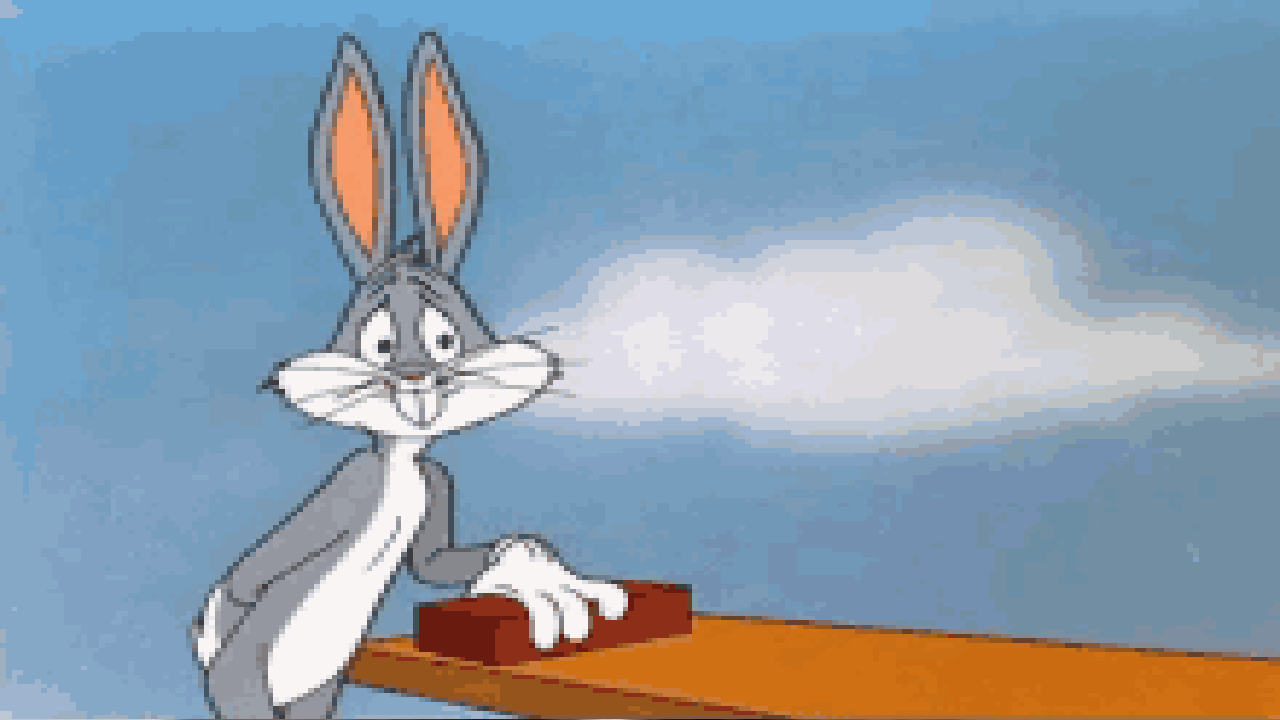
E-invoicing

Data capture  
& security

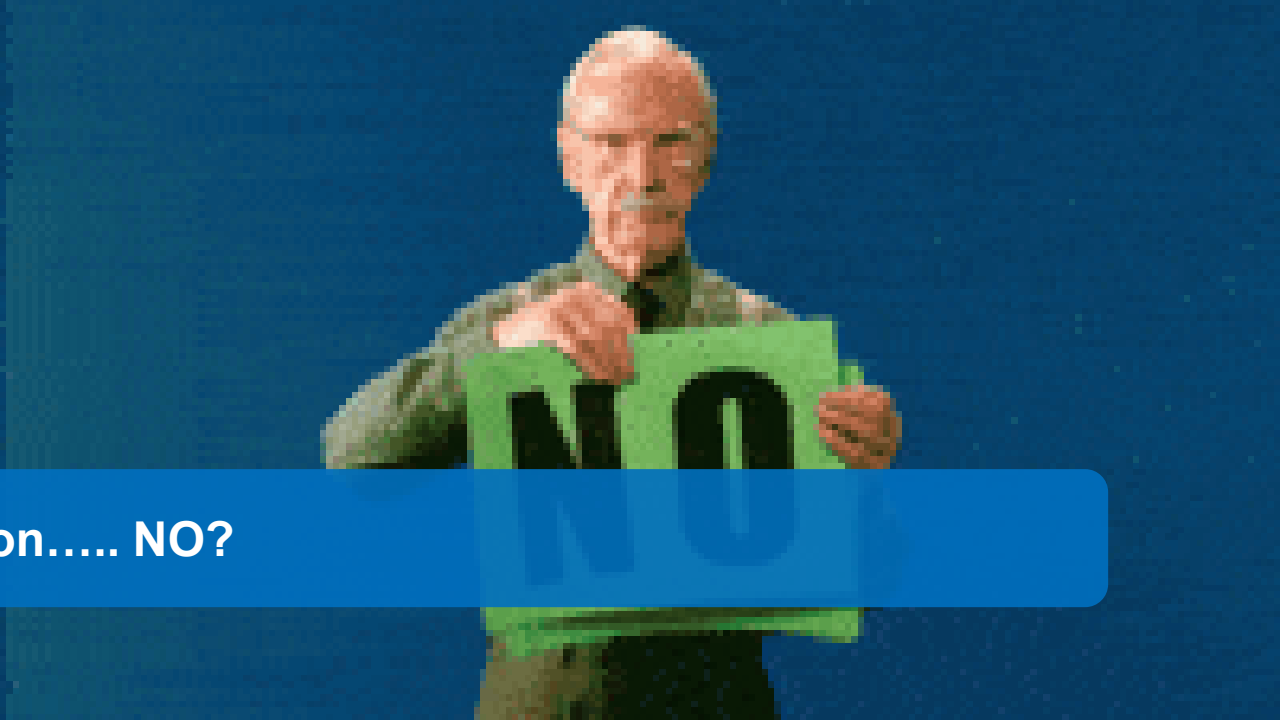
Transformation  
ability

Knowledge  
retention &  
updating

The end of  
labor arbitrage



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Did I mention..... NO?

**So dear GBS  
leaders.....**

**It is time to  
wake up! We  
need to evolve!**

# How should we evolve?

We spoke 5 years ago about:

- Digital
- People
- Organization
- Outsourcing

And this all is still on our agenda

Globalize our delivery model

Resourcing our centers

Expanding our scope

Standardize & Optimize our operations

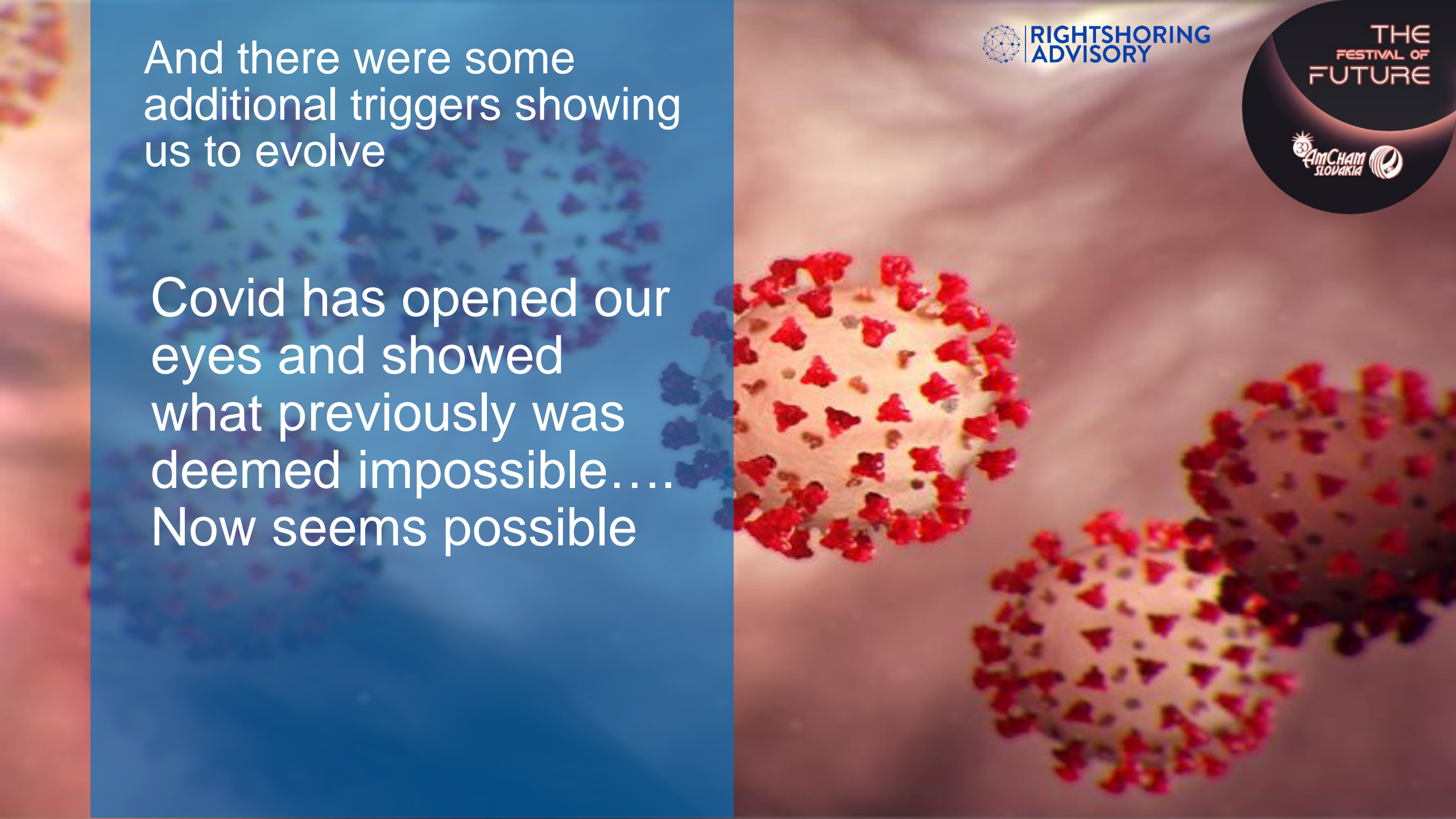
Automate smartly

Become a value-adding business partner



And there were some additional triggers showing us to evolve

Covid has opened our eyes and showed what previously was deemed impossible....  
Now seems possible



An also digital capabilities  
that can help us have  
advanced

We are far more  
advance in digital  
solutions like AI,  
ChatGPT and other  
smart automation

Lets start looking at digital

The digital solutions we currently are using for the majority of our GBS organizations is still scratching the surface

Data Analytics is high on our agenda

We have evolved in RPA (Robotics)

Many GBS organizations adopted Cloud solutions

We have chat-bots

We are evolving our ERPs or find smart overlaying solutions

The new trends are gone?

But what did we really do with those new trends which were part of the wave, we all spoke excited about 5 years ago?

Artificial  
Intelligence

Internet of  
Things

Augmented  
reality

Blockchain



We started the digital journey

What you see in many GBS organizations is that we started the journey but with limited compass to guide us

Siloed approach (not end-to-end)

We used cherry picking

We experience talent shortages to implement

We found out that it is not as easy as it sounds

Budget constraints / non focused budget

Our foundation was not ready or stable enough

But we do need to progress in digital to evolve

What should we after 5 years take into account when we go on automation journeys?



# Process evolution

This is a good moment to cross the bridge from digital to process and operations



We are starting to get on the right journey

Evolution is visible in the area of processes fueled by Covid, new generation of people and need for talent

The variety of activities serviced by GBS organizations was never so large

- New Services:
- Risk management
  - Legal & Compliance
    - R&D
  - Engineering

- Expansion of existing:
- Finance controlling
    - Planning
    - Reviewing
    - End-to-end

We start optimizing processes



But still we are far away to really evolve

Are we really far enough on a journey of evolution to escape the jungle we are in?



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As an example – Process ownership in many organizations still lies outside of the GBS organization

What message does that give?

Lets jointly wake up

If we really want to evolve, add value to our organizations and want to make digital investments work – We need to fix the foundation

Maximize scope (both activities and countries)

Own your operations / processes

Document your processes and variations

Standardize / Optimize (Target Operating Model)

Focused KPIs to measure performance

Deliver from the best fitting location

# Governance evolution

Time to cross the next bridge towards our new governance models required to deliver



We are making it more exotic

The SSC world is still growing significant with over 11.000 GBS or outsourced centers globally – But where to go?

Driven by talent shortages, geo-political situation and search for savings.....

It is getting more exotic as we try to find new Tier 3 delivery locations

Labor  
arbitrage

Talent  
availability

Spread the  
risk

Language  
availability

Avoiding  
attrition

Specific  
knowledge

And we expand the number of locations we service from (close to 20% of us has 7 or more locations currently)

And next to exotic; we also get smaller

While we have more delivery centers under our GBS wings, we also make our delivery locations smaller

New entrants on the GBS market – Mid market companies with small SSCs

Bringing work to where specific talent is available

Automation; requiring less labor

Start building front vs. back-office structures

Make logic in your delivery model

Mature GBS organizations created delivery models where activities are seamlessly delivered from the right location and governance

Retained / Local  
organization

- Client focus
- Regulated / non-transferable
- Non-standard



COE / Nearshore  
/ Competence  
center

- High value services
- Specific competence needs
- Continuous improvement
- Scope increase



Transactional /  
High volume  
centers (in-or  
outsourced)

- Transactional
- Repetitive
- Standardized
- High volumes

# People evolution

Lets cross the  
bridge now towards  
the teams that  
actually need to  
deliver everything



Generations are evolving –  
but their needs are similar

5 years ago I  
showed this slide –  
And in the meantime  
nothing has really  
changed, including  
our approach  
towards hiring





# Attracting & Retaining

The new generation does want to be approach differently and also has higher demands when it comes to a role

What do they expect?

A motivating and identifiable working culture

Flexibility in work and hours

Remote working – Strong hybrid model  
(but does this help us?)

Fair and flexible income and benefit structure

A clearly defined journey

And yes..... they are less loyal!

Less loyalty vs. more complexity

And exactly the loyalty issue is conflicting with our drive towards more value and specialized services. Remember the resource pyramid?

The bottom of the resource pyramid will disappear

More combined skills are needed

More specialization in our roles

Education systems need to change curriculum

High evolution of internal training curriculum needed

# Change our hiring and retention strategy

To stay effective, we need to change our hiring and retention strategy and at the same time have the governance in place to serve this

Make our transactional centers highly standardized with easy work instructions

For specialized (Front office) activities – Create resource pools where people can grow

Involve your workforce to let them feel they are part of something they belong to

Source your talent where they are; not where you want them to be; and use our digital era

Identify key roles and people and create their journey to retain them

Recruit your people the way they like to be recruited (online – easy – focused)

# Outsourcing evolution

And we also can consider outsourcing to help us find the competence and automation solutions we require



## Changing roles of outsourcers

While outsourcing in the past was seen as bulk transition of activities which were not seen core or could be delivered cheaper.... This role is changing



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The attraction to outsourcing has grown again – but the purpose is different

Supporting our resourcing strategy – especially on specialized services

Full integrated hybrid models where you don't even feel anymore its not in company

Access to technology which as stand-alone company is too complex or expensive

Access to talent on locations you do not want to invest

# Business partnering evolution

But in the end –  
regardless how we  
deliver, from where  
and by whom..... We  
need to drive  
towards being a true  
business partner to  
survive



Being a real added value to our organization

The key of success for our GBS organizations is that we need to be truly value adding and a real business partner for our organization

But are we already there?

Significant move towards governance directly under the C-Suite: But over 50% still is not!

Around 60% of our GBS still operates transactional only

Only 30% of our centers is truly delivering additional value

Many of us are still operating old fashioned business models with limited quality measuring

So what should we be?

How are we defining a real business partner role of our GBS which brings us out of the jungle?

Becoming a true business partner

Improved customer experience and customer focus mindset implementation

Taking true ownership of the processes you deliver

Deliver high end scope that really helps your internal clients to accelerate

Having responsibilities in delivering the organizations targets

Be a key partner and accelerator in the transformation and automation agenda



Knowing we still  
are in the jungle of  
GBS with a lot of  
items on our  
plate..... How do  
we get out?

How can we get out?

While some GBS organizations really evolved and made steps in the right direction, there still is a large journey ahead of us for many



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What would I advice to do?

Automate – But on a solid and stable environment

Improve, standardize and own your processes

Become the valuable partner for your organization that adds value

Move to a fitting governance model where services are delivered where it best fits

Find and retain your talents smart, with an open vision

Use outsourcing where needed as a true partner

Evolve in scope, maturity, mindset and quality

# Questions & Answers

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