

DAY ONE
SEP. 10

DIGITAL DAY



DAY TWO
SEP. 11

HEALTHY
FUTURE DAY



ESG DAY



DAY THREE
SEP. 12

TALENT DAY



THE FESTIVAL OF FUTURE

GBS, SHARED SERVICES & BPO PREDICTIONS FOR 2025



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ROMEK LUBACZEWSKI

- **30 years** of GBS / Shared Services / BPO
- **Over 200** Global GBS **Projects**
- Led Projects to **Open Over 55 Centers**
- PwC CEE GBS **Consulting Lead** for over **15 years**
- 2021 won the **Lifetime Award** for services to the GBS Industry in CEE

Retired and loving it!!



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Insourcing will be more popular than ever



More and more GBS/SSC/BPO organisations will be bringing work back “in-house” for several key reasons:

- Leadership feel that they need more control on their processes and their strategies – we need agility
- Perceived poor performance by suppliers
- Maturity of BPO contracts – they have delivered





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BPO will not die, GBS is not dying and RPA is here to stay

The big BPO providers are not dying, there is work out there and they are looking for new "angles", new markets and new pricing models. Moving into Consulting.

GBS is as good/strong as ever – as much as we are being hit to reduce costs and headcount, we are fighting to grow new scope, and HQ is looking for cheaper options. I see this as net zero'ish.

RPA was not quite the dream we were promised....but it is needed, it is cost effective, and it does particularly cut monotonous workload.



Success will be measured by Customer Satisfaction

Process efficiency and thus cost has always been seen as the measure of successful service delivery, but that is changing. As services become more and more complex, we can see service QUALITY being viewed as the ultimate guide to best in class. The USER EXPERIENCE and CUSTOMER SATISFACTION are what we need to focus on.

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More people will start going back to the office

This is a tough one – lots of people think that working from home is the new norm and that they should have this as an option. Team spirit, building friendships and a general mental health “norm” sees employers wanting their people back into the office. The SSC business model was built around teams, sharing knowledge, learning and developing by being with others....we need to get the people back into the office and accept some tough discussions will be needed. Tough Love

Global economic conditions mean that we grow... but getting closer and closer to net/net zero

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As the global economies continue to stumble, the need to push costs down will see more and more new functions moving into GBS – legal, marketing, supply chain, audit/controls, AI, etc. So, growth from new scope..... But the cost push, AI. RPA and more and more smart software will see a counter push in GBS to reduce the heads = costs. I see 2025 in CEE as the year of zero...the first in 30 years.



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GBS needs to be the new home for AI, RPA, Analytics and Data mining

Everyone, especially our bosses, think AI is the new “answer”. This is a **threat**:

- AI is already changing what we do and how we do it. It is a game changer in terms of efficiency
- It has the potential to be even bigger/better than we think today...across the whole business not just GBS/back-office processes

But also, an **opportunity**:

- Push, fight and scream to get all AI built, led, tested and managed within GBS
- But will really be 50% efficiency or more like 15% (McK view of RPA in 2015 was 45-55%)



We should be more concerned about AI Security and Cybersecurity

Cybersecurity is going in the right direction – we know why we need it. AI Security is still somewhat an unknown – our bosses want AI pilots and headcount savings....but the audit team are asking “who is managing the control of the program and the programmer?”. Again, is this an opportunity for us to build and grow this skillset?





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ESG is not part of my dream

Another hot topic, like AI, but for me this is not a big deal....maybe, in fact, no deal at all. I can see that we should be ESG conscious for our centers (green, re-cycling, cycle lanes, etc...), but can our centers be the conscience of our HQ? Can we lead ESG programs for other offices? Can we monitor ESG performance, can we report on it....? Yes, but is it 50 FTEs of work?

Build or buy – training is the answer

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I have mentioned at least 5 times the need for us to grab new scope and be the corporate leader for certain services (AI, Analytics, Data Mining, etc.) but the big question is do we buy in these skills or build them? **BUILD** is the answer, so training up our existing talent is where we need to focus – should everyone in the office be AI/RPA/DM level 1..or 2?



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THANK YOU



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