

WRITTEN BY



LEA BODNÁROVÁ
Head of HR
Holcim EBS Košice



PURPOSE, PERFORMANCE AND PEOPLE

To thrive in 2026, BSCs require a sophisticated blend of technical expertise and human-centric soft skills. As organizations navigate a world shaped by generative AI and shifting workforce expectations, the guiding philosophy for this evolution could well rest on three core pillars: Purpose, People and Performance. This framework may serve as a practical playbook for mastering the future of work within global organizations and across local economies like Slovakia.

Originally established as administrative support hubs, many BSC operations evolved into partners for driving global efficiency and value creation. In the past, the primary purpose was the delivery of operational excellence through cost optimization. Today, that purpose has expanded and it is now the **"Purpose"** pillar that encompasses a center's ability to act as an innovation engine.

Already during 2025, the focus of Slovak BSCs has shifted toward nurturing high-potential talent that can navigate complexity, partially also driven by a competitive talent market and a fact of a world where routine tasks are increasingly automated. The purpose of the best BSCs will likely be to provide the "human edge" - the critical thinking and ethical oversight necessary to manage advanced technologies. Those sites that manage this expectation well, have already started to

become key destinations for specialized services, moving beyond transactional processing to complex problem-solving and AI development.



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Operational performance metrics remain the core of the BSC model. Top-tier scores in Service Level Agreements (SLAs), rigorous control standards and high customer satisfaction are no longer the ultimate goal, they are the license to operate. True success in 2026 is rooted in a consistent service delivery culture that rewards achievement while championing diversity.

The **"Performance"** pillar is to be measured through the lens of agility: leading centers are those that can pivot quickly to meet market demands. External recognition, such as "Top Employer" certifications and awards for creative talent management, confirms that

performance is inextricably linked to culture. By providing sophisticated job opportunities and a thriving environment, BSCs will continue to strengthen the local economy and build a brand that attracts the most sought-after experts.

To activate this strategy, modern BSCs could employ a three-gear mechanism designed to deliver end-to-end benefits through technology, business insight and interpersonal skills.

GEAR 1: AUTOMATION AND SIMPLIFICATION

The first gear focuses on creating immediate cost efficiency. According to KPMG's insights on 2025 learning trends, the integration of Generative AI (GenAI) is the primary driver here. By automating repetitive processes, centers free up their professionals from the "drudgery" of manual data entry. However, automation is not just about reduction; it is about simplification. Streamlining workflows allows the organization to redirect its most valuable resource - human intellect - toward work of higher strategic importance. This creates the financial and temporal "oil" needed to fuel the second gear.

GEAR 2: UPSKILLING AND THE "HUMAN-CENTRIC" SKILL SET

This leads to the "People" pillar, where investment in professional development becomes the competitive advantage. Learning is no longer a periodic event but a continuous, integrated

experience and while technical proficiency in AI and data analytics is essential, the real premium is placed on interpersonal skills: emotional intelligence, storytelling and compliant decision-making.

As AI takes over technical execution, the role of the BSC professional becomes one of a "Business Partner." This will require BSC professionals to professionalize themselves in interpreting data, providing strategic consultation and managing stakeholder relationships. BSCs then shift their identity from mere execution centers to hubs of deep business knowledge and compliance gateway.

GEAR 3: NEW HIGH-VALUE SCOPE

Finally, the third gear ensures that with a workforce that understands both the technology (the "how") and the business context (the "why"), centers can take on a "New High-Value Scope." This includes strategic functions such as global supply chain orchestration, advanced financial planning or ESG reporting. By connecting automation to upskilling, the centers have high potential in delivering a flexible talent pipeline capable of taking on high-impact projects that were previously reserved for corporate headquarters.

To sustain this three-gear mechanism, BSCs could be adopting several key trends in learning and development:

1. AI-Augmented Learning: Leveraging AI

In the shifting landscape of the current digital era, modern enterprises and particularly Business Service Centres (BSCs) in Slovakia are undergoing transformation. No longer confined to the periphery of corporate structures as back-office support units, advanced centers are reinventing themselves as high-value hubs.

to create personalized learning paths for employees, ensuring that upskilling is relevant to each individual's career trajectory and the center's specific needs.

2. Learning in the Flow of Work:

Moving away from traditional classrooms toward "micro-learning" modules that employees can access during their daily tasks 24/7. This ensures that skills are applied immediately, increasing retention, engagement and impact.

3. The Rise of "Human" Skills:

Recognizing that as machines become more capable, "human" qualities like empathy, ethic and creative collaboration become the primary differentiators in service delivery.

4. Data-Driven Talent Development:

Using predictive analytics to identify skill gaps before they become a bottleneck, enabling the key skill of the BSCs - to remain proactive rather than reactive.

By leaning into the pillars of Purpose, People, and Performance, Business Service Centres will not be just surviving the digital era but they can grab the potential to define it. The success of the BSC sector in Slovakia serves as a testament to the fact that when organizations invest in their people and embrace technological change, they create a legacy of lasting economic and professional progress.