



A New Value Frontier: Next Generation Global Business Services

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Introduction

Current global and local challenges mean Swiss organisations are focusing on centralising key functions into Global Business Services (GBS) as a way of driving operational efficiency and effectiveness

Current global challenges...




- Macroeconomic uncertainties
- Depressed consumer sentiment
- Sustained inflationary pressures, global tariffs and in some cases further rises in input costs
- Tight and challenging labour market
- Constrained logistics and supply chain network situations



...and local challenges in the Swiss market...

- Slower GDP growth due to sustained high input costs and continued restrictive monetary policy
- Uncertainty around ongoing trade negotiations
- Strong Swiss Franc inhibiting export business and impacting fixed costs coverage in Switzerland

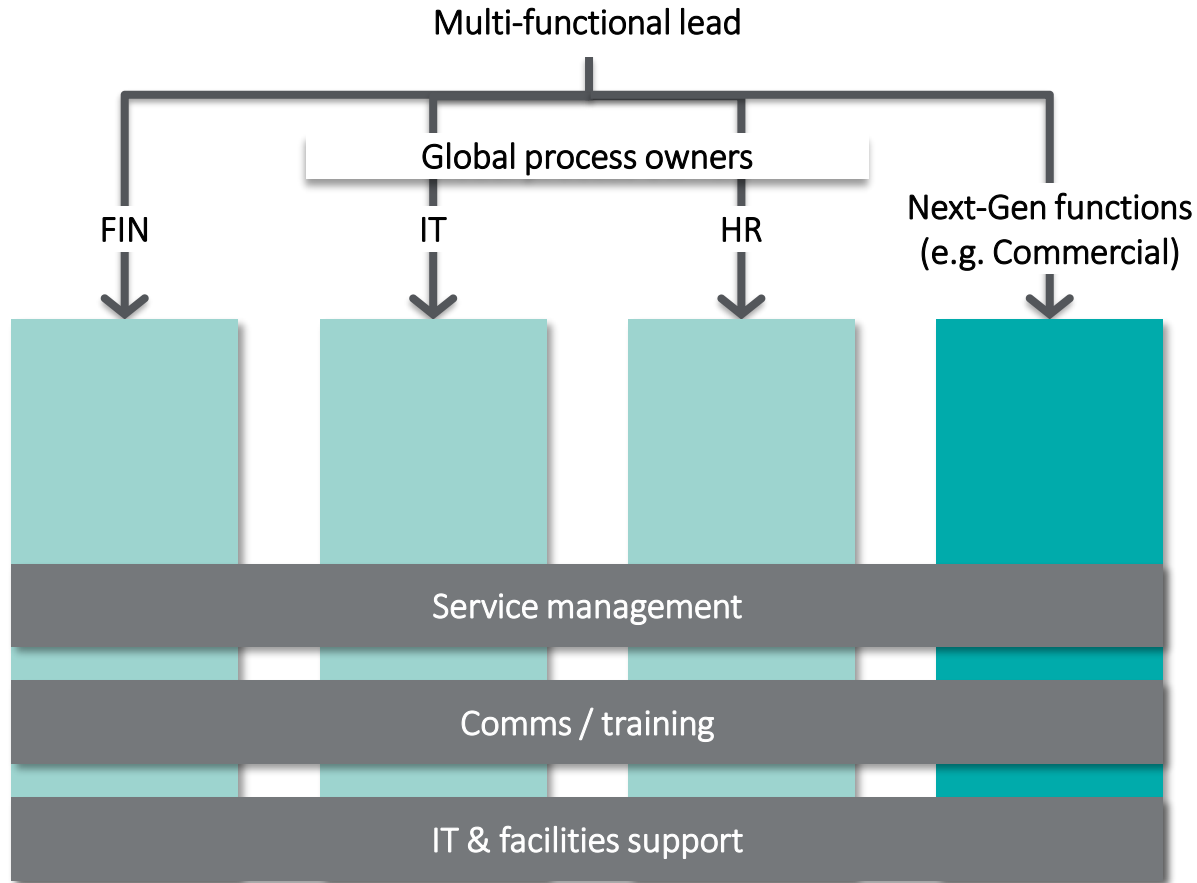
...are leading organisations to GBS as a way to centralise key functions and drive efficiency

GBS Value Driver	Description
 Cost reduction	Moving more work to cost-efficient GBS locations can help to reduce costs and combat changing global economic dynamics. Acting on a global level across functions and business units, GBS organisations possess the scale to drive cost synergies and operational efficiencies
 Operational efficiency	With a centralised view on E2E processes, GBS organisations are perfectly placed to improve standardisation and automation, reduce cycle times, increase productivity, reduce variability and eliminate waste, all leading to better efficiency. This in turn enhances margins, reduces manual effort, and enables in-country resources to focus on more value-added work
 Developing capabilities	Deploying capabilities in automation, AI, analytics and reporting, process excellence and business continuity planning is becoming more and more prevalent in GBS organisations across the globe. Teams benefit from access to cross-functional enterprise-wide data, improving analytics and insights, while also acting as a source of talent and the workforce needed for the future

What is Next-Gen GBS?

Next-Gen GBS: transitioning additional functions

Organisations can unlock an additional frontier of value, through the introduction of 'non-traditional' areas such as commercial* and product innovation



Multifunctional SSC/GBS organisation

The **majority** of GBS organisations typically only include the 'traditional' **Big 3 functions**: finance, information technology and human resources

Usually, they also include a **small number** of cross-functional capabilities such as **facilities support and communications**

Leading organisations are starting to see the potential benefits of shifting 'non-traditional' functions to GBS, such as **commercial** and **product innovation**.

Legend:

Typical SSC/GBS functions (FIN, IT, HR)

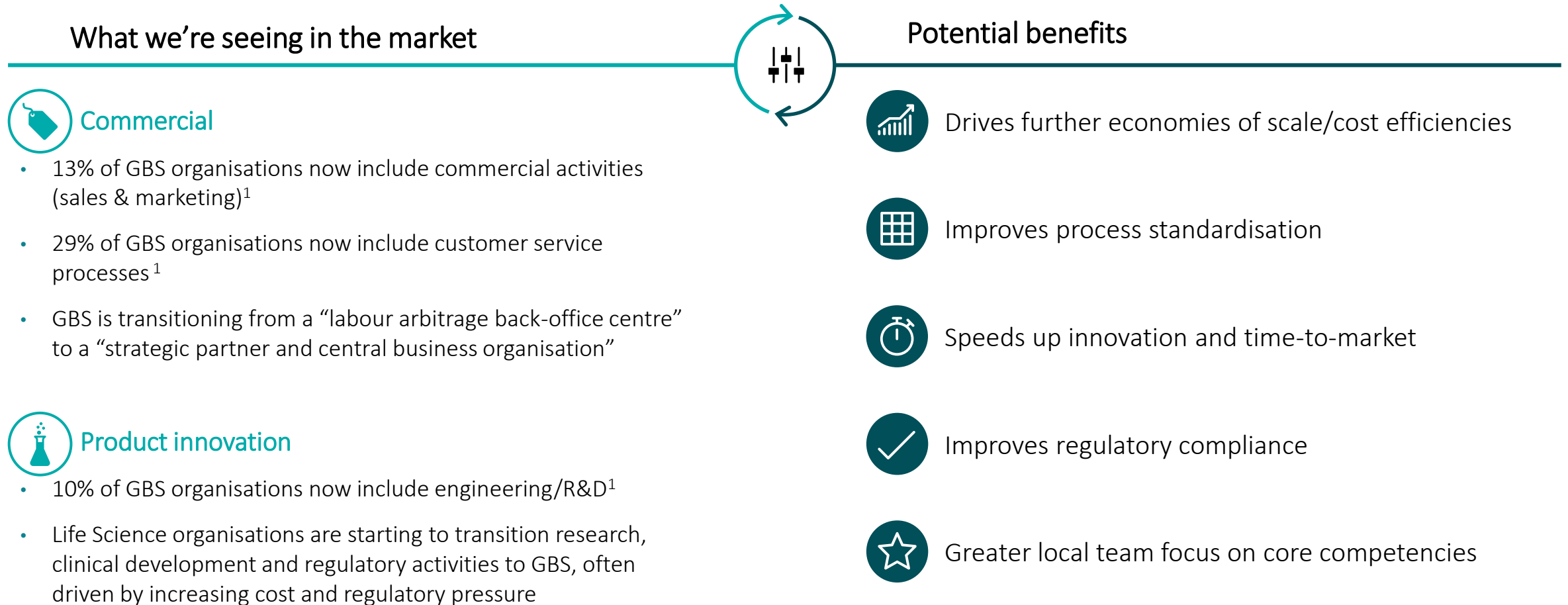
Next-Gen SSC/GBS functions (R&D, Commercial etc.)

*Commercial activities include sales, marketing, order fulfilment and customer service

What are the benefits of moving to Next-Gen GBS?

Next-Gen GBS: what are the benefits?

GBS organisations are well-positioned to accommodate the movement of additional functions (e.g., commercial and product innovation) to further capitalise on cost optimisation, global control and process optimisation



¹Deloitte: Global Shared Services and Outsourcing Survey, July 2023

Deep dive: commercial in GBS



Deep dive: commercial in GBS

Moving commercial and supporting activities to GBS can help optimise processes whilst liberating front line commercial teams to focus on more value-added and customer facing activities

The opportunities

Commercial front line teams are the engine for growth but are constrained by **inefficiencies across the operating model**

They are currently spending **upwards of 50% of their time** on non-core or transactional tasks²

And up to 50% capacity can be unlocked for such teams by transforming the commercial operating model²

The benefits of Commercial services in GBS

Commercial activities in GBS



Omni-contact Execution

Supplementing face-to-face teams with virtual sales teams



Quote Management

Generating quotations (incl. service quotes) on behalf of local Sales



Order Management

Processing, tracking and invoicing customer orders



Customer Support

Handling customer enquiries and resolving issues promptly



Master Data Management

Ensuring data accuracy and consistency across systems



Customer Portal Management

Owning self-service portal for customers to access category advice or self-audit

Example benefits unlocked²



Core front-line brand, category, and commercial teams liberated to respond **more effectively** to changing consumer and customer needs



~30-50% savings opportunity through consolidation, elimination, automation



>30% capacity unlock by optimising and centralising key marketing processes



Field sales representatives reduced by **~35%** and customer engagement time increased by **~15%**



~5-20% total cost of ownership reduction

²Deloitte: The Global Business Services – Commercial partnership, July 2023

Key success factors for (Next-Gen) GBS transformation

What are the key success factors for Next-Gen GBS transformation?

Out of the 10 game-changing practices for regular GBS transformation, we've observed 4 key success factors which are critical for shifting non-traditional functions into your GBS

Set the Tone
Strong leadership with tangible objectives and organisational alignment

Lay the Foundation
Governance, structure and process design for an influential and flexible organisation

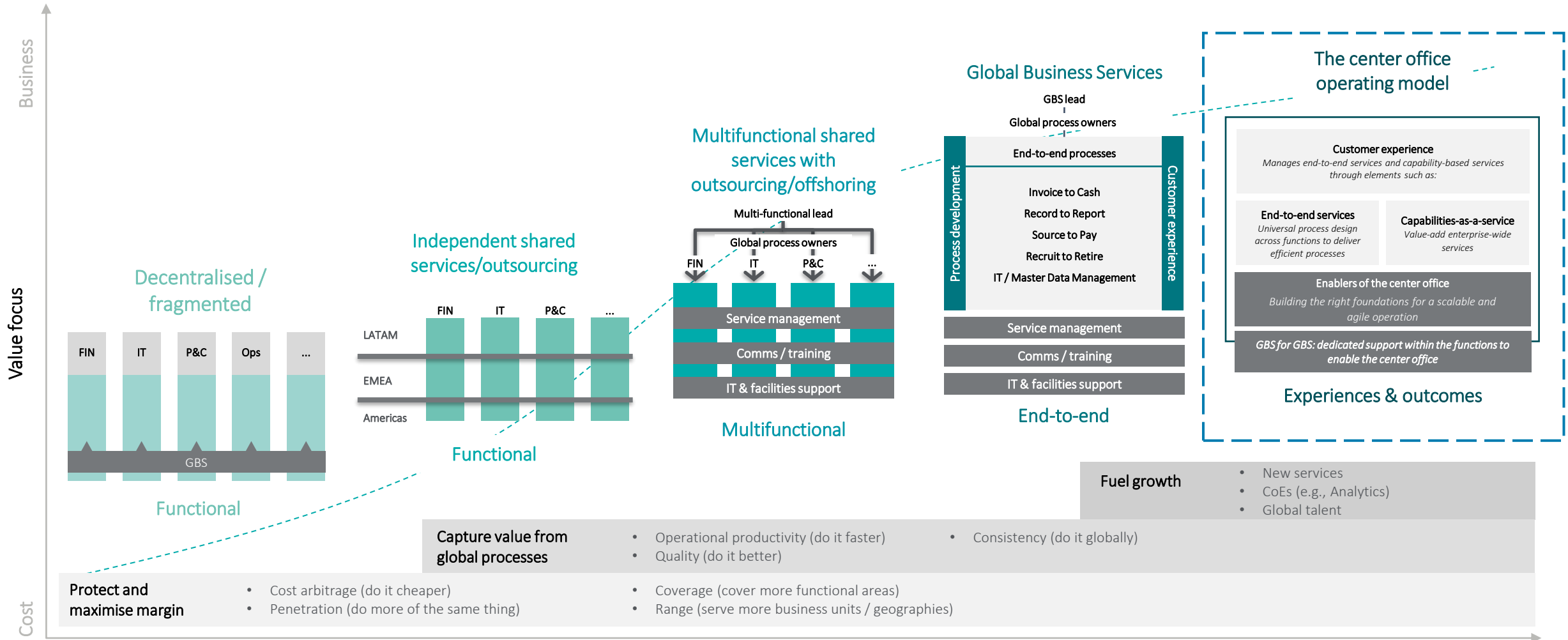
Unlock Value
Radical transformation to drive value



What does Next-Gen look like for more advanced GBS organisations?

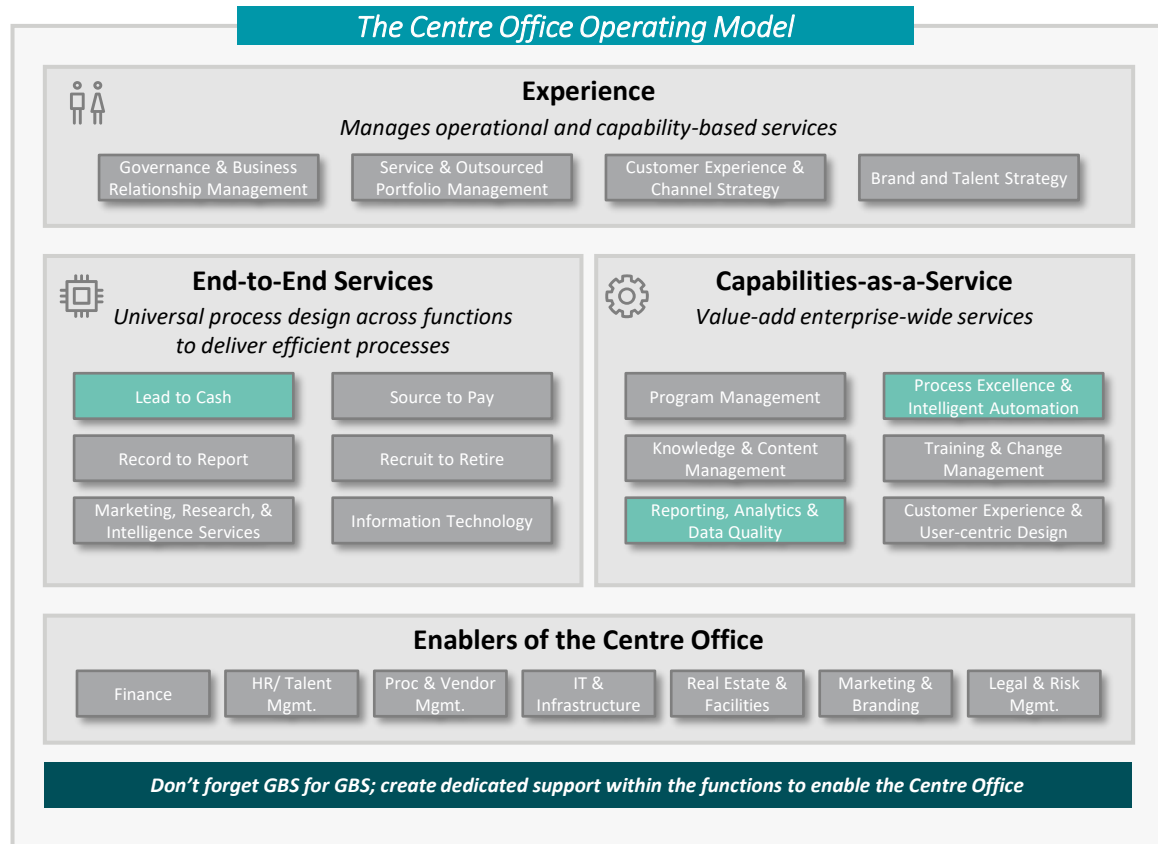
GBS maturity curve

GBS has evolved over the last 30+ years. Organisations now have an opportunity to take shared services to the next level with end-to-end services, focusing on experiences and outcomes



Zooming in on the Centre Office Model

By breaking down functional siloes, end-to-end services and capabilities-as-a-service offer a unique opportunity to unlock the next frontier of growth for GBS organisations



The most mature GBS organisations have adopted the **centre office operating model**

It features both **typical functions** (e.g., finance) and **atypical functions** (e.g., commercial), organising them into **end-to-end services** such as **Lead to Cash**, helping to overcome **functional siloes**

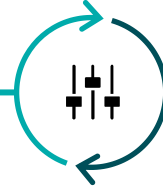
This operational set-up also lends itself to delivering common **cross functional capabilities-as-a-service** such as **automation**, **analytics** and **continuous improvement**, while focusing on customer experience.

What are the benefits of adding capabilities-as-a-service to your GBS organisation?

Capabilities-as-a-service

In addition to pivoting from a functional view to E2E services, advanced GBS organisations can also adopt centralised supporting capabilities to service the entire organisation

What we're seeing in the market



Potential benefits



Reporting, analytics & data quality

- Reporting & analytics is now a part of 55% of GBS organisations¹
- Both GBS leaders and the core business can leverage analytics to enhance their processes, workforces and operational models



Process excellence & intelligent automation

- In GBS organisations, 71% have already implemented process excellence & continuous improvement, whilst 23% are planning to implement¹
- The process excellence & intelligent automation capability often includes; business process mining, AI enabled RPA and E2E process ownership



Improved transparency in operations



Highlights process inefficiencies/problem areas



Drives process improvement, automation and cost savings



Improved knowledge sharing and reduced attrition risk through a centralised team of experts



Greater local team focus on core competencies

¹Deloitte: Global Shared Services and Outsourcing Survey, July 2023



Deep dive: process excellence & intelligent automation in GBS

Deep dive: process excellence & intelligent automation in GBS

GBS organisations can optimise performance and return better value on their improvement ideas by introducing process excellence as a centralised capability

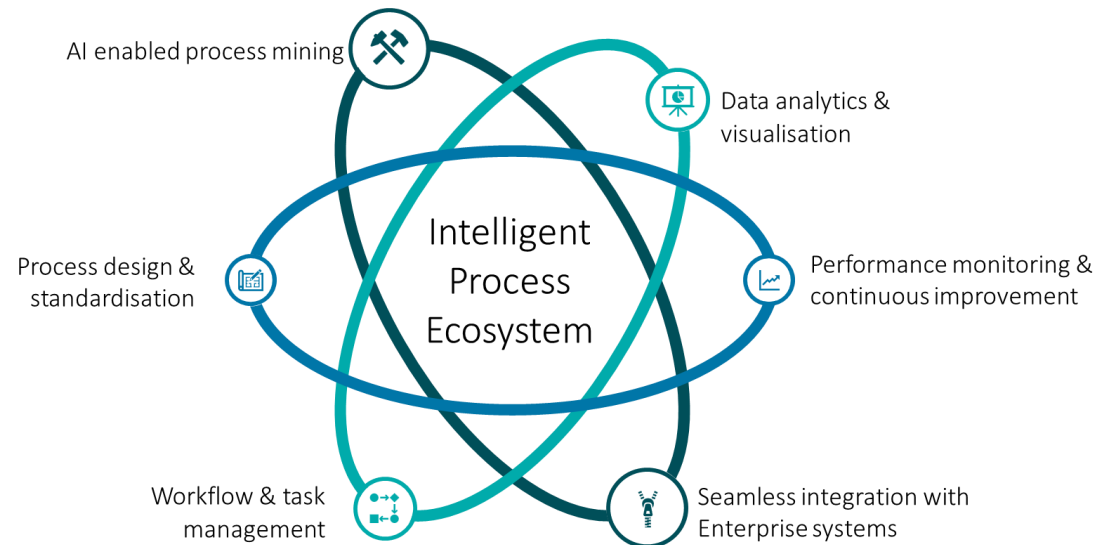
The opportunity

Tactical improvement ideas (e.g., RPA) face diminishing returns as many GBS organisations are taking a siloed approach and lack E2E ownership

To unlock further value from process excellence, organisations must establish end-to-end process ownership and reduce siloed, uncoordinated efforts

Instead of focusing on tactical process steps, organisations should take an “ecosystem approach” and focus on delivering enterprise outcomes

Key tenants of a process ecosystem



Global Process Owners driving E2E process strategy and governance



Digital platforms providing simplified and standard pre-built workflows



High quality data that is trusted and re-useable to deliver insight



AI/Gen AI and automation solutions driving efficiency at scale



Multi-skilled, customer centric, digital empowered teams focusing on customer outcomes, not functional KPIs

Contacts

Want to learn more?

Reach out to our dedicated team of experts to learn more about how your organisation could benefit from integrating additional functions/capabilities into GBS

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