

A person stands on a sandy beach, looking up at the Earth from space. The Earth is a large, curved blue and white sphere dominating the upper half of the frame. The person is a small silhouette in the center of the lower half, with a long shadow cast on the sand. The background is a dark, starry space.

**Deloitte.**

## **GBS delivering business value**

Run it like a business

Jens Sønderkær, 24 March 2017

# Deloitte's GBS capability

We are recognised leaders in GBS transformations and experienced in complex transitions.



**Jens Sønderkær**

Director | CFO Services  
Deloitte Consulting

19 years of experience in back-office transformations.

12 years as a consultant. Jens is mainly focused on serving European and Global clients in consumer business and manufacturing within finance transformation and shared services implementation.

Has led more than 20 GBS projects.



## Market leader in GBS transformation capability

Deloitte has the broadest global bench compared to any other Big 4 firm, shared services/outsourcing advisory boutique or major systems integrator/business process outsourcing (BPO) provider.

## +1,000 dedicated GBS professionals across 37 countries

Deloitte is the ONLY firm that formally integrates the broad set of skills needed for complex GBS transformations.

Finance/tax

Controls/risk

HR/change

Technology

Strategy and innovation

**GBS**



## Global top-tier client experience

Deloitte's GBS practice works with leading companies in every sector.

Deloitte is recognised externally as a leader in GBS.

*'Deloitte is a leader for global shared services combining process, technical knowledge, change management capabilities, understanding of technology and insight on labour and tax issues.'*

Source: Kennedy Consulting Research & Advisory



## GBS thought leader

Our ground-breaking reports and insight provide clients with our views on the key aspects of the shared services journey.



# Definition of GBS

Shared services foundation, but much more ...



The use of **common infrastructure and governance** to deliver **business support services** across geographies, business units, functions and business processes.



Serves as a single enterprise organisation or network that can drive collaboration and sharing to **improve delivery efficiency, effectiveness and business outcomes.**



Multi-functional SSC with **shared leadership, methods, culture and values.**

We play a  
**highly strategic**  
role in making  
P&G run

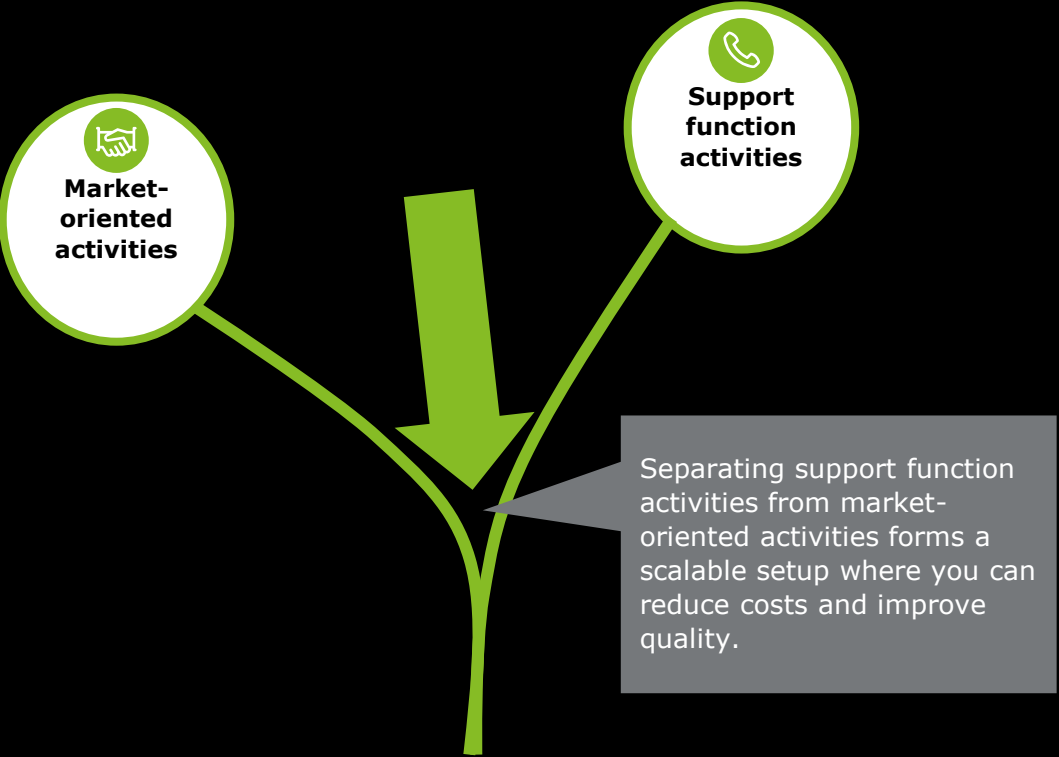
**Simpler**


**Flatter**

**Faster**

and with  
**more agility.**

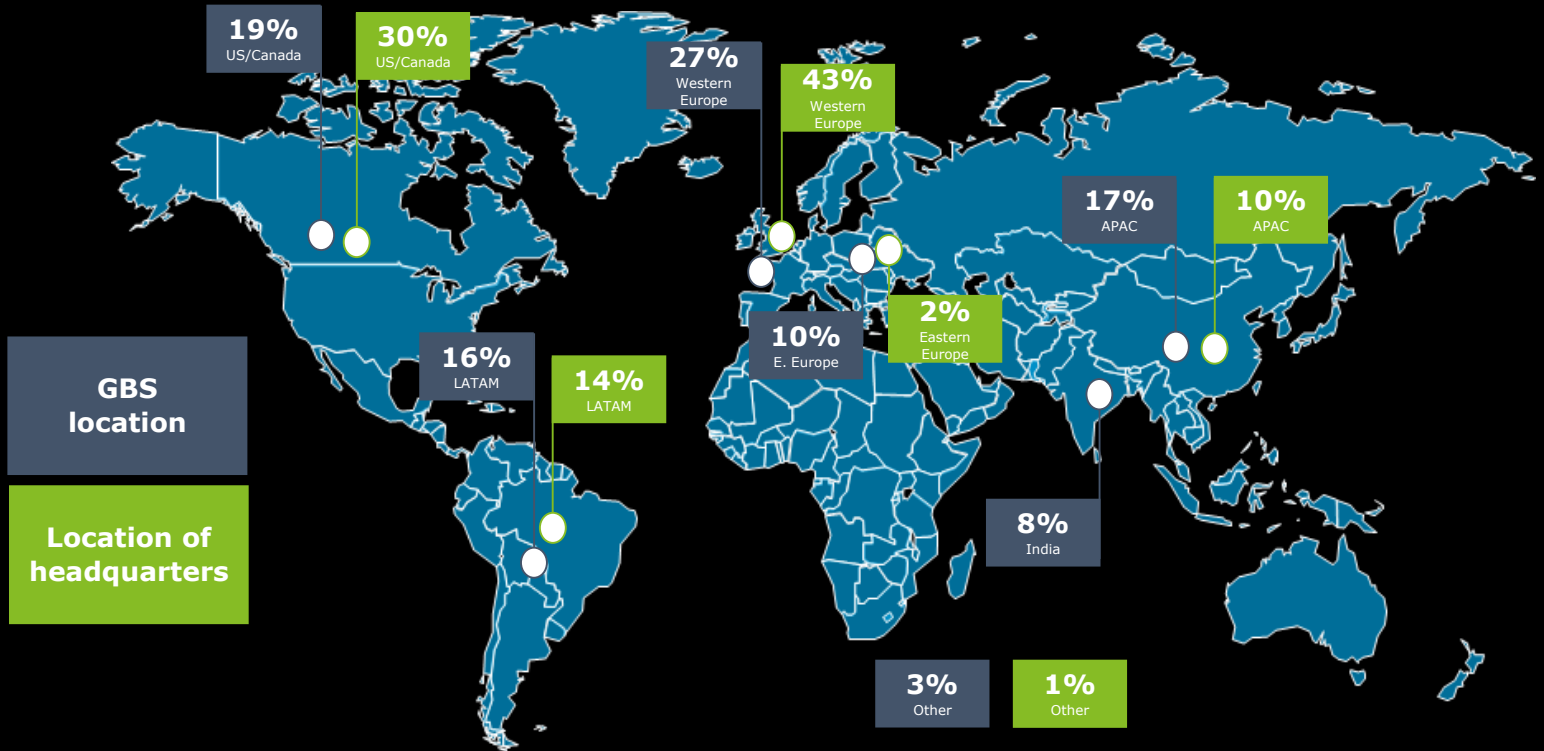
# Is your back office a value-adding entity providing high-quality services at a competitive price?



-  **Geographical scope**
-  **Degree of automation**
-  **Degree of value added**
-  **Functional scope**
-  **Degree of functional integration**
-  **Operations and governance**

# Key findings from Deloitte's Global Shared Services survey

The primary industry sector for GBS is manufacturing. Headquarters and GBS are primarily located in Western Europe.

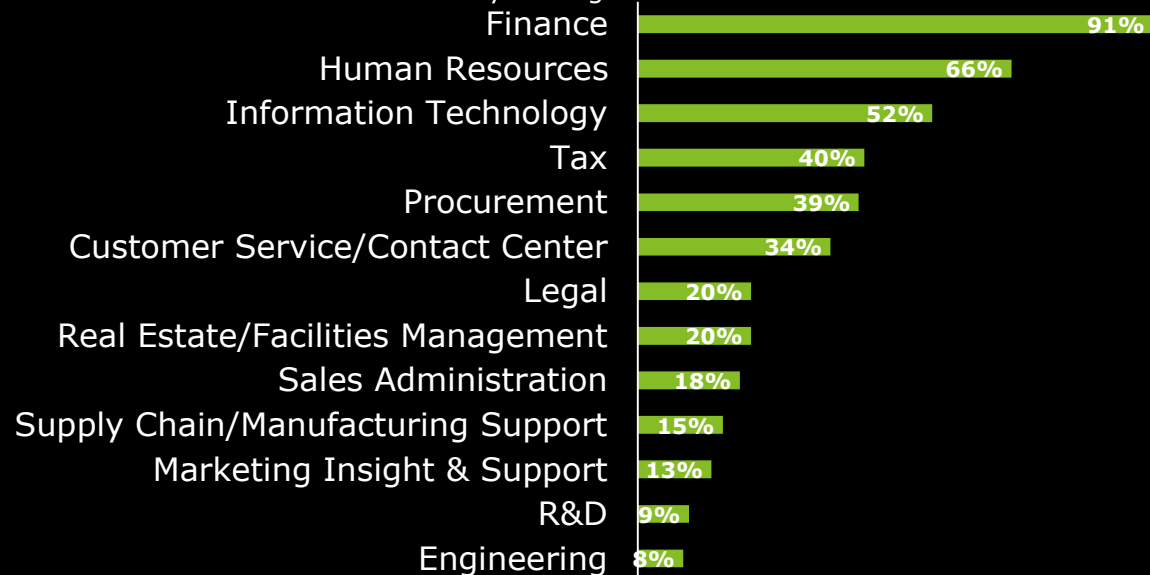


# Organisational scope of GBS

Organisations are adopting hybrid shared services models and customising their delivery models by function.

## Functions that are performed in the SSC organisations

20% of the SSCs have include facility management in the SSC



## GBS value

74% of respondents reported that their organisation has a GBS leader whose responsibilities span across a multitude of areas such as continuous improvement and global ownership.



## Analytics capabilities

100% of respondents indicate that shared methods and tools are a primary benefit of GBS.

# Global GBS survey, 2017

Current trends and focus areas within GBS.



## Three-part recipe to deliver results

1. Run GBS like a brand
2. Make it a cool career
3. Build it to lead change

***Extraordinary brands create value for customers and businesses***

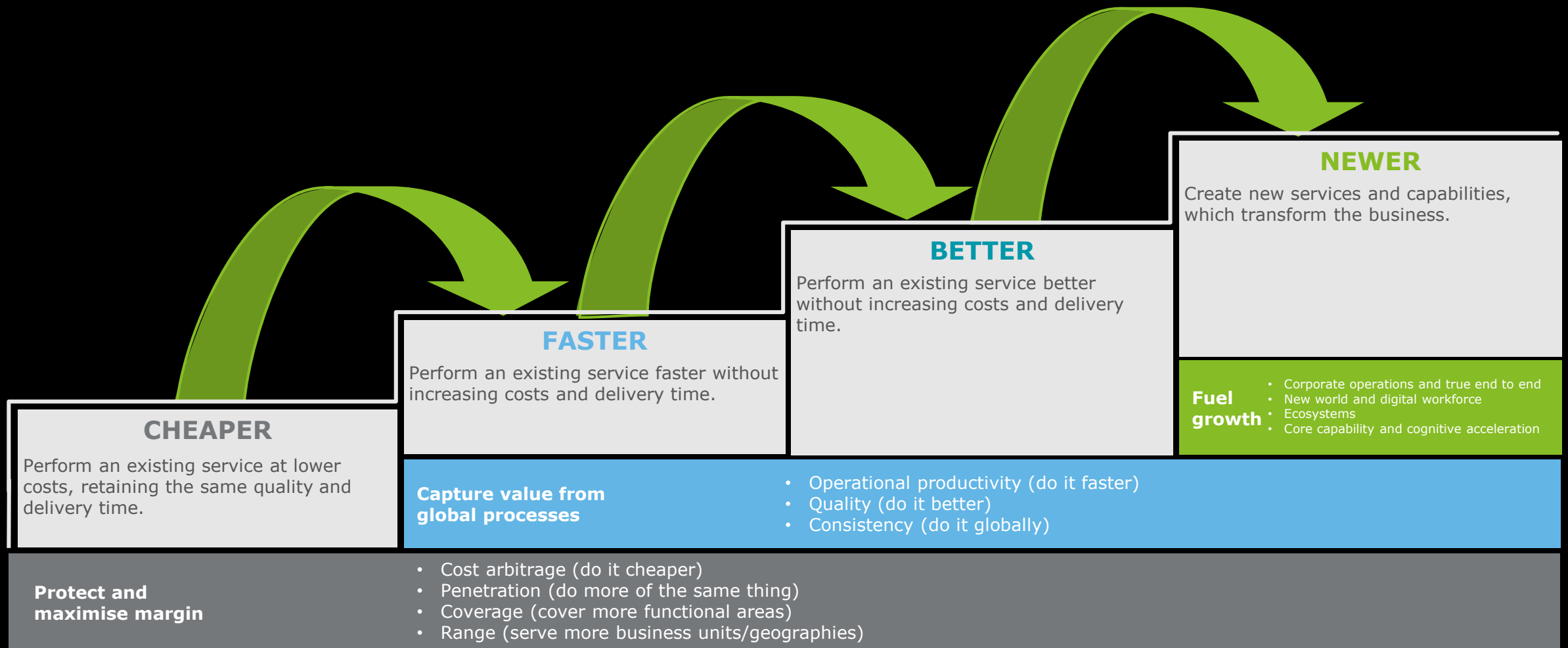
## Two key measures of value

1. Operational
2. Strategic



# Evolution of Global Business Services

Embracing the digital agenda to transform from cost arbitrage-centric to become a strategic partner organisation, providing better and newer services.



# 7 golden levers for a service leader

What to do to improve?

**01** Eliminate ... ... transactions, reports, urgency

**02** Simplify ... ... value mapping, materiality

**03** Automate ... ... manual tasks, multi-screens, formatting, checking

**04** Standardise ... ... transactions, advisory, implementation and controls




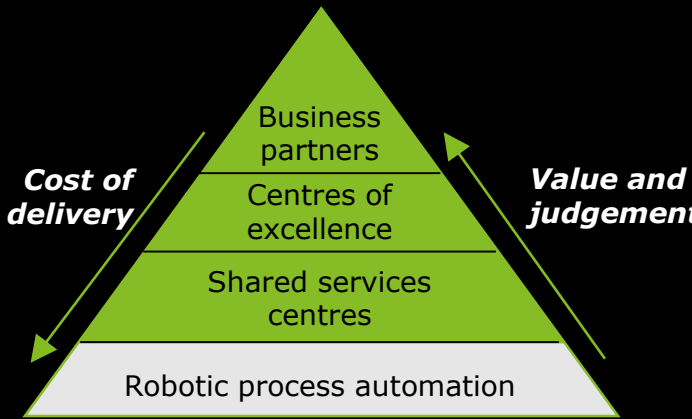
**05** Consolidate ... ... roles and oversight together

**06** Offshore ... ... to low-cost locations and capability centres

**07** Continuously improve ... ... culture enabling mood boards, self-managed teams, huddles, cognitive learning

# Delivering cheaper, faster and better through robotics

Robotic process automation is the new digital workforce in GBS.

<h3>Robots are</h3> <ul style="list-style-type: none"> <li> Computer-coded software, NOT walking and talking auto-bots.</li> <li> Programmes that replace humans performing repetitive rules-based tasks, NOT physically existing machines processing paper.</li> <li> Cross-functional and cross-application macros, NOT artificial intelligence or voice recognition and reply software.</li> </ul>	<h3>Benefits</h3> <ul style="list-style-type: none"> <li>Operational efficiency</li> <li>Efficiency/cost reduction</li> <li>Quality/accuracy risk mitigation</li> <li>24-hour service</li> <li>Flexibility/scalability/multi-tasking</li> <li>Management information</li> <li>Audit trail</li> </ul>	<h3>End-state operating model</h3> 
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## The RPA journey

<b>Understand</b>	<b>Know</b>	<ul style="list-style-type: none"> <li><b>Gather information</b> on automation capabilities.</li> <li>Gain understanding of <b>potential use cases</b> for the organisation.</li> <li><b>Determine impact</b> on the organisation</li> <li>Conduct <b>RPA tool demos</b>.</li> </ul>	<b>Strategise</b>	<b>Assess</b>	<p><b>Think big</b></p> <ul style="list-style-type: none"> <li>Define an RPA strategy.</li> </ul> <p><b>Start small</b></p> <ul style="list-style-type: none"> <li>Identify <b>potential processes</b> for RPA.</li> <li>Identify and <b>evaluate RPA vendors and tools</b>.</li> <li>Develop <b>proof of value (PoV)</b>.</li> <li>Conduct initial <b>implementation</b>.</li> </ul>	<b>Roll out</b>	<b>Design</b>	<ul style="list-style-type: none"> <li>Identify <b>activities that can be automated</b>.</li> <li>Create robust documentation.</li> <li><b>Code, test and validate</b> robots.</li> <li>Develop <b>governance</b> and train resources.</li> <li><b>Deploy robots in production</b> and measure and track benefits.</li> </ul>
	<b>Demo</b>			<b>Evaluate</b>			<b>Develop</b>	
<b>Validate</b>	<b>Deploy</b>							

# Creating better and newer services for the business

Cognitive computing and analytics will transform the services that GBS can provide.

## Cognitive computing



Cognitive computing **extends** what humans can do on their own because of the **size or complexity** of the task or data, the **speed-to-insight** needed or because traditional approaches are **inefficient**.



Cognitive computing employs technology and algorithms to **automatically** extract **concepts** and **relationships** from data, **understand** their meaning, **learn independently** from data patterns and prior experience and crucially **interact with humans**.



Cognitive computing shares many similarities with the field of analytics and machine learning, but differs via the **complex interplay of disparate technologies and ecosystems**.

## Predictive analytics



Predictive analytics is a technology able to **discover patterns** and trends in **natural language and other structured or unstructured data**.

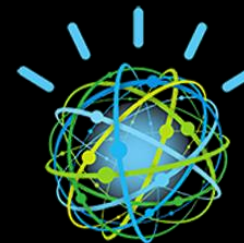


It **highlights patterns** in data, which may previously not have been interrogated, thereby **providing new levels of insight**.



Natural language generation (NLG) takes a structured data table and **produces a narrative** around the data. This is especially **useful for reports and providing commentary** for a set of numbers.

## True expert systems



IBM Watson

A prime example of cognitive computing is Watson Oncology Advisor. It provides oncologists assistance to make more informed, personalised treatment decisions for their patients.

- Makes suggestions to help inform oncologists' decisions based on +600,000 pieces of evidence and 2 million pages of medical journals.
- Analyses patient data against thousands of historical cases and is trained through +5,000 Memorial Sloan-Kettering MD and analyst hours.
- Can be localised to incorporate local guidelines and variations.

## Potential GBS applications

### Sgt. Star (U.S. Army)



*94% of all interaction with applicants are handled by advanced robotics.*



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