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Imagine. Innovate. Impact.

**Deloitte Shared Services Conference 2023
Post-Conference Insights Paper**

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Candice Sieg

*Conference Chair – Partner, UK
GBS and BPO Advisory Lead*

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As Conference Chair, it was a pleasure to once again host Deloitte's award winning annual Shared Services Conference, this year in the wonderful city of Copenhagen. It was fantastic to see so many clients, sponsors and partners in-person and a pleasure to welcome so many of you online. The entire conference, including a series of labs the days before, embodied our tagline: "Imagine. Innovate. Impact.". This was capped off by our first ever guest speaker, British astronaut Tim Peake. Each year the daring ambition and remarkable execution of our executive speakers' GBS strategies continue to astound me. Our industry is radically pushing the boundaries of the possible to transform the position of GBS within the organisation. This report provides key insights into the conference highlights and how leading organisations are evolving their GBS models.

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Jens Sønderkær

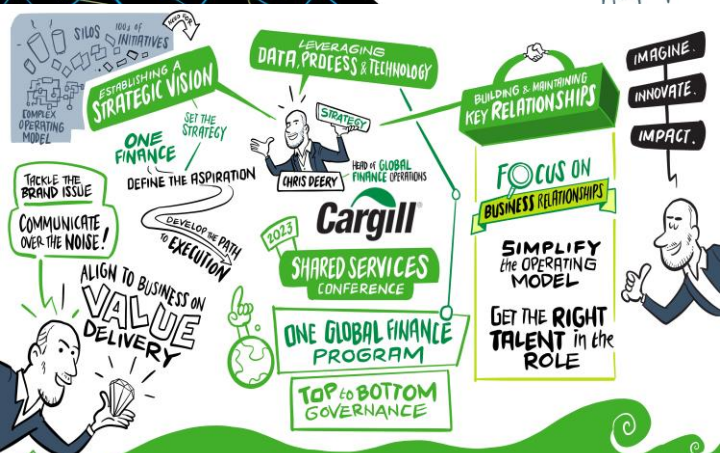
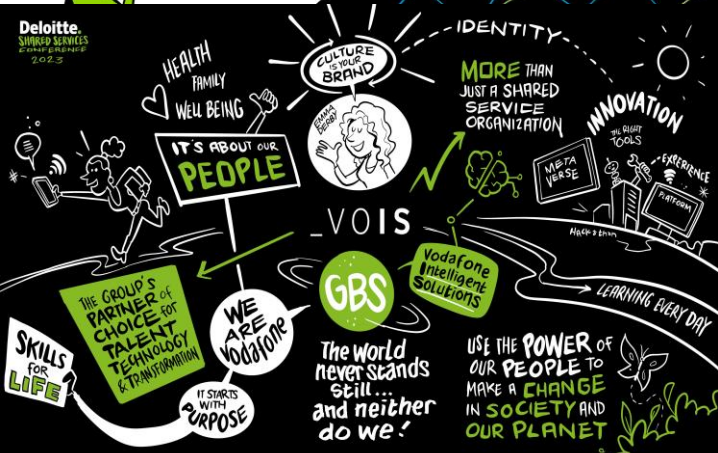
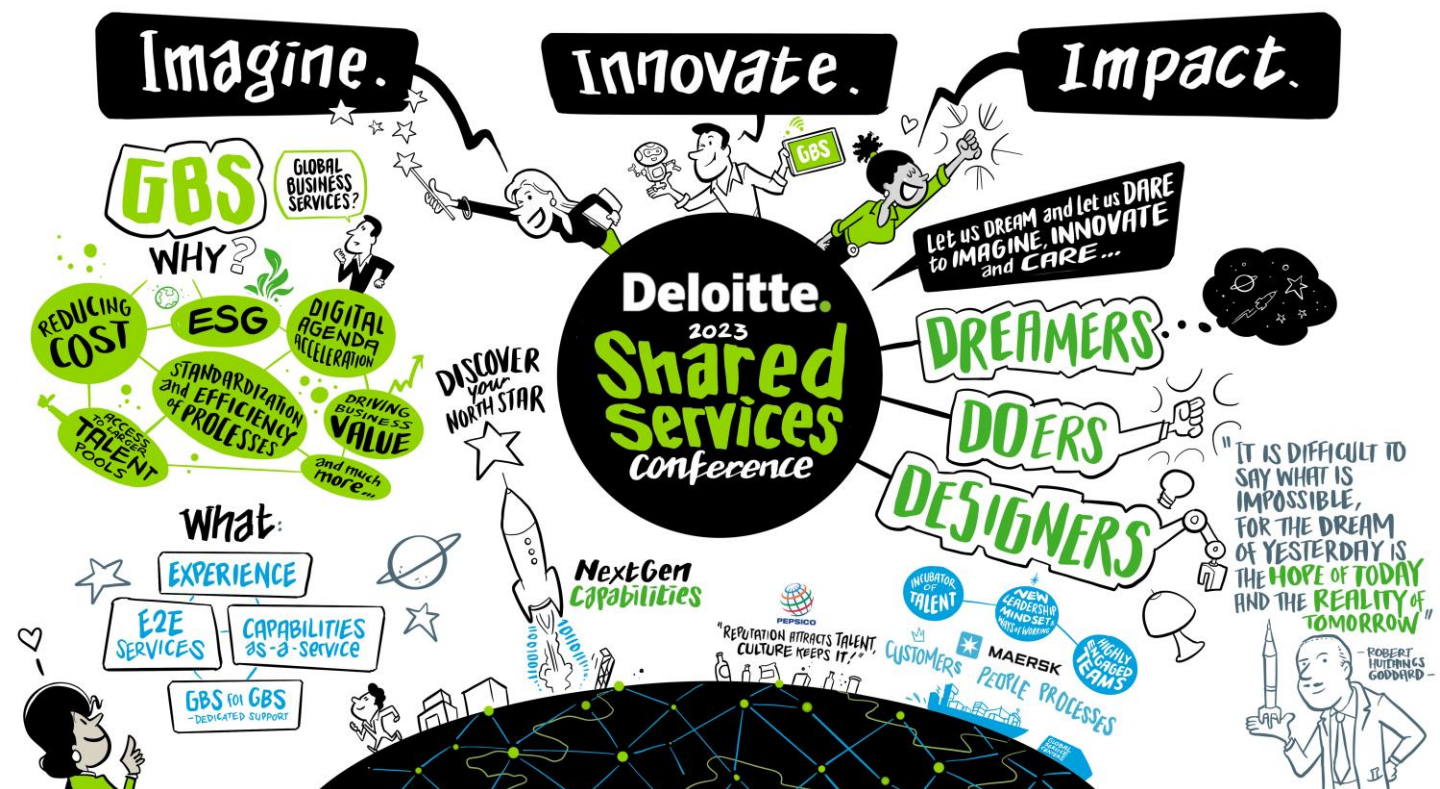
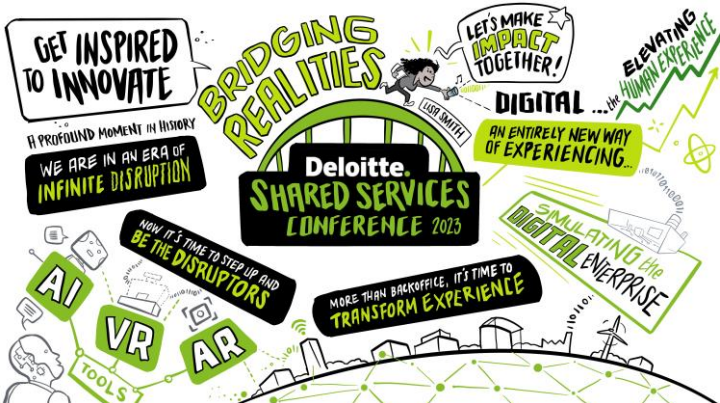
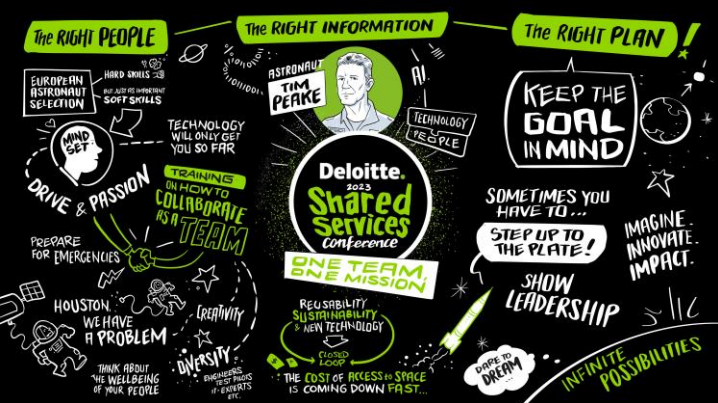
*Country Host –
Partner and Outsourcing Advisory
Lead, Deloitte Denmark*



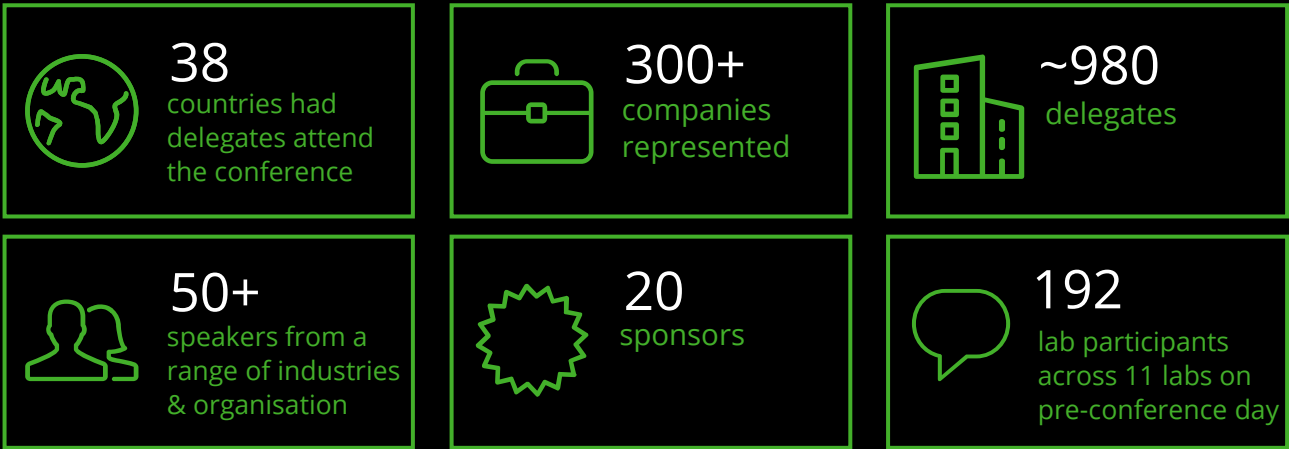
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As the host for the 2023 conference, it was a pleasure to welcome so many Senior GBS Executives, Clients, Sponsors and Partners to my home city. Although not known for our Shared Service Centres, we were able to hear from a fantastic range of Danish and global organisations about their GBS journey's and how they have redefined what is possible within their organisation. I hope you enjoy this insights report to provide a valuable overview for all organisations seeking to start, grow or transform their GBS organisations.

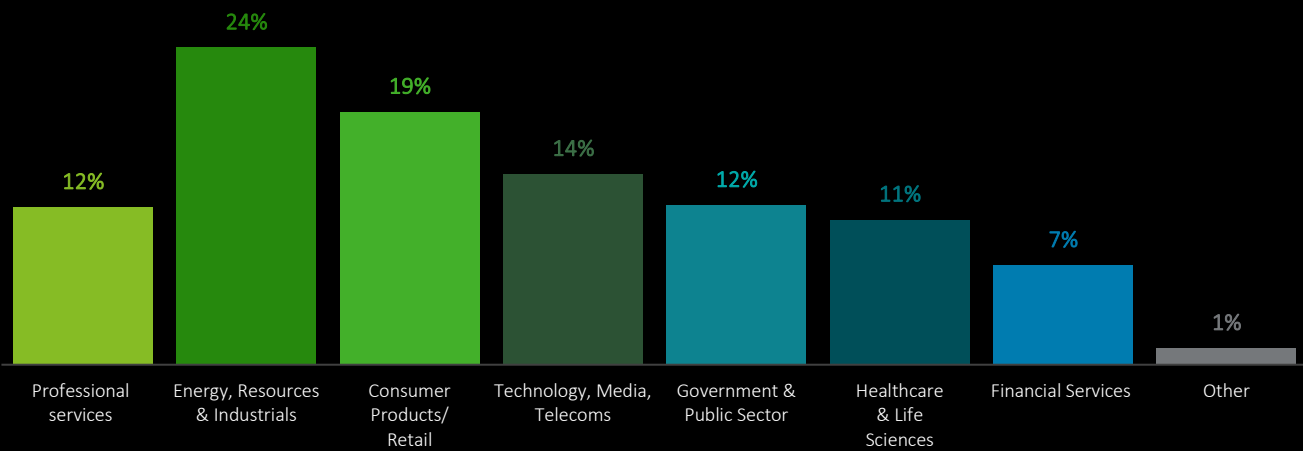
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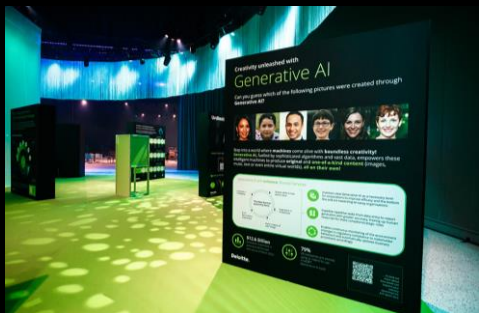
Key Conference Statistics



Attendee Industry Split



Our Greenest Shared Services Conference, in the Greenest City in the World



City & Venue



Denmark is one of the greenest countries in Europe with a huge focus on Sustainability



Our exhibition hall at the Bella Centre was sustainably built and underpinned by green initiatives from build to maintenance

Food & Beverage Service



90% of the Food & Beverage containers were recyclable and those that weren't, were reusable



A partnership was put in place with a local charity where unused food was collected

Production & Design



All exhibition stands will be reused, and all prints used are made from recyclable material



All carpets are recycled and only applied in small spaces, to help reduce carbon emissions



Hired all items where possible, which will be reused



Any purchased items will find a second home through an event recycling partner



Year on year, from a production perspective, we've reduced our carbon emissions by approximately 25%



Imagine. Innovate. Impact.

Key themes from this year's conference

IMAGINE.

CHALLENGING CONVENTION



Imagining the impossible to deliver impactful services must be top of the agenda for GBS leaders. The next generation of GBS is ours to design, from our customer-centric **operating model** to how we orchestrate the wider **ecosystem**.



BUILDING YOUR BRAND

At its core, GBS is a service that needs to market itself, communicate its mission, influence its users and capture their confidence. Establishing a **service-orientated brand** that **speaks to the customers** has the power to positively impact the perception of GBS within the enterprise.

INNOVATE.

DELIVERING DIFFERENTLY



True digital disruption takes scale, and a holistic enterprise approach with an ingrained culture of change and creativity. With the freedom to think, explore and innovate, GBS can act as a primary **disruptor**, bringing together **leading-edge solutions**, advanced **digital capabilities**, and a **continuous change mindset**.



INSIGHTS DRIVEN GBS

Making sense of **data** can be an overwhelming challenge for organisations, but GBS can deliver real value when it transforms itself into an **insights-driven organisation**. Leveraging the centralisation of enterprise data and overlaying analytical capabilities, actionable insights can enable true business impact.

IMPACT.

DRIVE WITH PURPOSE



Our enterprise are organisations of individuals – diverse in our backgrounds, experiences and ambitions. Yet the organisational approach to purpose has seldom been individual. Purpose starts with us upholding our **personal fulfilment**, which in turn will transpire across teams to **positively** and **inclusively impact others around us**.



TIME FOR TALENT

With its unique perspective of business operations and strategy. GBS has begun to represent a more attractive talent pathway, providing a **diverse** and **inclusive environment** for a **new wave of future enterprise leaders**. GBS is now a serious career launch pad with endless opportunities and the freedom to flourish.

Imagine. Innovate. Impact.

Key takeaways from this year's conference



HYBRID DELIVERY MODELS

The question that remains for GBS leaders is *"how do we continue to meet the changing demands of our customers and business?"*, and true agility in our GBS organisations lies in the **hybrid delivery models**. Delivering the best services and capabilities to the end user is achieved through **flexible sourcing models**, coupled with the strength of the **ecosystem of people and partners**.



UNLOCKING NICHE CAPABILITIES (INCL. AI)

Our flexibility, visibility of the end-to-end and our handling of enterprise master data, means that GBS organisations are **uniquely placed to deliver new, even complex services** that have never been done at scale before, like Sustainability and Artificial Intelligence. AI is part of our future, but to truly succeed the technology must be harnessed by an empowered and digitally native workforce.



LEADERSHIP & TALENT

Leadership plays a pivotal role in driving continued innovation, enabling faster learning across functions. Shared Services' global delivery models create a **network of new talent pools** with broad and deep capabilities, underpinned by cross-functional exposure and expert business partnering.



ELEVATING THE EXPERIENCE

Disruptive transformation and radical innovation can launch organisations into the stratosphere, but human-centred design and cross-enterprise partnerships are essential to ensure products and services become universally adopted as the preferred option in the business.



IMPACT AND WELLBEING

Channelling the diversity of the "dreamers", "designers" and "doers" at the heart of your enterprise will help create a culture of both belonging and individual creativity – essential to driving continued innovation and tackling the biggest challenges of our generation. Emphasising wellbeing and belonging is a key component to harnessing culture.

Hybrid Delivery Models

Our delivery model and its evolution, is the fundamental blueprint that will **maximise the value** our GBS organisations can deliver back to the business. As GBS organisations mature, there has been an indicative trend towards the hybrid model – a composite that combines captives, centre of excellences (CoEs), outsourcing partnerships, and near-shore support.

Once organisations have established their credibility in the delivery of their core services, there is an increasing licence to start **delivering differently**.

This in turn allows GBS to start driving value in different spaces, developing **new capabilities**, attracting diverse pools of **talent**, and **centralising** once untouched functions.

Key takeaways:

1. The ultimate GBS model consists of of a **flexible ecosystem** of third-party suppliers and partners, technologies, tools and people.
2. There is no “one size fits all” answer for delivery models. The **delivery model goes hand in hand** with the Shared Services **strategy and vision**, unique to every organisation.
3. The delivery model is an enabler, **a versatile playbook**, a bespoke range of options that can drive **transformational business impact**.

“We need to stop thinking about ourselves and start thinking about the business and change our operating models to take into account the organisations that we work with, or within.”

Deborah Kops, Sourcing Change



Technology, Talent & Capabilities

UNLOCKING NICHE CAPABILITIES

GBS organisations are fast becoming **the** enterprise incubator for next generation technologies and capabilities, acting as a foundry for testing and scaling edge solutions. Upon the blueprint of global processes, end-to-end data ownership and a digitally-skilled workforce, GBS is a **breeding ground of innovation**. Underpinned by culture, pilot value-add capabilities like Sustainability and Analytics, underpinned by AI and other emerging technologies are being developed within GBS organisations.

We heard how **Maersk** is embracing AI to accelerate back-office processes, how **PepsiCo** are building advance niche capabilities, and how **Deloitte's Digital Factory** is helping businesses leverage Digital Twins to optimise operations and improve efficiency.

Key takeaways:

1. Next Generation solutions must be partnered with **digital excellence, talent, and governance** to truly unlock the desired business outcomes.
2. **Digital twins informed by data** help understand customer behaviour and preferences to **improve customer experience**
3. **AI, AR and VR** can drive enterprise collaboration through spatial technologies and immersive technologies – taking the potential offerings to a new level.

We are in an “*era of infinite innovation*”. Now is your time to step up and be critical disruptors for your organisations.

Lisa Smith, Deloitte

Key takeaways:

1. The talent models that are set up for success tend to be developed with a **focus on innovation, customer centricity and high performance**.
2. An **agile mindset** is imperative in order to continue to **expand the scope of capabilities offered** by delivery models.
3. GBS can become a **net exporter of talent** across the business, embedding operational and digital expertise throughout the organisation.

LEADERSHIP & TALENT

People are at the heart of any enterprise. They create a **community** and **culture** that together forms the fundamental building blocks of the business. As much as lights-out processing is the north star, people will continue to be an essential component in the organisation.

Often, GBS and Shared Services represents upwards of 25% of the entire workforce. They represent an expanding global talent pool, incubating the next generations of corporate leaders and disruptors. As transactional processing is augmented by digital tools, having a **digitally-skilled** and **business-oriented GBS talent force** will allow the organisation to shift to higher-value services, enabled by new technologies and centred on the human experience.

Sustained Experience

ELEVATING THE EXPERIENCE

While embracing technological advancements is crucial, **a customer-centric approach ensures that these innovations resonate with people**, enhancing user satisfaction and fostering **long-term brand loyalty**.

Human-centred design principles, grounded in empathy and understanding, **drive the creation of products and services that genuinely meet the needs of users**, leading to meaningful and sustainable outcome.

These in turn, will ultimately help shift the perception and **brand of GBS** from a cost centre to a **value creator**, elevating the credibility of GBS and fostering **cross-enterprise partnerships** that further amplify disruption and innovation across the enterprise.

Key takeaways:

1. In a **hyperactive** era of disruption and innovation, it is paramount for organisation to place a **hyperfocus** on the **human experience**.
2. Establishing and expanding initiatives that offer employees end-to-end experience, reinforces their skills and **understanding of the entire customer journey**.
3. **Collaboration and partnership**, both across the business and outside of it, should be promoted to constantly **adapt to customer needs**.

Key takeaways:

1. Positive **change, wellbeing and culture** should be **inspired from the top**, with a sentiment of belonging and individual creativity.
2. **Embedding diversity and sustainable change within strategy** can help drive long-term organisational purpose.
3. **Emphasising blended leadership and cultivating a global, collaborative mindset** is essential for embedding purpose and belonging.

IMPACT & WELLBEING

The concept of purpose has been gaining momentum among GBS organisations and their leaders in recent years. **Purpose doesn't come from just one thing, purpose is diverse:** reaching goals, wellbeing and a sense of belonging, pursuing sustainability and environmental goals.

Wellbeing is **no longer a 'nice to have', it's business and financially critical**. GBS leaders need to **take ownership** to improve employee's wellbeing collectively.

Purpose and belonging need to be a fundamental part of a GBS organisation's **strategy and culture**. As we heard from _VOIS, cultivating a culture of belonging and creativity through collaboration, can drive the resilience of organisations and support long-term success,

Pre-Conference Day Labs

Key Takeaways

Our pre-conference day was packed with attendees exploring key themes and new trends through immersive lab sessions fostering learning and ideation

Centre Office Lab:

Objective

Key takeaways

Next generation GBS is looking drive better customer service interactions, increase end-to-end collaboration and processing, and utilize new capabilities to transform the organisation. In this lab, we explored the Center Office model, its benefits and the next level of detail towards taking steps to create a value-add GBS organisation.

Organisations are exploring **data and new tech** to harvest the benefits of GBS

Most companies are in the **early or mid-stage** of the GBS journey and overcoming challenges to leapfrog from one stage to the next

ESG Lab:

Objective

Key takeaways

With ESG commitment pressures on organisations increasing, the lab explored how GBS is uniquely position to drive these objectives and can become the backbone of the ESG organisation.

Major challenge lie with **understanding and setting up data collection processes** to ensure required level of audit assurance

ESG is a **crawl, walk run approach**. Once regulations are in place, corporations need to get it right, hence the need to start now

Data Analytics Lab:

Objective

Key takeaways

Data is the key to unlocking enterprise value. This lab explored the untapped opportunities for organisations to turbocharge productivity, process excellence and customer experience through new and improved data processing and mining capabilities.

Businesses aim to **enhance customer experiences** through **utilising data mining**

Organisations need to find the **value for data processing** to bring the business along the data mining journey

Pre-Conference Day Labs

Key Takeaways

GBS Brand Lab:

Objective

Key takeaways

How to build a more compelling GBS brand to help drive buy-in across the organisation and be considered a true transformation partner. Topics explored included; brand relevance for GBS, exploring the risks of not branding GBS, as well as how to build and maintain a brand

Positioning of GBS within the organisation is increasingly **important**

Majority participating organisations thought themselves **beginners in GBS branding**

Public Sector Lab:

Objective

Key takeaways

Explored the adoption of cloud and a centre office operating model, through GBS, will enable public sector organisations to leapfrog, leveraging data, and turn it into an enterprise-wide asset

Improving employee and customer experience (through self-service) is critical for public sector corporate services to attract top quality talent

Governments have **recognised the importance of cloud services**

ServiceNow Lab:

Objective

Key takeaways

The lab discussed how intelligent platforms for digital business lead to opportunities to reduce cost and drive growth. Attendees explored how the use of ServiceNow can lead to delivering simplified experiences, enabling automation and provide organisational agility.

Organisations identified pain points within service accesses and having **multi-system landscapes**

Organisations expressed interest in building **a one-stop shop** – even though there can be individual design decisions, the goal should be to have a **single entry for services**

Guest Speaker: Tim Peake

People, Preparedness & Execution

"When you have the right people, with the right preparation, executing the right plan anything is possible"



Day 2 of the 26th Shared Services Conference opened with a big bang, as our esteemed guest speaker Tim Peake, the first British astronaut to visit the International Space Station, took to the famous Deloitte green dot stage.

Drawing on his unique experiences in space, Tim explored the power of dreaming beyond the blue skies and pushing the boundaries of what we believe is possible. Tim demonstrated the need for creativity, adaptability, and boundless adventure to tackle our planet's greatest challenges and secure humanity's future here on Earth.

Ability is only half of it

We learnt during Tim's session that the key to success is preparation. We need to be prepared for failure so that we can react with the clarity of thought and experience to learn and succeed.

We can have all of the ability in the world, but to battle through adversity and reach our goals, we need the **right culture** to permeate through our teams – without determination, resolve and resilience, our potential is limited.



Connection and collaboration

Tim shared the importance of communicating in complex environments, such as the International Space Station where a **common language is required**, alongside a shared ambition and underlying trust in one another.



Shared Services Awards

The Shared Services Awards celebrates and recognises leaders, organisations and achievements across the GBS industry. The evening ceremony was held at the end of the first day of the conference at the beautiful and historical Langelinie Pavillon.

Nominations for the **Innovation, Outstanding D&I Leader, Emerging Shared Services Organisation** and **Environmental, Social & Governance (ESG) Impact Awards** were opened five months ahead of the conference with an abundance of nominations across from all corners of the industry, before being shortlisted to a set of 3 finalists for each category. All nominations were anonymised for the shortlisting process, which was followed by a final round of deliberations where our independent judging panel conducted an in-depth and impartial review of the candidates to unanimously select the winner for each category.

Congratulations to all that were shortlisted and to the winners of this year's Shared Services Awards!



INNOVATION IN SHARED SERVICES WINNER



SHELL
Transformation
Crew

Shell Customer
Operations

EMERGING SHARED SERVICES ORGANISATION WINNERS



NTT
GBS Operations
and Outsourcing

ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) IMPACT WINNERS



LINKLATERS & ALLIANZ
Linklaters Service
Delivery Centre
Warsaw



&
ESG Team,
Allianz Services
Romania

OUTSTANDING DIVERSITY & INCLUSION LEADER IN SHARED SERVICES



LAURA YOUNG
Shell Customer
Operations



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