

Deloitte.



The Core Defined:

Consciously Human. Functionally Agnostic. Empowered by Design.

Deloitte Shared Services Conference 2022
Post-Conference Insights Paper

Contents

Foreword by Candice Sieg, Conference Chair
& Nelson Fontainhas, Country Host Pg.3

Key Statistics of SSC22 Pgs.4

Key Themes of SSC22 Pgs.5-11

Shared Services Awards Pg.12

Key Contacts Pg.14





Candice Sieg

Conference Chair – Partner, UK GBS
and BPO Advisory Lead

“

*As Chair of the 2022 Conference, I was delighted to see the return of the hybrid event but even more delighted to be back in person with so many Clients, Sponsors and Partners alike in Lisbon, Portugal. This year’s Shared Services Conference was underpinned by kinship, collaboration, convergence and companionship. And beneath the exchanges and anecdotes, a palpable golden thread was being embroidered into the diverse tapestry of the event: **we are a people business that thrives with a shared and committed purpose.** This report provides key insights into the conference highlights and how leading organisations are evolving their GBS models.*

”

Nelson Fontainhas

Country Host –
Partner and GBS Lead,
Deloitte Portugal



“

As the host for the 2022 conference, it was an honour to welcome more than 700 international Senior GBS Executives and all our Sponsors in Lisbon. Along with the depth and diversity of this years’ topics and presentations, once again we all had the chance to connect, share and learn from each other. This insights report will be a valuable summary for all those seeking to evolve in their GBS journey.”

”

Key Statistics



54 countries had delegates attend the conference



379 companies represented



4 site visits on pre-conference day



42 speakers from a range of industries & organisation



18 sponsors, with 4 headline sponsors and exhibitor stage



108 lab participants across 4 labs on pre-conference day

Sustainability



Use of local suppliers, lowering transport CO2 emissions



Use of hire items where possible, reducing single-use items



Use of sustainable materials for bespoke items, which can be recycled



Use of sustainable packaging in catering

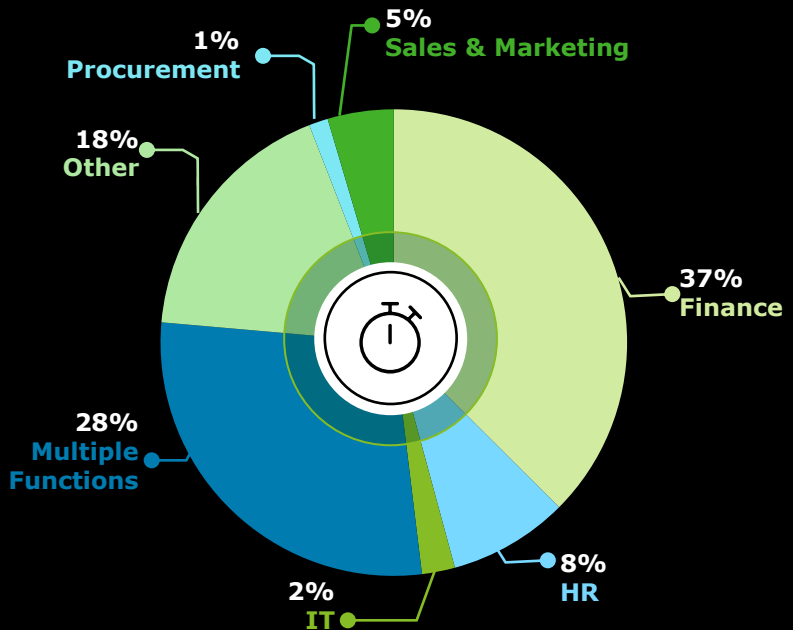


Use of LED lighting, reducing power requirements

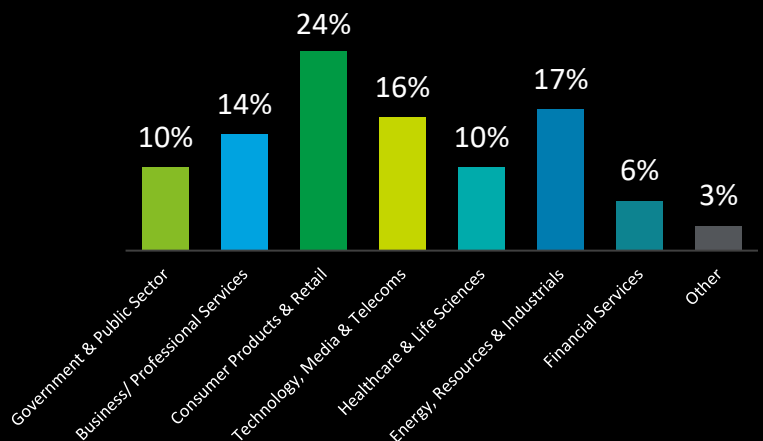


Hiring local people where we can, to reduce travel

Delegate Functional Split



Delegate Industry Split



SSC22 statistics have been collated from registration data

2022 Deloitte Shared Services Conference Themes – Consciously Human

LEADING FROM THE FRONT



Now is the time for GBS leaders to build on their platform of success and meet the model's true potential, becoming a primary enabler for delivering the business strategy. This will require bold leadership to seize the opportunity and earn a seat at the top table.

EXTRAORDINARY EXPERIENCE



The strategic importance of human experience means that GBS's end-to-end service needs to be designed with people at the core, moving beyond simply "the customer" to a 360° experiential view that encompasses every stakeholder.

CULTIVATING COMMUNITY



People are fundamental to the success of Shared Services. To ensure they are functioning effectively, leaders need to create an environment where they can flourish, instilling a learning culture and removing barriers to innovation and collaboration.



2022 Deloitte Shared Services Conference Themes – Empowered by Design



CAPABILITIES-AS-A-SERVICE

Incorporating specialised cross-functional capabilities as a service into the GBS scope will help drive consistency and scale across the digital enterprise. Centralising certain capabilities such as Intelligent Automation, Change Management and Customer Experience will enhance business flexibility and drive efficiencies.



UNLOCKING THE DIGITAL CORE

Investing heavily in technologies and digital capabilities promises comprehensive transformation towards a truly digital organisation. GBS can accelerate this, acting as an enabler for new technology and unlocking value through centralisation and scale.



POWERED BY PARTNERSHIPS

Central to the GBS vision is the idea that we are better together. The enterprise is stronger when GBS, BPO and the wider organisation work hand-in-hand, as equal partners, driving both transformation and improvement as one. The value of GBS is optimised when its relationships across the business and external partners are leveraged to the full.



The Core Defined...

Key themes from this year's conference

Taking to the round auditorium once again, we were afforded a front-seat view into the evolution of our industry, from those challenging the status quo and succeeding. All characterised by unique experiences and distinct challenges, our speakers imparted several shared truths over the 2 days. Notably:

1. **Performance without purpose** is meaningless



2. **Scalability and resilience** can allow us to embrace uncertainty



3. Delivering **creative offerings** beyond transactional services is part of our mission



4. **Business outcomes** are the true metrics of our success



5. **Empowering an enterprise of leaders** is stronger than leading alone



People. Purpose. Performance.

Performance without purpose is meaningless

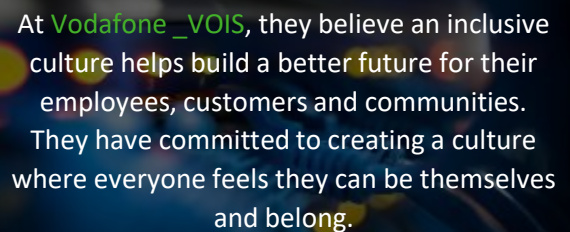
Performing with purpose



It was abundantly clear in Lisbon this year, that the foundation of our industry and the value of our organisations resides in the people that comprise it. We are a human business at the core. We are enabled by visionary leadership, loyal customers, and empowered employees – all unified by a commitment to meaningful and dedicated service delivery. At the heart of GBS is the ambition to drive shared principles, values and business outcomes. With the current ‘Race for Talent’ that exists, the focus on wellbeing, inclusion and equality in the workplace, are more poignant than ever. Our people demand more from organisations now and it is imperative that GBS creates an environment in which its people can flourish and feel empowered because, in doing so, its success will follow.



At **Mars Global Services**, they believe in enabling a better tomorrow, through the work they do today. MGS owns 80% of the HR function and as a result, they are the stewards of the firm’s culture, driving workplace equality and purpose-led innovation.



At **Vodafone_VOIS**, they believe an inclusive culture helps build a better future for their employees, customers and communities. They have committed to creating a culture where everyone feels they can be themselves and belong.

"Performance without purpose is meaningless. Purpose, without performance, is impossible."

Angela Mangiapane (President, Mars Global Services)

Performance is driven by organisational purpose and an emboldened workforce wholeheartedly bought into that purpose. Leaders have a duty to communicate and permeate a purpose that encapsulates the broader business’ mission and that resonates with all. It must become the DNA of the organisation - the fibre imbued in every interaction, transaction, and communication. It must connect, unify, inspire and galvanise. With purpose at the core, the organisation and its workforce will prosper in authenticity.

Scalability, Resilience & Adaptability

Scalability, resilience and adaptability can allow us to embrace uncertainty

Scalability, resilience and adaptability



In the last two years we have experienced unprecedented change and upheaval. A global pandemic, geopolitical instability and the precipitating economic fallout has radically transformed the environment. Businesses have had to adapt at speed due to the volatility, pivoting to new models, markets, and methods to stay afloat or ahead. GBS and shared services has undoubtedly played its role, not least for the cost efficiencies borne through arbitrage, standardisation and consolidation. For many organisations, their shared service centres provided a source of stability in testing times. For others with more mature models, GBS fostered a culture of innovation and became an incubator of resilience-inducing transformation. Stories abound from this year's conference of GBS pulling well above its weight, delivering security, consistency and adaptability.

Moderna transformed itself over the last 3 years, successfully delivering >1 Billion doses of our COVID vaccines. Its success was underpinned by their GBS organisation providing a **scalable and cost-efficient platform** for critical capabilities across functions, with a diverse workforce and a ruthless focus on digitising everywhere possible.

International Airlines Group (IAG) GBS demonstrated its scalable model and resilience through the pandemic, cementing its position as a fundamental part of IAG. It enabled the business to **preserve liquidity**, right-size its supply chain, manage defer payments, and **ensure operational readiness to return to the skies**.

“In the aviation industry uncertainty is now certain, but now we see uncertainty brings opportunities”

Lion Paauwe (Operations Director, International Airlines Group GBS)

Irrespective of the maturity or functional scope of the models, GBS and shared services have certainly proved their value. They not only provide a stable foundation from which to grow but, more significantly, they instil a speed and agility across the business, unleashing the entire enterprise to take risks when required.

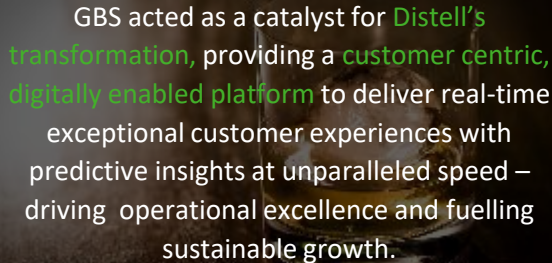
Capabilities-as-a-Service

Delivering creative offerings beyond transactional services is part of our mission

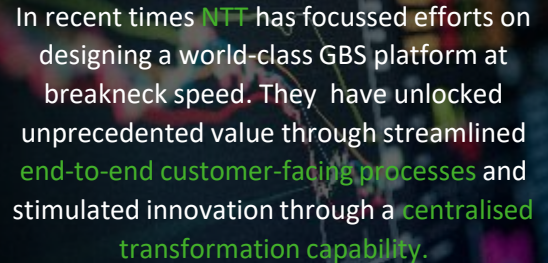
Capabilities-as-a-Service



GBS is moving from a “cost centre” to a “strategic partner” driving continuous improvement with a clarity of focus on service, quality and cost. The end-to-end business process model, incorporating experience-led and business-oriented digitised capabilities, has placed GBS at the heart of delivering enterprise value. GBS has realigned its ambition towards the needs of its customers and stakeholders. It is in lockstep with the business, providing experiential value-add strategic services like user-centric design, sustainability analytics, and programme management, that serve to drive the entire organisation forwards.



GBS acted as a catalyst for **Distell's transformation**, providing a **customer centric, digitally enabled platform** to deliver real-time exceptional customer experiences with predictive insights at unparalleled speed – driving operational excellence and fuelling sustainable growth.



In recent times **NTT** has focussed efforts on designing a world-class GBS platform at breakneck speed. They have unlocked unprecedented value through streamlined **end-to-end customer-facing processes** and stimulated innovation through a **centralised transformation capability**.

“GBS is the perfect incubator and accelerator of innovation and transformation.”
Anil Yadav (Head of GBS, Philips)

Adopting a center office mindset enables the service delivery organisation to become the central nervous system of the enterprise. To achieve this, the GBS needs to embody three key characteristics:

1. Delivering specialised cross-functional capabilities as a service to the enterprise
2. Maintaining a hyperfocus on customer and user experience, not just on efficiency
3. Overcoming a distributed technology landscape with cross-functional sales and digital capabilities and tools

Meaningful Outcomes

Business outcomes are the true metrics of our success

The “Watermelon Effect”



A term introduced this year was the *watermelon effect* – the idea that Shared Services organisations can disclose successful operational scorecards to the business that inadvertently misrepresents the perception of the service. Like a watermelon it seems business outcomes are being achieved as the surface is *green*, where often the reality is that the core is *red* where we have mistaken the meaning of success or not reflected the reality of how services are performing, and the impact this is having. Instead of just reporting on process speed and compliance, GBS can go one step further and report on customer satisfaction with the service or the value of recently won business. It is imperative that GBS organisations are measuring what matters and there is accuracy and transparency in reporting. Once this is achieved, GBS can occupy a unique position, at the crossroads of the enterprise and drive meaningful integrated analysis that helps the business to achieve their goals.

“Having a sea of green on a scorecard doesn’t necessarily translate to success - you can hit the target, but you can miss the point”.

Richard Cornish
CEO, Defence Business Services

Instead of focussing just on efficiencies, **Takeda Business Solutions** prioritised collaborating with the business to support growth, adding value through the provision of experience-led data and digital solutions. They measure the performance of their service based on the exceptional experiences and transformative patient stories they create with the business.

Providing business-orientated insights that relate to specific outcomes is a valued commodity. Communicating in the language of the business and measuring what matters will enable C-suite leaders to take informed decisions, which can transform the GBS organisation into an analytical centre of excellence. Instead of providing green scorecards on operational aspects, GBS can begin to expose, monitor and improve the business in critical areas like working capital management, sustainability, supply chain management, and customer retention. It is through measuring the right metrics, that influence the wider enterprise, that GBS can shift up the maturity curve and deliver sustained value beyond its original ambition.

Enterprise of Leaders

Empowering an enterprise of leaders is stronger than leading alone

Enterprise of Leaders



Bold and innovative leadership is critical for GBS organisations to make impact beyond their geographical and functional scope. *Leading from the front* in order to become a primary enabler for the delivery of the business strategy was a theme of this year's conference. But what does that mean in practice? For an organisation to thrive, evolve, and grow, they need leaders in every facet of their business. Resilient, imaginative and passionate executives are critical, but their new role is to inspire leadership throughout their workforce. Disruptive transformation is accelerated by a distributed leadership model which hinges off of specialist capabilities, where a culture of innovation and incubation exists at every level. *Leading from the front means leading an enterprise of leaders.*

Lisa Smith, a Deloitte leader on Digitisation and Disruption, portrayed true leadership as the ability to define a purpose, a "DNA of service" that galvanises the entire organisation. **Entrusting people to "move on a maybe", embrace uncertainty** and execute the strategy at every level of the value chain is the key to sustained success.

In our **plenary panel on leadership**, we learnt to push the boundaries of GBS we first need to **incubate our own brand**, relentlessly pursue a connection to purpose, and **be authentic and honest** with our people to drive a culture of innovation and transformation.

"Impact is possible only through interconnectivity"

Dilip Kumar (Chief Digital Officer, NTT)

To unleash an enterprise of leaders and to convert your employee-base into an entrepreneur-base, a culture of ownership, agility, and a freedom to fail fast is essential. This can be facilitated by investing in new digital technologies which provide employees with the tools and courage to do so. Rewarding employees with equity, creating channels of disruption, and promoting incubators and hackathons can all help to foster systemic leadership. For GBS to drive real value across the enterprise, it needs to become an organisation of transformers, visionaries, and problem solvers. It is only when GBS is comprised of entrepreneurs from top to bottom, does it have the capability to steer enterprise transformation at speed.

Shared Services Awards

The Shared Services Awards celebrates and recognises leaders, organisations and achievements across GBS and Shared Services. The ceremony was held at the end of the first day of the conference at the iconic SUD Lisboa Hall, overlooking the Tagus River.



Nominations for the **Innovation, Outstanding Female Leader and Customer Centricity Awards** were opened three months ahead of the conference itself. An abundance of nominations across organisations and clients were received, all of an extremely high standard, before being shortlisted to a set of finalists for each category.

The shortlist of nominations was then anonymised and put forward in front of a judging panel composed of some of the speakers at the Shared Services conference who remained impartial. The judges did a rigorous review of all the finalists before agreeing upon a winner for each award.

An additional award, **Outstanding Contribution to Shared Services**, recognises an individual each year who has dedicated their career to shared services and has a significant impact and contribution to organisations, clients and colleagues.

SHARED SERVICES INNOVATION AWARD WINNERS



ASDA Business Services

Analytics & Decision Services



SHARED SERVICES CUSTOMER CENTRICITY AWARD WINNERS



Ministry of Defence

Defence Business Services: Automation Garage



OUTSTANDING FEMALE IN SHARED SERVICES AWARD WINNER



Vanessa Gleason

Head of Strategy, Process Excellence & Innovation, Takeda Business Solutions



OUTSTANDING CONTRIBUTION TO SHARED SERVICES AWARD



Deborah Kops

Principal, Sourcing Change

66

Deborah has had a tremendous impact to so many across Shared Services - *Angela Mangiapane, President at Mars Global Services*

There is nobody more deserving of this award - *Peter Moller, Former Shared Services & BPO Leader at Deloitte*

99

Key contacts & contributors

Key Contacts



Candice Sieg

Partner, UK GBS & BPO Advisory Lead
cseig@deloitte.co.uk



Parag Saigaonkar

Global Consulting GBS Leader
pasaigaonkar@deloitte.ca



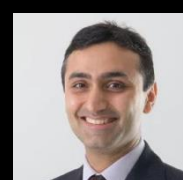
Nelson Fonseca Fontainhas

Partner, Portugal GBS Lead
nfontainhas@deloitte.pt



Dorthe Keilberg

Partner, Netherlands GBS Lead
dorkeilberg@deloitte.nl



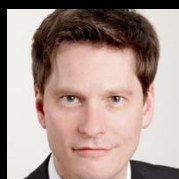
Punit Bhatia

Partner, GBS & BPO Advisory
punbhatia@deloitte.co.uk



Antonio Russo

Partner, Strategy & Analytics Lead
antorusso@deloitte.ch



Albrecht Altenhoener

Partner, Germany GBS Lead
aaltenhoener@deloitte.de



Chinmay Nair

Partner, Switzerland GBS Lead
cnair@deloitte.ch

Contributors



Sarah Wymond

Manager, GBS
swymond@deloitte.co.uk



Alexander Davis

Consultant, GBS
alexandavis@deloitte.co.uk



Cari Williams

Senior Consultant, GBS
cewilliams@deloitte.co.uk

Deloitte.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. [Please click here to learn more about our global network of member firms.](#)

© 2022 Deloitte LLP. All rights reserved.

Designed by CoRe Creative Services. RITM0924721