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SERVICES & OUTSOURCING NETWORK

THE FUTURE OF WORK IN GLOBAL BUSINESS SERVICES

What we've learned and how GBS is pivoting to the new normal

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Introduction:
A New Way of Working

The new way of working reflects many innovative approaches that are generally summarized as "future of work" (FOW). This trend had already been apparent for years, because of increasing automation and the advent of artificial intelligence-driven initiatives that drove agility and intelligent workflows through the enterprise. The pandemic provided an immediate boost to such initiatives, however, forcing remote work and virtual operations onto enterprises – including Global Business Services – around the world. Business resilience has, perhaps, been the defining legacy of Covid-19 and is underpinned by many FOW initiatives.

Whether prepared via business continuity plans or not, entities had to learn to adapt – and adapt quickly.

In addition, today's more demanding workforce expects flexibility in the workplace. To that extent, reflecting robust FOW policies are key to attracting and retaining the talent GBS needs to continue to support enterprises in future.

Two years on, however, where do we stand? How does a modern-day GBS reflect the new expectations of both employees and organizational leaders?

This report highlights ongoing FOW trends and how new capabilities, and solutions are driving the agenda.

Editorial

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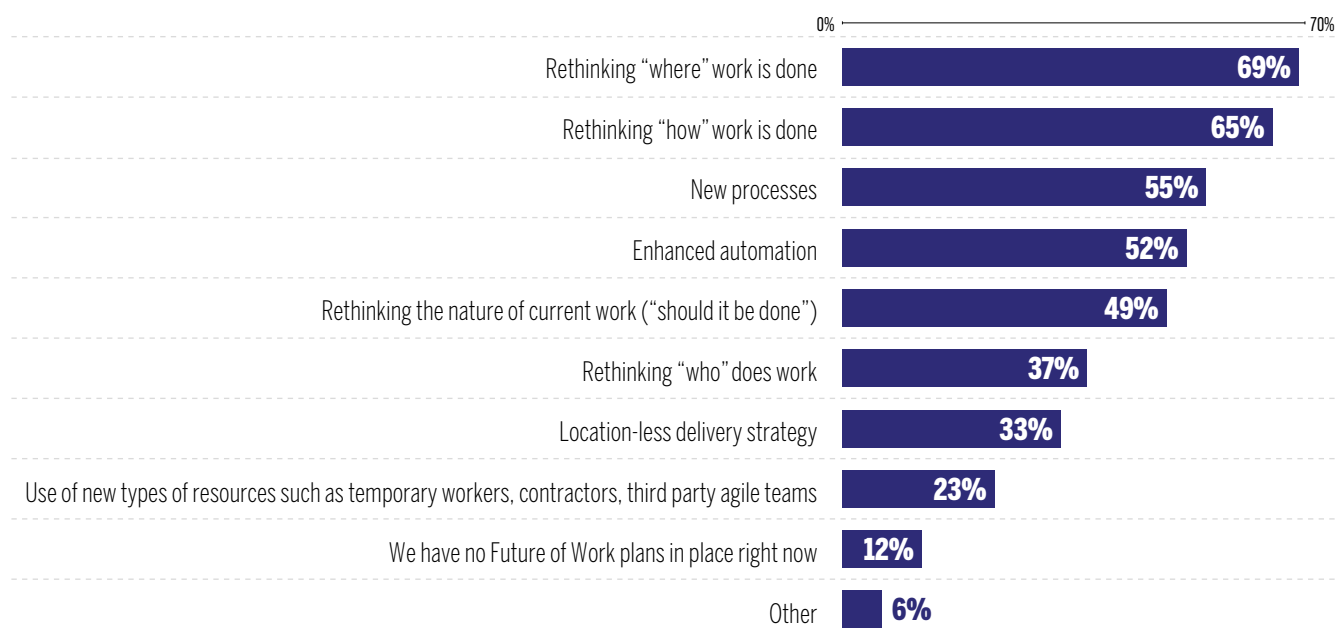
Future of Work – What Does it Mean?

Future of work appeared to be foisted upon enterprises in early 2019, not just as part of the inevitable shift to remote working but also as the best available strategy for enterprise resiliency. As such, Covid-19 acted as a clarion call for the implementation of new business models based on 'doing things differently' – which meant reevaluating not just *where* work is done but also *what* is done, *how* it is done, and by *whom*. The truth is, of course, that the opportunities that came to be known as FOW were already evolving as a result of the improved agility and transparency delivered by ever-more reactive technologies. The pivot to "remote" significantly accelerated this trend and fueled an entirely new strategy that has come to define the new normal. The key driver is the need for resiliency and reliability given the "virtual" environment most employees are today operating in.

As described in SSON's report FOW: GBSNext – the Shape of Things to Come, enterprise resiliency goes far beyond business continuity planning (BCP). In fact, the focus is on ensuring that the business not only *continues* but *thrives* by orchestrating a series of foundational changes to evolve the way work is done.

Thus: the Future of Work.

If you are deploying FoW, what does it include? (multiple options selected)

Rethinking "where" work is done	69%
Rethinking "how" work is done	65%
New processes	55%
Enhanced automation	52%
Rethinking the nature of current work ("should it be done")	49%
Rethinking "who" does work	37%
Location-less delivery strategy	33%
Use of new types of resources such as temporary workers, contractors, third party agile teams	23%
We have no Future of Work plans in place right now	12%
Other	6%

GBS Takes a Lead in Transitioning to New Ways of Working

The Global Business Services (GBS) model represents an evolved and mature service delivery approach based on cross-departmental process standardization, integration, and efficiencies. As such, it excels by incorporating innovation, automation and process optimization through a global and comprehensive approach that includes:

Supporting end-to-end process automation / workflows across silos and departments.

Integrating to back-end systems of record across the technology ecosystem.

Presenting a consistent and positive user and employee experience

Digitizing data and enabling easy access

Leveraging operational dashboards that highlight gaps in performance/process bottlenecks

Enabling agility

Driving self-service

FOW is not as big a shift for GBS as might be expected. The GBS model is based on the ability to support world-wide operations around the clock and has been evolving for nigh on 30 years. From the start, it relied on the agility of distant operations (i.e., distant from a business customer, whether onshore, nearshore, or offshore) to deliver cost-efficient services – agnostic of location and time zones.

As a result, GBS have played a leading role in designing, introducing, and implementing future of work strategies. As everything from the *type of work* that gets done, to *how it gets done*, *who does it*, and *where they do it* was redefined during the pandemic years, the GBS model has emerged as a robust vehicle for turning the theory of FOW into practice. Thanks to the standardized processes inherent to the shared services model, pivoting to "digital" and embracing "virtual" proved a natural evolution.
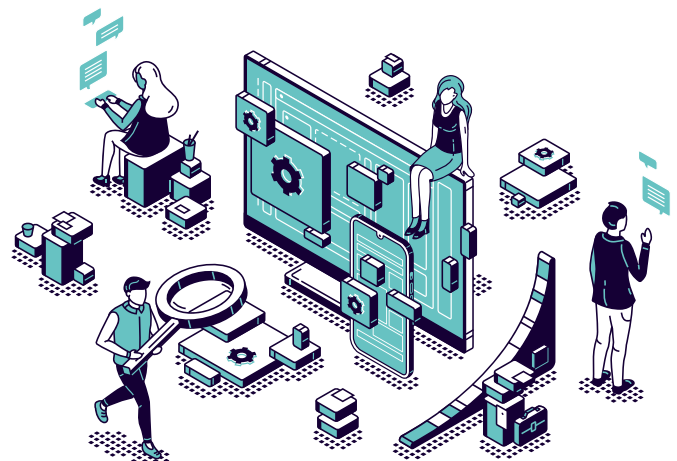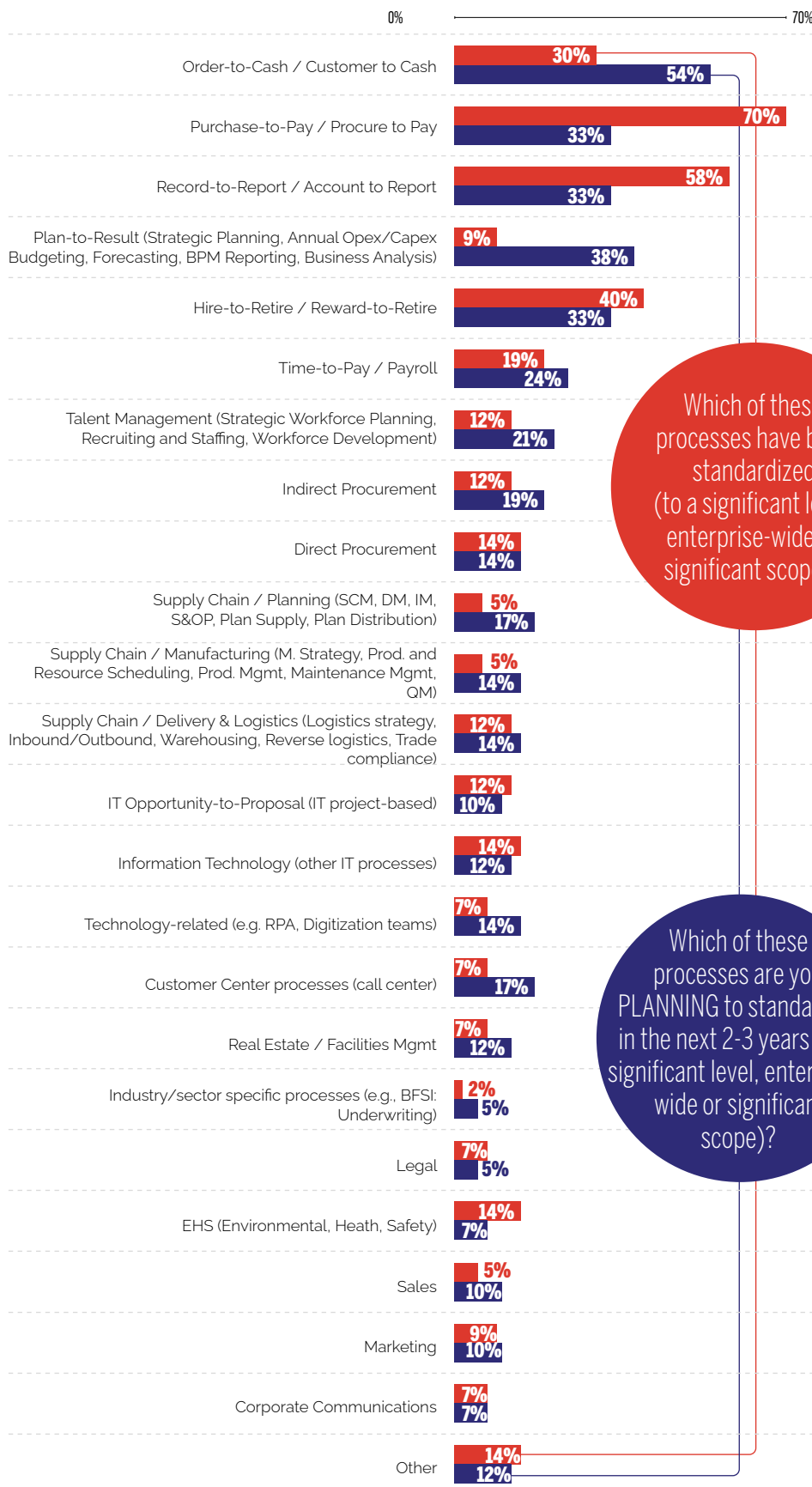
How Digital Workflows Drive FOW Strategies

Digital workflows are critical to achieving the agility and transformation that support FOW-based policies. With the new "digital" way of working based on more effectively connecting people, functions, and systems across the organization, *workflow* itself has come directly under the spotlight.

This means, however, that everything is being questioned: '*As is*' work processes; process ownership; data in all its forms and accessibility; and the nature of work itself. On its own, each of these decisions is complex and full of repercussions. What's needed, therefore, is a holistic strategy that considers all aspects of workflow and anchors change in a robust platform. This is what future of work is largely about.

Connecting the Flow of Work

GBS has proven effective in streamlining service delivery in a *connected flow of work* largely through standardized, **end-to-end (E2E) process flows**. Finance processes like procure-to-pay and record-to-report lead standardization league tables, and the ambition to standardize *more* is clearly reflected in SSON Research & Analytics' survey data (see below).
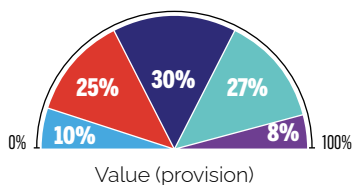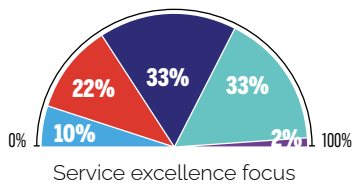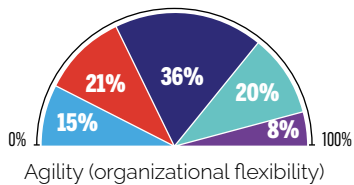
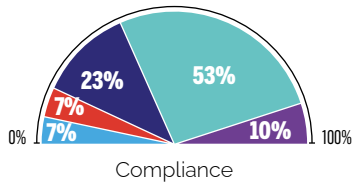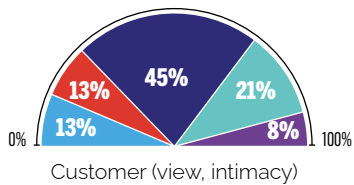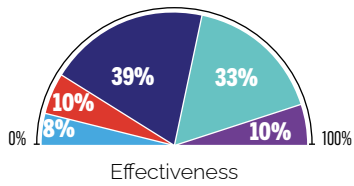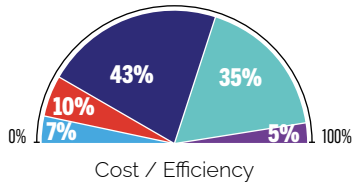| Process	Standardized	Planning
0% — 70%		
Order-to-Cash / Customer to Cash	30%	54%
Purchase-to-Pay / Procure to Pay	70%	33%
Record-to-Report / Account to Report	58%	33%
Plan-to-Result (Strategic Planning, Annual Opex/Capex Budgeting, Forecasting, BPM Reporting, Business Analysis)	9%	38%
Hire-to-Retire / Reward-to-Retire	40%	33%
Time-to-Pay / Payroll	19%	24%
Talent Management (Strategic Workforce Planning, Recruiting and Staffing, Workforce Development)	12%	21%
Indirect Procurement	12%	19%
Direct Procurement	14%	14%
Supply Chain / Planning (SCM, DM, IM, S&OP, Plan Supply, Plan Distribution)	5%	17%
Supply Chain / Manufacturing (M. Strategy, Prod. and Resource Scheduling, Prod. Mgmt, Maintenance Mgmt, QM)	5%	14%
Supply Chain / Delivery & Logistics (Logistics strategy, Inbound/Outbound, Warehousing, Reverse logistics, Trade compliance)	12%	14%
IT Opportunity-to-Proposal (IT project-based)	12%	10%
Information Technology (other IT processes)	14%	12%
Technology-related (e.g. RPA, Digitization teams)	7%	14%
Customer Center processes (call center)	7%	17%
Real Estate / Facilities Mgmt	7%	12%
Industry/sector specific processes (e.g., BFSI: Underwriting)	2%	5%
Legal	7%	5%
EHS (Environmental, Heath, Safety)	14%	7%
Sales	5%	10%
Marketing	9%	10%
Corporate Communications	7%	7%
Other	14%	12%

Which of these processes have been standardized (to a significant level, enterprise-wide or significant scope)?

Which of these processes are you PLANNING to standardize in the next 2-3 years (to a significant level, enterprise-wide or significant scope)?

Is your Process Ownership concept working well? Rate how effective the Process Ownership is in terms of helping with below topics/targets/ performance improvement.

■ 1 (low) ■ 2 ■ 3 ■ 4 ■ 5 (high)

Cost / Efficiency
- 10% (2)
- 7% (1)
- 43% (3)
- 35% (4)
- 5% (5)

Effectiveness
- 10% (2)
- 8% (1)
- 39% (3)
- 33% (4)
- 10% (5)

Customer (view, intimacy)
- 13% (2)
- 13% (1)
- 45% (3)
- 21% (4)
- 8% (5)

Compliance
- 7% (2)
- 7% (1)
- 23% (3)
- 53% (4)
- 10% (5)

Agility (organizational flexibility)
- 21% (2)
- 15% (1)
- 36% (3)
- 20% (4)
- 8% (5)

Service excellence focus
- 22% (2)
- 10% (1)
- 33% (3)
- 33% (4)
- 2% (5)

Value (provision)
- 25% (2)
- 10% (1)
- 30% (3)
- 27% (4)
- 8% (5)

Source: SSON Research & Analytics survey, 2022

The benefits of **E2E process management** are well-documented and start with a more comprehensive understanding and view of the entire process – as opposed to parts or tasks, which leads to a more piecemeal approach. SSON Research & Analytics' Research Insight Report: End-to-End Process Integration and Optimization – the [Critical] Role of the Global Process Owner confirms 80% of GBS are committed to an E2E approach and lists improved visibility / transparency as key advantages of an E2E process strategy. In addition, two-thirds of organizations highlight "manageability" and "compliance" as key benefits.

Global Process Ownership

While standardization is a first step to reliable service delivery, more recently, global process ownership (GPO) has trended as a prerequisite to a more holistic process management. GPOs are a critical tool in enabling end-to-end performance and given their control over workflows, play an important role in enabling seamless workflows.

The outcomes of E2E align with the requirements for future of work: transparency or visibility of process is leading the list of benefits of E2E process ownership and is a top priority for those responsible for leading hybrid operations.

Gearing Up for the Digital Future

Integrating future of work strategies in the face of dispersed teams and a hybrid workforce requires transparency, employee connectivity and seamless workflows. Here are some of the challenges and opportunities:

The hybrid workplace

The hybrid workplace is a fact – and while some organizations (most recently and notably Apple) have attempted to bring employees back full-time, this has by and large backfired, with employees hanging onto their newfound freedom and demanding that work from home remain, at least to a large extent, a practice. As a result, ensuring the hybrid workforce operates well and remains engaged and connected, is a priority; and alongside innovative communication channels, technology remains the most reliable enabler.

Automation

Technology supports this shift, first, in terms of automating work and doing away with the concerns of whether remote employees are performing; and secondly, by driving a seamless workflow between automation and humans. SSON Research & Analytics data confirms GBS wholeheartedly leveraging automation (only 7% of respondents to a 2022 survey claim no automation), although the level of automation remains low to medium.

What is your overall GBS/SSO automation level?

- High (= >75%): 9%
- None (Automation Scale: None = 0%): 7%
- Medium (= 26-75%): 41%
- Low (= 1-25%): 43%
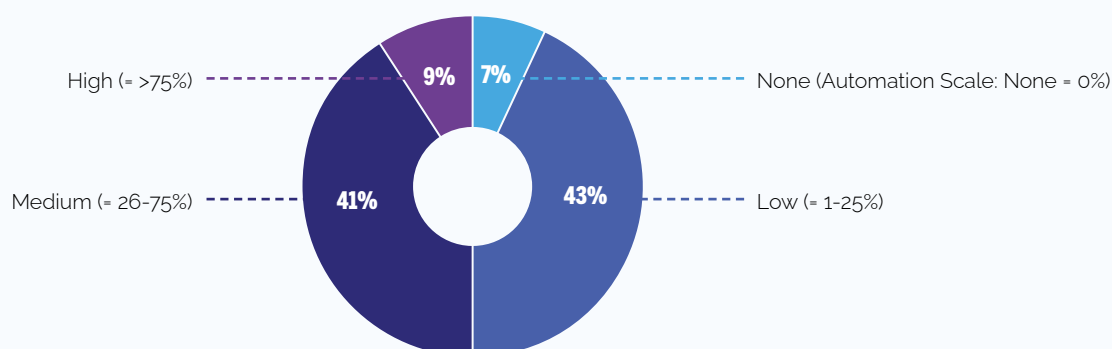
Prioritizing new skillsets

The most consistent skills trend over the past four years (according to SSON Research & Analytics data) highlights the lack of automation skills and a gap in data analytics. This is worrying in and of itself, but given the hybrid model that defines GBS now, it's become a burning platform.

Many automation vendors have been quick to set up "universities" across a range of relevant skills, and yet, year-on-year, the skills gap is not budging.

Embracing a digital model

The commitment to "digital" is clear. Digital data, digital workflows, digital channels, and digital reporting … Processes are by necessity reflecting the digital organizational model, driven by customers' demands. At the same time, the new generation of incoming employees expects to see their digital communication habits reflected at work. Zoom, Teams, and Google have plugged the gap in videoconferencing. But the real value-add of digital remains deeply rooted in digital workflows – faster, cheaper, and more reliable. Many of these opportunities are still stuck on implementation agendas. But advances in technologies, shifting workforces and platform-driven communications are pushing the envelope.

How to Manage Remote Work Effectively by Building on Platforms

Many organizations are still struggling with how to operate optimally in a remote or hybrid environment – understandable. Effective remote work is more than sending laptops and smartphones home and allowing staff to work away from the office. If the shift is not accompanied by appropriate training and technology infrastructure – for example a common platform – results will be haphazard or a "fix" at best; certainly, not a basis on which future growth can build with confidence. Many companies still fail to appreciate the breadth and depth of the infrastructure changes needed to support effective remote work at scale.

Three core trends facilitate remote work:

- First, the digital workplace is based on more effective ways of working by exploiting automation technologies.

- Second, new solutions that improve employee interactions include workstream collaboration tools and videoconferencing.

- Third, emerging or updated technology enables seamless workflows irrespective of where that work is done.

Future of work is partly a reaction to:

1. **Unexpected external influences highlighting the need for business resilience**
2. **Interrupted workflows as result of legacy infrastructure**
3. **Global talent shortage**
4. **Disruption resulting from remote work / hybrid office**
5. **A newly growing digital workforce that needs to be accounted for and 'managed'**

How to address it:

1. **Lead with employee engagement**
2. **Consider and allocate which work can be done in remote/hybrid setting (e.g., and data privacy concerns)**
3. **Develop and communicate clear remote work practices including required in-office days that incentivize staff**
4. **Build on a platform solution that allows all stakeholders to engage and integrate workflows**

Summary: What to Expect Next and How to Prepare

Twenty-five years ago, ERP systems emerged as a solution to integrate the management of core business processes through a suite of integrated applications based on common databases. They allowed organizations to collect, store, manage, and interpret data from various business activities to track key resources – be that cash, materials, capacity, purchase orders, etc., and to share this data across departments and functions.

This trend has gained momentum, with today's big opportunity defined by "digital." At its simplest, digital does away with lengthy email threads and the attachment of documents in various stages of progression, which are clearly inefficient and ineffective. At its most evolved, we have probably not seen the full scope of what is possible.

What is clear is that the GBS model is at the forefront of driving digitization across the enterprise by adopting new ways of working, leveraging a hybrid (i.e., digital and human) workforce, and offering greater transparency over data, processes, and decisions.

As such, the GBS model plays a critical role in driving the new FOW agenda forward – and ensuring organizations reap the rewards. The future will no doubt see further advances in automation-driven processing based increasingly on artificial intelligence that connects desired experiences with digital execution.

Data analytics has been discussed for years as a source of business insight, but a real and robust link between this business intelligence and automated execution is still in its early days of evolution – partly because so much enterprise data is still in a non-structured format and thus not easily accessible to digital workflows.

GBS will remain at the forefront of future business evolution – and plays an exciting role in nurturing the talent and the knowledge required to take advantage of the next wave.

Future of Work: 'Digital Mindset' Drives New Reality

Interview with **Volker Schrank** Senior Director, HR technology and Employee Experience, **Mondelêz International**

What is the new 'digital mindset' that corporations are after? And how do you instill it in a workforce that still reflects a largely non-digital legacy? Barbara Hodge, SSON's Editor, asks Volker Schrank how he is driving better 'human relations' through platform-based thinking.

Barbara Hodge: Volker, as head of employee experience at Mondeléz International, what is your role, and what are your objectives as we weather the disruptions of the pandemic and the continued uncertainty of global markets?

VS: At Mondelēz International the HR organization is split between Global Business Services and retained business partner. I'm part of the GBS organization, where we are accountable for all HR operations globally as well as the infrastructure to deliver those operations, which includes HR technology. So, we make sure it's working, and that it's the latest and greatest.

My focus is on delivering a high-class employee experience, always considering the perspective of the end user – the employee – and trying to understand how to make the interaction with HR better for that person. So, more simple … more seamless.

BH: How do you define future of work? And how are you supporting the transition to a future of work-based world?

VS: Flexible work arrangements are everywhere, but FOW is much more than that. It's about enabling each employee to bring their best to work, every day.

Most of us today operate in a remote work environment. My team consists of 50 colleagues across the globe. I'm the only one in Germany. So, how do you make that work? How do we collaborate? And how do we ensure that all Mondelēz International's employees can get their HR services – wherever they are and whenever they need them?

At this point in time, we are dealing with the reality of how our employees work – to understand their needs and make sure we have the solutions. The idea is to make it *effortless* for them. We are there to remove barriers wherever we can. And we do this through technology – through automation and robots. That is another aspect of future of work. Your new 'colleague' is not necessarily human. It could be a piece of automation, or a template, or a robot. So, how do you make this work? How do you actually collaborate with a robot? And what does that mean?

BH: What differentiates a modern digital HR service from, say, that of a decade ago?

VS: Modern HR is less about delivering a transaction than it is about managing human relations. It needs to find the right balance between technology, automation, AI, and the human experience.

Consider that just a few years back, HR was all about manual interactions. It took a lot of people to drive the administrative processes. Today, we can standardize

and automate most of the back-end processes, so it becomes more about *human relations*.

Let me explain by way of an example, how technology is making this possible. In 2018, we implemented ServiceNow, but used it primarily as a case- and knowledge-management system. In other words, it was really just about getting a message from A to B.

Today, we are making much greater use of the platform. It essentially became an *employee experience platform* to guide employees through administrative processes without the need of a human in the background. Which means that human can focus on *building human relations* by supporting talent development … ensuring the right tools are available … the right payment structure is in place, etc.

Our ambition is to get to a simple and seamless 24/7 employee experience across all HR administrative processes. The technology is the element that helps us get there.

And here is an example of what that looks like: Employees require a lot of documents, like certification of employment, at specific times, like when they are applying for a loan. These documents look different from country to country. In the past, they required lots of manual effort – from the initial request to HR, to someone actually doing it … checking the data … etc. It wasn't really a good experience, not least of all because an employee generally needs the letter immediately, not five days later, if they are applying for a mortgage, for example. So, we automated this process end-to-end through our common platform, tailoring it by country and ensuring we had the necessary data in our system. Now the whole process takes seconds!

We are looking at opportunities like this to take administrative work that is not value-adding out of the hands of our HR staff through automation, and then refocusing the staff on actual work that brings more value.

"Our ambition is to get to a simple and seamless 24/7 employee experience across all HR administrative processes. The technology is the element that helps us get there." **Volker Schrank**

BH: Let's talk about the digital mindset that is required to drive this shift. I read an article you wrote on Chief HR Officer, about embedding digital transformation to invest in human relations. A quote I particularly liked is where you said "you have to digitize the hell out of HR." So, how do you do that?

VS: It's not easy. Historically, let's say, HR and technology have not been close 'friends.' Today, the good thing is that my team bridges technology and HR so we can drive the change from within. This is an important difference because in the past, when we had more rigid ERP systems, we needed specialists who knew how to code but they didn't know HR. Now, we have people like me, who understand HR but also understand technology and can use technology to make things happen.

With these dual mindsets and dual capabilities, we can bring digital ideas to our HR colleagues and help them understand how to move their work forward – whether that is simplifying routine tasks, ensuring they have the right data and tools at hand to drive transformation, or supporting the workforce from a talent perspective. You develop this 'digital' mindset by ensuring their work is supported by digital tools.

BH: If we stick with this digital mindset for a moment … transitioning the average HR practitioner may not be so easy. How do you introduce a new digital way of thinking?

VS: We have not quite yet mastered it yet, but it's really important to be relentless about searching for opportunities to bring digital ideas into the day-to-day lives of HR practitioners.

A challenge, though, is that while some colleagues are resistant, others are *too excited* and want to use technology for everything. But they completely underestimate the effort it takes. I often get: "Hey, why don't we use AI for that?" Or: "Why don't we just put a chatbot in there, instead of having a person answering the phone?"

Great idea! But they have no idea of the work it takes to develop this. AI is not as *intelligent* as the name implies; and a chatbot isn't that clever either, even if you call it a *natural language processing* chatbot, because it still needs to be taught and trained. 'Digital' doesn't just mean you switch on the network. There is a process, a change management, a painful period of transition … and you need to always balance the cost against the benefit. We evaluate every opportunity carefully, from a cost benefit perspective, to make sure the effort it takes brings in enough benefits – whether that is in experience, efficiency, or something else.

BH: How do you quantify the benefits that make this investment, this effort, worthwhile?

VS: Just to give you one example … Organizations are constantly exposed to mergers, acquisitions, divestitures, or significant growth bursts. So, you need to stay flexible and agile around that. If you don't have a modern infrastructure, then you won't be capable of supporting the organization with what it needs. I think there's no better example of what HR can do with a digital mindset in the modern day.

We acquired a company called Chipita in January this year, with more than 5000 employees across 18 countries. We wanted to integrate Chipita into our company as quickly as possible, of course. Without the foundation we have in place – without ServiceNow and Workday as our two big global systems and a reliable payroll partner – we would not have been able to do this in six months. We started integration of Chipita colleagues at the beginning of January, and we went live last Friday – it was flawless and very successful. Invisible, I guess you could say, which is the point.

Modern Solutions Build on a Platform for a 'Unified Experience'

How this works in practice

Interview with **Jeffrey Gore** VP, **Employee Workflows**

Barbara Hodge: Jeffrey, could you start by explaining who ServiceNow is today?

JG: ServiceNow is a platform that helps businesses digitize. More specifically, we provide a platform that defines experiences, connects systems, writes workflows, and provides visibility into those workflows. Historically, we started on the IT Service Management side because that was the first use case – companies needed to digitize their IT operations. Around seven years ago, we realized many of our customers were using IT Service Management for non-IT things, because they saw the types of requests they were receiving were also in the realm of HR, facilities, marketing, etc. So, we responded by building a case management product because if you add IT services to HR services you find yourself dealing with upwards of 70% of enterprise services requested. But once you connect IT and HR, you start talking about things like *unified experience*. And all of a sudden, our focus started shifting from operating efficiencies for shared services to what it means to have a *unified employee experience* – and that means personalized experiences.

So, suddenly, we became a journey management company, and these requests were framing out a suite of of solutions that we now offer.

Today, I would say that we are, first and foremost, an employee experience platform that happens to drive engagement and productivity on the employee side, and acts as an empowering technology for driving efficiencies in shared services and Global Business Services on the enterprise side.

BH: Future of work has pivoted to the top of corporate agendas. How are these trends reflected in modern technologies?

JG: Let me start with some context. At ServiceNow, we've defined a business we call employee workflows, which is about identifying how employees engage across the enterprise and delivering the right channels and experiences so they can get work done. The pandemic changed everything because the types of interactions and use cases suddenly got very specific: helping transition to working from home … to back to office … health verification screenings … vaccination status applications … workplace reservations… and now space utilization and optimization. Today we offer all that – but at scale.

So, from a FOW context, it's really about the unification of experiences – about making things easy. When an employee needs help and guidance in a moment of need, they are given that help and guidance. They don't need to know where in the organization the right resource sits. So, we need the digital technologies to provide that. And, of course, there is an overall expectation that these experiences are personalized and engaging. The system needs to know enough about me to give me the right answers.

BH: The trends you just mentioned ... the whole idea of remote working and being agile and ensuring a positive experience ... How does an employee workflow solution address that?

JG: When you think about common workflows like a ramp up or reskilling process, you see that employees need to be connected to various departments and people … their manager, a buddy, a mentor, other teammates. And if you think about what that experience looks like, you can actually clear a lot of the blockers just by identifying the permutations and exceptions. So, you build a workflow that allows a particular employee to interact with all these moving parts seamlessly – HR, facilities, workplace, legal … all in one place.

Now, when you layer in manager interactions and the fact that managers define plans for employees – a ramp up plan, say – you build that into a workflow, as well. So, managers can directly task and engage with employees via these digital channels. In effect, you are building agility into the organizational culture because you can connect all stakeholders to a process via that same channel. Everyone is on the same platform; everyone is engaging in the same place. So that's what we're seeing right now.

BH: How is this driving benefits for your customers?

JG: During the 'great resignation,' as folks were actively moving, it was all about how quickly you could ramp up staff and using that as a competitive advantage. You needed to quickly get employees excited about being there to ensure they'd stick around. The right employee experience does that.

On the shared services side, for too long systems were siloed, and so each functional department had to work within their own functional systems. But a lot of the workflows provided to employee populations are multi-departmental. That used to be solved in GBS by co-locating, but technology is the enabling factor now, and that's tremendously powerful. You can integrate efficiently and effectively to drive collaboration with your peers even if you are not sitting side-by-side or in the same center.

BH: What's interesting is we have all watched these changes imperceptibly over the past half decade. And listening to what you're describing makes me realize how far we have come. I don't think we are really acknowledging how powerful this is. The truth is, the original shared services model was based on co-locating a group of people who were expert in business services business, but it depended on them sitting at their desks with access to legacy technology. What we have now is a kind of virtual platform through which, wherever you are, you can plug in. And in an interesting way, it's the human being looped into the digital platforms.

JG: The real differentiator is that the technology layer is horizontal and connects with everything – with legacy technology through robotic process automation; with modern technology via APIs; and it includes the option to deploy new and scale existing services and functions in a low code environment. So, you can now talk about delivering a workflow that is enterprise wide, and you can actually deliver it without the usual strain on IT resources and prolonged project timelines! Before, you had these gaps because everyone had their own systems and processes. So, there were a lot of steps, lots of teams, and processes could be expensive. Now there's this opportunity to automate, to streamline, and to drive efficiencies over that that entire workflow.

BH: When you think of your GBS customers, how are the best of them thinking about this landscape and the ability to connect and engage employees?

JG: A best In class organization is going to deliver a unified experience by consolidating engagement channels so that an employee has one single place through which to engage with the GBS organization. That that is critical.

The second piece is that they're actually going to evaluate each of the services they provide to employees. And they're going to use design thinking to see a process from an employee's perspective and consider how they engage with this service from an end-to-end workflow. There are probably 250 to 300 services that are just screaming to be digitized across the H2R or P2P. So that's going to be the next piece.

When you have this in hand, though, you need to be able to hide the complexity of the operation from an employee. In most organizations, after one department

finishes their piece of work, they'd hand the request back to the employee to engage with the next department and so on, which is extremely frustrating and time consuming. So there needs to be a layer that allows you to transfer work throughout the organization, but without the employee doing the coordinating or getting caught in the middle. You're orchestrating the workflow, transferring and escalating items completely behind the scenes. That becomes the next piece.

And then, finally, you just get to a point where you're using a platform to define a workflow where each team has clear accountability and everyone involved has complete visibility to the overarching process. This enables you to better understand where in the process bottlenecks or pinch points are occurring and apply continuous improvement to drive out waste and maximize value over time. It's about quickly identifying and moving on opportunities like recognizing that you need to integrate with a particular system; or where automation could simplify the process flow. That's the efficiency journey you want to be on.

But it all starts with the employee perspective. And I do think that that's a shift for GBS, where historically it was inward-facing, focused on efficiencies and how to take cost out, which often meant frustrating and detached service experiences for employees. Now you're getting those efficiencies, but you're also delivering great, personalized employee experiences that are really bolstering the perception of GBS and GBS brand in these organizations.

BH: So when you think about the next 3-5 years, what trends do you see continuing? What are you focused on and where are you investing incrementally?

JG: Customers are looking for us to continue investing heavily on the employee side of this equation. All the technologies that allow you to consolidate how employees engage to the point where you could replace your legacy intranet. This is about things like targeted communications, web content management, enhancing the artificial intelligence search layer to be able to connect to more back-end systems and surface results, etc. We already do all these things today.

The other trend is to continue to invest in what we call employee journey management, where we deliver guided experiences for employees as they go through their personal, professional, or corporate journeys. I talked about ramp up, but just think about the full

continuum of journeys employees go through. And a unique differentiator that we can bring is that when you're connecting systems and departments into a consolidated experience, you can start doing things like handle the manager-to-employee interactions *real time* in the flow of work; insert learning in the flow of work; insert listening. And so, you truly have full visibility as to how employees are engaging with any of your services and the data to continuously adjust and improve.

Now, on the other side, in terms of automation, we are a platform first and foremost, so we're continuing to infuse intelligence and invest in low code, no code tool sets to be able to deploy automation. In our last release we rebranded our integration technology as Automation Engine. And we brought in robotic process automation as a part of it – because we understood that customers still had a long tail of legacy systems that they needed to bring into the mix.

BH: We've touched on manager-to-employee engagement a couple of times and I keep thinking about how much is on their shoulders right now, especially knowing how important they are in driving engagement and helping their teams navigate change. We've talked a lot about employees, but how are you thinking about the manager role?

JG: The role of the manager is growing so much that the final piece in terms of specialized experience is that we're going to be releasing technology we call Manager Hub. It supports how managers interact with employees and the process, because as a persona, they are unique in how they interact and what they need. And they're also unique in how they interact with the GBS workflows. If an employee is making a request, it's very different to how a manager makes a request. The types of things they're asking about are very different. So, you will be able to start looking at organizational alignment, at reskilling, at those types of initiatives when you when you put the manager persona in place.

Barbara Hodge: You're really at the sweet spot of where GBS leaders need to add value. Thanks for taking the time to talk to me.

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