



**How do you drive your
digital transformation
without the right
engine?**



The better the question. The better the answer.
The better the world works.



Building a better
working world

Global Business Services (GBS) will be the engine for the organization-wide digital transformation



To become fit for the Transformative Age, organizations need to continuously innovate and experiment. This demands new ways of engineering processes, leveraging all internal and relevant external data and insights and rethinking operations.

With its flexible setup, GBS has the ambition to drive digital transformation across the enterprise.

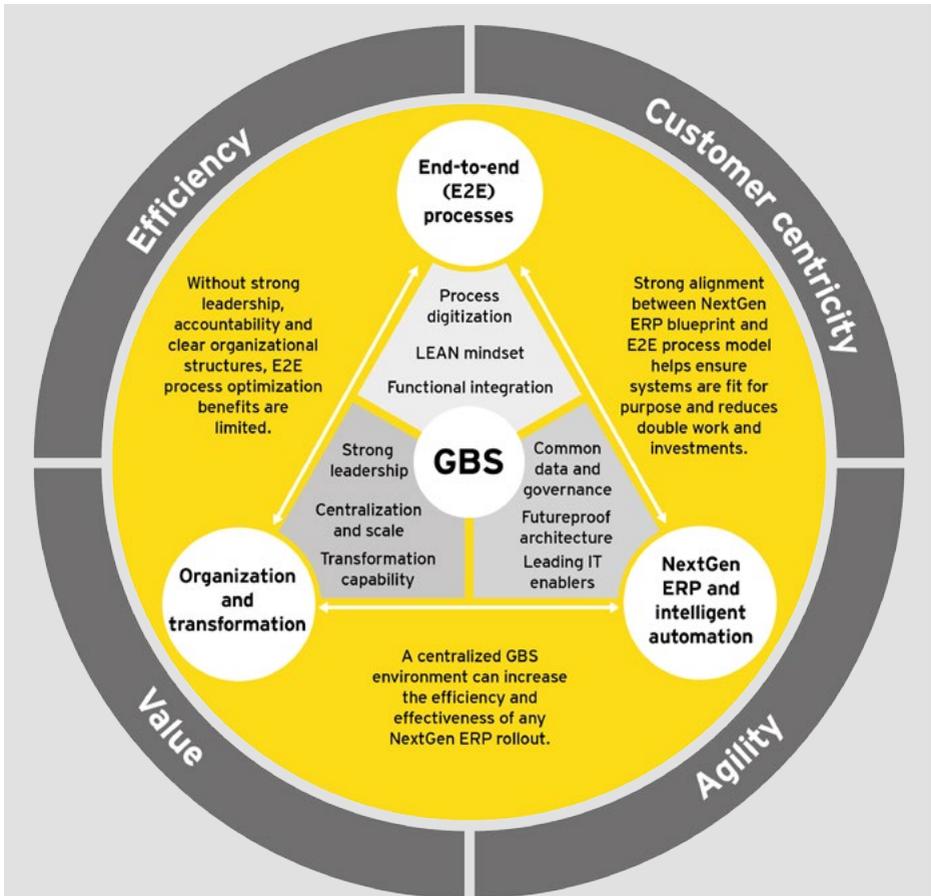
To drive digital, GBS will re-invent its operations to become customer-centric and to leverage its innovation capabilities.

It will drive a powerful enterprise resource planning (ERP) environment with SAP S/4 HANA, while Robotic Process Automation (RPA) will significantly reduce costs by automating key processes, improving quality, consistency, control, traceability, and help overcome system fragmentation by consolidating data from disparate systems.

Artificial intelligence will improve GBS strategic insights by analyzing unstructured data, improve risk management by identifying patterns in large data sets that are indicative of fraud or other concerns.

Moreover, blockchain will help streamline processes such as contract enforcement, by integrating delivery and payment into the contract itself. Blockchain will also increase IT security, by utilizing unprecedented protection against fraud and hacking; and last but not least, it will improve transparency, by accessing accurate transaction data from across the wider-organization's extended value chain.

The Next Generation of GBS



The days of GBS and Shared Service Centres (SSC) acting as mere cost-saving centers are long-gone. NextGenGBS will be responsible for driving lean **end-to-end** processes, providing advanced and valued services - with the clear focus on **customer centricity**, and streamlining digitalization efforts to help exploit the full potential of **Intelligent Automation (IA)** and **newest technological advancements**.

GBS will act as **digital transformation engine** for the entire business model of a company.

GBS operating models will evolve in the Digital Age

The potential value that GBS can deliver is available to all GBS models, regardless of where organizations are on their shared services or GBS journey. Large, established GBS will have their set-ups challenged by emerging technologies such as RPA, IA and Blockchain, evolving to an optimized platform using much more automation, making it leaner and mean and delivering value primarily through exception-based activity. By contrast, organizations that are just starting on their GBS journey might have the flexibility to directly leapfrog to future models where GBS is an ecosystem manager and key pillar to a company's digitalization. Either way, the future GBS will be fully customer-centric, drive value-adding innovation and stay as cost-efficient as it has always been.

How technology change and people both underpin the digitalized GBS

Every organization today has to drive change from the inside out – including GBS organizations. For example, the technologies that GBS employees use at work, and their expectations of the user interface, demand huge changes: they want the same quality, look and feel in their business tools as the apps they use in daily life. And those expectations are different all around the world. The structure and shape of GBS teams are also transforming, and smaller numbers of employees are expected to do more than ever. With GBS roles now extending to driving innovation and contributing to strategic decisions, and alongside the “digital workforce” (in the form of intelligent automation technology to make processes faster), these dramatic changes must be managed carefully. And a combination of top-down and collaborative bottom-up management is needed.

How talent will evolve in the new GBS

GBS organizations face a major shift in how they recruit and retain talent. But more importantly, GBS can help drive a completely new data-driven approach to talent management within the retained organization – uniting functions and HR planning with a transparency never seen before.

The universal adoption of process automation, intelligent automation and ultimately artificial intelligence within GBS will mean that people will routinely work alongside advanced bots, uniting talent and technology. But technology is supposed to serve humans – so it should be designed as an enjoyable, productive experience from the beginning.



How GBS can foster innovation and new business models

To navigate increasing disruption businesses cannot rely on just one model anymore. GBS can be the driver of this polymodal business model that nurtures new experimental business activities and models alongside the core business. As automation increases and removes humans from repetitive tasks, more GBS centers will specialize in specific areas as centers of excellence (COEs). And the best back-office employees can upskill to help develop innovative solutions to support the wider organization in preparing and adapting to the Transformative Age. Empowering GBS to lead their own evolution could produce completely unexpected new value.

How GBS evolves into a company's (technology) ecosystem manager

Technology and expert skills within GBS will radically change its role from a capability and labor-based organization to a broadly digitalized enterprise solution center and innovation hub. It will act as an ecosystem manager, selecting and deploying core solutions through a global network of technology vendors and other collaborations.

GBS will be the orchestrator and connector of technology, and build processes around it, leveraging data and analytics across business units and functions.





How digital disruption is affecting E2E process ownership

Getting closer to customers is a natural evolution for GBS, whose values are in deep service understanding, responsiveness and availability. The increased availability of data and deeper analytics capabilities mean GBS can deliver service to an “audience of one” level. There are multiple channels involved in individual journeys – some parts will be handled by a machine (chatbots, for example), and the most valuable parts by a human – but the interaction must always be seamless. Robotics, process mining, new ERPs such as SAP S/4 HANA and intelligent automation are all tools that can help GBS crack the nut of end-to-end process and organizational redesign towards customer-centricity.



To sum up, the new GBS becomes a key component of a wider organization's digital strategy, to help streamline digitalization efforts and exploit the full potential of intelligent automation. GBS takes advantage of technology and talent in the best way to help to deliver greater agility, higher speed and higher digital competence.



Christian Mertin

EY Global GBS Solution Leader, Advisory



Richard Keany

EY APAC GBS Solution Leader, Advisory



Marc Thewes

EY Americas GBS Solution Leader, Advisory

Read more:

consulting.ey.com/global-business-services

EY | Assurance | Tax | Transactions | Advisory

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

© 2018 EYGM Limited.
All Rights Reserved.

ED None

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, or other professional advice. Please refer to your advisors for specific advice.

ey.com