



JUNE 2021

LIVE SURVEY REPORT

Shared Services/GBS Professionals in Europe Searching for Paths to the New Normal

Chazey Partners

Introduction

The global pandemic has really put a focus on Global Shared Services (GSS) and Global Business Services (GBS), and has prompted organisations to review and evaluate the key components of the GSS/GBS operating model.

Last week, we led a webinar focused on next generation Shared Services and operating model transformation in Europe. The aim was to help Shared Services/GBS professionals find a path as we come out of the pandemic together, and move towards and leverage a transformed operating model.

During the webinar, we asked attendees three questions via a live poll. The results showed how businesses are looking to steer their way out of the global pandemic and embrace the Future of Work, to stay ahead of the curve. The webinar also discussed the latest trends and opportunities associated with Shared Services and GBS, and how to become an engine for future agility, scalability and growth.

We have since taken the opportunity to pull together a simple report on these polling results, and are happy to share it here with our fellow practitioners.

(You can [click here](#) to find out more details about the webinar)

Question #1: Type a single word to describe the biggest pandemic impact on Shared Services/GBS

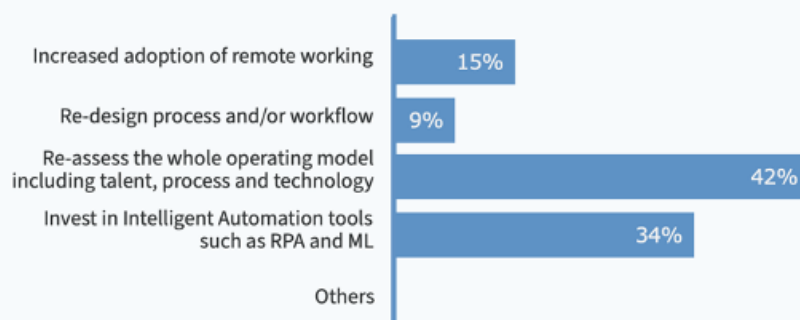
Not surprisingly the word 'Remote' was highlighted due to the number of times it was entered by attendees. The global pandemic made remote working a necessity. It has proved that it is possible and can bring added benefits in terms of flexibility, efficiency, effectiveness and indeed scalability. With the significant advances in new technologies and online collaboration tools, remote working will also become a key component of the Shared Services model in the future. Shared Services/GBS will need to evaluate roles that can work remotely, redefine the layout of office space in collaborative environments, and establish or enhance policies for remote work and flexible time.

Type a single word to describe the biggest pandemic impact on SS/GBS



Question #2: Which long-term strategy are you prioritising to drive the Future of Work (FOW)?

Which long-term strategy are you prioritising to drive FOW?

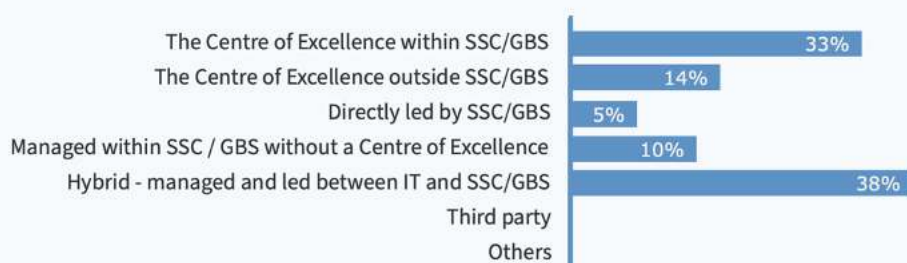


In response to this question, 42% of attendees chose the answer of “re-assessing the whole operating model including talent, process and technology” as their long-term strategy to drive the Future of Work. This was followed by 34% opting for “Invest in Intelligent Automation tools such as RPA and ML”. Future of Work isn’t a tactic. It is much beyond a quick post-covid approach on perhaps extending options to work remotely, or automating fragments of processes. It is a fundamental change that drives an organisation’s resiliency from all perspectives: operating model, processes, technology and culture.

Question #3: Who is responsible for launching, managing and scaling the Intelligent Automation/RPA programmes at Shared Services/GBS?

The RPA governance model is always a matter of great debate. From being the largest consumer of RPA to setting up a Centre of Excellence, for scaling up RPA enterprise-wide, Shared Services/GBS are increasingly becoming the automation launch platform for many organisations. The future of GBS is digital! Chazey believes an established RPA CoE within a Shared Services or GBS organisation, aligned with your IT team, can become a power centre to drive an organisation's enterprise-wide digital transformation strategy, defining how to exploit new robotic capability and leveraging more intelligent and cognitive solutions.

Who is responsible for launching, managing and scaling the Intelligent Automation / RPA programmes at SSC/GBS



Final Thoughts

As the pace of change accelerates, global events impact us all. Digitalisation and intelligent automation change the way business gets done. Re-assessing your Shared Services/GBS operating model post COVID-19 is inevitable.

To transform your Shared Services/GBS function to be next generation, a first step should be a comprehensive assessment of the current state and readiness today, and then to compare this to business needs and opportunities, latest technologies available and “the art of the possible”.

If 2020 was all about resilience, then 2021 is all about opportunity! Take charge of it and build an even more resilient, digitalised and future-ready Shared Services organisation.

Emer O’Kelly
Regional Director, Europe
Chazey Partners



CHAZEY PARTNERS

Chazey Partners is a practitioner-led global management consulting and advisory services firm.

We bring a unique blend of real-life, practical, hands-on experience, empowering our clients to strive for world-class excellence through Shared Services, Business Transformation, and Robotic Process Automation.

We pride ourselves in helping businesses and public sector organisations achieve operational excellence in the delivery of mission-critical business services; including Finance, HR, IT, Procurement, Facilities Management, Customer Helpdesk, and many other support services. Chazey Partners has helped our clients implement successful service delivery solutions; in the US & Canada, Latin America, Europe, Middle East, Africa, Oceania, and Asia.

www.chazeypartners.com

