



# SSOW

*Autumn*

## TOP 5 TRENDS

PUSHING SHARED SERVICES FORWARD

## **SSOs have demonstrated their resiliency time and time again the past two years**

Whether it be pushing for process excellence, fostering new customer relationships, or listening to employees to create a work model that benefits everyone, SSON is proud of the shared services community and their efforts.

The COVID-19 pandemic has changed the future of work as we know it. There are a number of challenges facing shared services organizations (SSOs) right now, some of them include; the struggle to retain talent, teams working to bring their processes up to speed with the latest automation technologies, delivering the Global Business Services (GBS) model all the while adapting to hybrid work environments.

### **This report details the top 5 trends shaping the SSO space right now, including:**

- 1. Constructing a Talent Retention Strategy from the Ground Up**
- 2. Understanding the Challenges & Solutions to Data Digitization**
- 3. Creating a New Standard for Experience through IA, AI, Automation & Analytics Transformation**
- 4. Obtaining the Ultimate Guide to Stakeholder Management & Engagement**
- 5. Digitizing Processes to Expand Scope & Maturity of Service Offerings**

# 1 Constructing a Talent Retention Strategy from the Ground Up

**58% of GBS services say they have shifted their recruiting strategy since the pandemic began. This means 42% have a recruiting strategy that DOESN'T take into account the last two year's experience with working from home, a greater focus on mental health, or the great resignation!**

"The Great Resignation" has become a phrase all too familiar to those in the business world. Numbers from the U.S. Bureau of Labor Statistics show that in the month of April, 4.4 million Americans quit or voluntarily left their jobs. Meanwhile, **job opportunities still outnumber job seekers by close to 2 to 1.**

Businesses are struggling to keep skilled and qualified employees, and many companies have had to shift their retention strategies in the last two years. With more job opportunities available than qualified workers, HR departments have made adjustments such as:

- More aggressive and proactive benefits (e.g: equity awards in publicly traded companies),
- Improved health and wellness benefits,
- Retention benefits,
- Providing autonomy where employees work from.

Amidst a constantly shifting job market, one of the most beneficial things a shared services organization can do is implement a company-wide talent retention strategy that looks at the needs of employees.

The goal of a talent retention strategy should be to develop and understand employee feedback in a manner that allows the business to act on the needs of its employees. With this employee feedback, businesses can begin to implement employee excellence and training programs that will help employees continue progressing their careers.

If a talent retention strategy is implemented correctly, a business will have created a company culture that makes employees want to stay and continue growing at the organization.

## Not to be missed

If you are interested in learning more about how a talent retention strategy can benefit your company amidst the great resignation, be sure to join **"Culture Isn't Created From the Top Down: An Exercise in Surviving the Great Resignation"** during SSOW Autumn.

During the session, an SVP of a multinational SSO will discuss why his organization's attrition rate grew during the pandemic and how a talent retention strategy helped the business better understand its employees.

## 2 Understanding the Challenges & Solutions to Data Digitization

**39% of respondents in SSON's GBS and Shared Services State of the Industry Report 2022 said digitizing data was a top priority for the year, the most selected objective in the survey. So why should the other 61% care?**

SSON data shows us digitizing data is not only one of the highest priorities for GBS organizations but also one of the most implemented intelligent automation solutions available.

When a business begins its data digitization journey, it requires every form of data to be cleaned and formatted, in other words, structured and digitized, to be accessible to automation software and downstream systems.

**For any organization looking to begin their data digitization efforts, the largest challenge they face is capturing their unstructured data.**

### Not to be missed

To learn more about CMR and other data digitization solutions, join **"Real Time Data Analytics: Using Data as Currency"** for a case study looking at how a company overhauled their data digitization strategy to generate revenue.

Unstructured data, which is undefined data that typically comes in an image or text format, is usually handled manually. This manual analysis of unstructured data naturally leads to a considerable amount of errors, which can cause disruption to any business process.

Fortunately, advancements in AI and Machine Learning (ML) have made it easier to format unstructured data than ever before. Technologies such as Cognitive Machine Reading (CMR) are capable of classifying data across dozens of languages. CMR uses 'pattern-matching via content-based object retrieval methods and is proving very effective in digitizing a full range of data formats, extracting and structuring data, applying business rules and enabling rapid downstream processing.'

CMR is a scalable technology that can digitize data at the point of entry and then integrate automated decision-making and execution. CMR is just one of several data digitization strategies that can compile unstructured data to bring an organization's data management systems into 2022.

# 3 Creating a New Standard for Experience through IA, AI, Automation & Analytics Transformation

**56% of GBS organizations have begun their automation journey. Meanwhile, 35% are in the planning stages, and 9% have not invested in any automation capabilities. So, what is the 9% waiting for?**

Implementing modern technologies for process users and clients is imperative for organizations looking to build towards process excellence and positive customer experiences.

GBS organizations have a swath of tools at their disposal, whether it be IA, AI, automation, or analytics software. Each tool can have a different impact on the user experience. Automating processes can save valuable time for process users, allowing them to focus on value-based tasks. Analytics software can be implemented into data to allow users to analyze information and formulate solutions in a timely manner.

Manual oversight of a process can be a frustrating, time-consuming strategy. Additionally, the error rate increases when a process lacks automation tools. With technology today, GBS organizations can reduce errors, speed up process efficiency, and reduce spending, all of which improve the experience for process users.

Additionally, with advancements in technology, businesses now have the opportunity to deploy low-code/no-code automation. This form of automation allows employees and stakeholders to learn new technologies, regardless of their tech background. Low-code/no-code automation is easy to use and gives process stakeholders the ability to bring automation to their own process without getting the IT department involved.

**When low-code/no-code automation is brought to a process, it creates easier access for employees without technical backgrounds who are more likely to buy-in to automation than ever before.**

This new standard for experience doesn't just have to extend internally for an organization. An automation transformation can just as easily benefit customers.

When potential customers see a user interface that is easy to understand and navigate, they are more likely to bring their business there. Automation and AI tools make this possible. They can take much of the busy work, such as data entry, out of the hands of the client.

## Not to be missed

Has your Shared Services organization become stagnant? Are you looking to bring additional value to your organization? If so, be sure to join the **"Shared Services 501: Next Generation Concepts to Boost the Value of your Shared Services Organization"** workshop during SSOW Autumn. During this session, participants will:

- Create an outline for digital strategy
- Map out sustainable governance structures for Intelligent Automation
- Identify ways to continue to expand Centers of Excellence (CoEs)
- And much more!

# 4 Obtaining the Ultimate Guide to Stakeholder Management & Engagement

**During an SSON event survey, 65% of respondents voted “people” as the most difficult element in defining an operating model. So, what can be done to better manage stakeholders?**

Managing business stakeholders typically comes with a myriad of challenges for any organization. Juggling a multitude of needs and requests from stakeholders is difficult. It requires proper time management and communication throughout the organization. However, it is necessary to create a valuable experience for stakeholders who drive business success.

A great place to start when managing stakeholders is first gathering a comprehensive understanding of the value each stakeholder brings to your organization and the role they play. Once you understand these stakeholders, it's important to document how success is measured in their role, as well as the biggest hurdles to accomplishing it.

## Not to be missed

Participate in **“Identify, Organize, Communicate, Repeat: Creating a Successful Stakeholder Management Plan”** to learn how your organization can handle the shifting roles of stakeholders, important communication strategies, and tips for changing your outlook towards stakeholder management.

By understanding the entire picture of a stakeholder's role an organization will know the best way to communicate with them so they can continue bringing value to the organization.

Another essential part for managing stakeholders and their needs is being transparent with them. Many stakeholder want to be in the loop with any workflow related to their position, and they can become disgruntled when there isn't open communication with them. By providing them with transparency, stakeholders will have a better understanding of where they do, and do not, have authority of a workflow.

It's important to remember these communications strategies won't provide results if they are only implemented sporadically. **Stakeholders need to be kept in the loop through the entirety of a process until it is completed to ensure the expected results are aligned.**



## 5 Digitizing Processes to Expand Scope & Maturity of Service Offerings

When respondents were asked what tools/solutions were being used for their process optimization efforts, 88% said automated solutions were a high priority, and 87% said data analytics.

Global Business Services (GBS) is the gold standard of service delivery. The model strives to grow its service offerings for both employees and customers.

By expanding the scope of their offerings, whether it relates to more opportunities for customer feedback, or making digital payments more accessible, a business is likely to attract new clients and provide employees with additional resources.

In an effort to continually grow their business, many GBS organizations strive to bring their once manually operated processes into the digital realm, with the hopes that these updated processes can offer more to stakeholders and clients.

While it can be difficult to assess process readiness for digitization, the benefits of implementing technologies to processes is obvious. Digitized processes allow GBS organizations to expand the reach and efficiency of their processes, thus offering more value to stakeholders throughout the process.

When looking at SSON Analytics & Research data from the GBS and Shared Services State of Industry Survey 2022, **end-to-end process integration is a goal for 81% of GBS organizations in 2022.**

Many of these processes at the focus of these integrations efforts are financial ones: 52% of respondents said Procure-to-Pay was a top focus, while 46% said Record-to-Report.

The reason these processes are such a priority for automation is that they benefit both stakeholders and clients. When financial processes are operated manually, they typically require the client to perform data entry on their own, and process owners have to review the information for errors. Without automation providing some form of assistance and oversight, mistakes are more likely to be made at any portion of the process.

With digitized processes, GBS organizations are able to reduce the likelihood of errors, give customers the ability of self-service (while also providing support where needed), and improve the overall customer experience. These digital capabilities often result in high customer ratings and, eventually, raising sales.

### Not to be missed

Join “**Use Digital Transformation to Raise the Bar for Customer Experience**” to hear from **Tim Butler**, Vice President and Global Head of Customer Care for Iron Mountain, as he shares how the business provided oversight into digital customer experience/ self-service capabilities resulting in higher customer ratings, streamlines processes and ultimately raised sales based to one of its largest corporate accounts.

# Conclusion

The past two years have provided plenty of difficulties for the shared services community. Thankfully, SSON is happy to welcome in-person attendants back to Shared Services & Outsourcing Week Autumn 2022 this September in Las Vegas, Nevada. This four-day event will give shared service professionals an opportunity to network, share insights, and learn valuable lessons pertaining to the challenges that many SSOs are facing today.

**This report provided just a sample of the key trends that will be at the forefront of discussions at SSOW Autumn. To learn more about these trends and many other topics, scroll down to see some of the key speakers, dates and links to viewing the agenda or reserving your spot.**





4th Autumn



SHARED SERVICES &  
OUTSOURCING WEEK

SEPTEMBER 20-23, 2022  
LAS VEGAS, NV

# SSOW Autumn

**RESET, REWIRE, RECALIBRATE, REFRESH**  
Push Boundaries, Opportunities are Limitless

*Just Some of Our Speakers Include*



**Viral Chhaya**  
VP, EBS Strategy and  
Capabilities  
Kaiser Permanente



**Barbara Dondarski**  
VP, Service Excellence  
Johnson & Johnson



**Tim Butler**  
VP, Global Head of  
Customer Care  
Iron Mountain



**Charise Gonzalez**  
Manager of Transformation  
and Development  
Liedos



**Heather Johll**  
VP, Operations  
Ascension Health



**Arturo Castillo**  
Head of GBS Finance  
Operations  
ABB



**Angela Gorgei**  
Director HR Process  
Delivery  
Cox Automotive



**Arnd Hirshberg**  
CPO & Head of Supply  
Chain  
Siemens Energy

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