

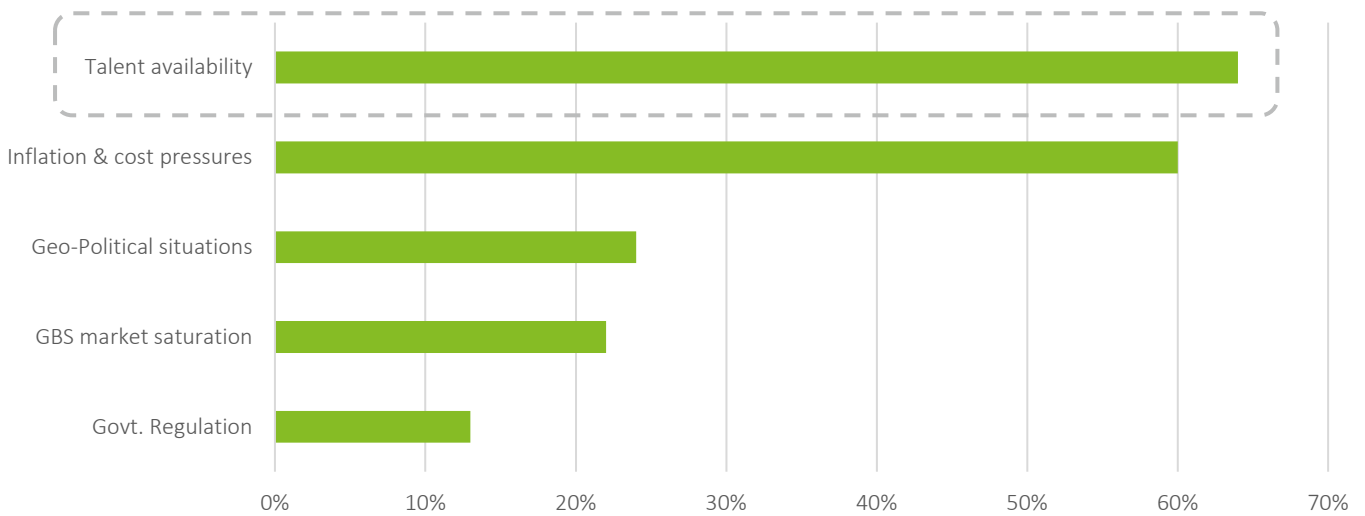


GBS Talent is Changing; Here's Why

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What are the key factors that are impacting your GBS footprint strategy?



Talent in leading Global Business Services (GBS) organizations has evolved over the last 2-3 years to focus on value, not just cost; these leading practice GBS organizations are driving cost savings whilst simultaneously improving the services provided to their customers. This represents a shift in the purpose of GBS. In this article, we explore the capabilities GBS organizations need to provide better quality services with low-cost delivery.

In Deloitte's 2023 Global Shared Services and Outsourcing Survey, 64% of respondents indicated "Talent Availability" as a pivotal factor influencing GBS strategy, even outstripping "Inflation and cost pressures." As the future of work changes the landscape of GBS organizations, CEOs face the challenge of achieving more with less through GBS. We believe that the future of GBS is very different to the traditional shared services model that is prevalent for most organizations with talent as the cornerstone to meet those higher expectations. We predict that work will continue to change, and talent will need to evolve to bring new capabilities to GBS.

Our Talent Predictions for GBS

In its evolving and shifting landscape, the future of work in GBS is expected to be:



Beyond Transactional Tasks:

As automation transforms routine tasks, GBS talent will pivot towards insightful, knowledge-based work. Upskilling and cross-skilling are vital, enabling GBS professionals to expand skillsets and stay current with trends.



Focused on Customer Experience:

In an increasingly customer-centric future, GBS will be expected to excel in responsiveness and partnering with the business. Talent must align organizational goals with customer needs, tailor experiences, and meet service level targets.



Transformational Mindset:

Shifting from a mere cost efficiency view, GBS will become a transformation engine. Talent will transition from transaction execution to delivering strategic business outcomes.



Data Enabled:

As companies look to harmonize internal and external sources of data to respond to analytical needs, GBS will need to accommodate with data analysis tools and methodologies to synthesize information and develop insights to enable better strategic decision-making.



AI Focused:

By understanding the theory and use cases of AI applications, GBS talent will be able to leverage AI to its full potential across all operations and free up capacity to focus on value-added activities to elevate and drive net new GBS outcomes.

Talent Priorities for GBS

GBS organizations are gearing up to **implement strategic measures** that align with the dynamic landscape. These actions are aimed at addressing the evolving needs and driving GBS towards **greater efficiency and effectiveness**.



Upskill and Cross-Skill: Strengthen your existing workforce by expanding their capabilities. Act quickly to re-tool the workforce to embrace AI, RPA, cognitive, and ML technologies. This will result in broader service offerings and motivated employees; however, this can lead to increased costs and training time.



Enhance Talent Experience and Culture: Foster career progression and opportunities as per role and work experience, thus reducing attrition, enhancing motivation, and maintaining high-quality service. This requires robust leadership support.



Leverage Workforce Ecosystem: Multi-source talent globally to maximize access to technical talent skills. This will help diversify the talent pool and lower the concentration risks in delivering specialty or scarce capabilities.



Strategic Workforce Planning: Bolster your team with the right talent to rapidly build a skilled workforce. Keep in mind the potential challenges of integrating new hires and higher costs, while including current and anticipated future requirements and emerging skills gaps.

As GBS faces the future, the ability to adapt and rethink how and where to find, develop, and grow talent will be paramount. In addition to driving traditional transactional capabilities, GBS will need to evolve to generate insights. By investing in a skilled and agile workforce, GBS can thrive in the changing landscape and drive enterprise-wide value.



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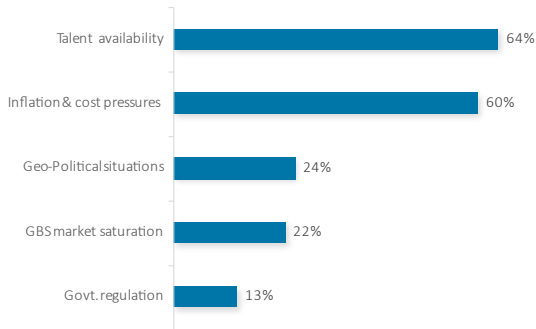
Appendix

TALENT STRATEGY

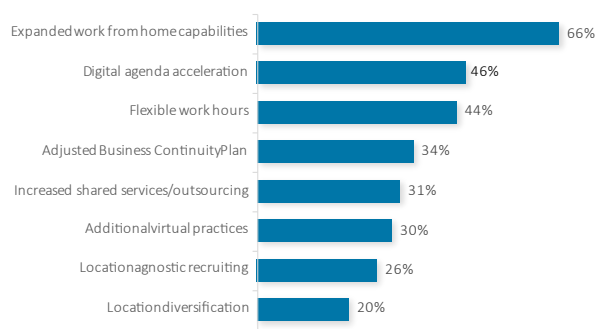


How have organizations added agility and resilience to their business models?

What are the key factors that are impacting your GBS footprint strategy?



How have organizations added agility and resilience to their business models?



- GBS organizations are **more resilient** to **geo-political factors** and government regulations, while **talent, inflation and cost pressures** are the biggest drivers of footprint strategy
- GBS organizations are increasingly adopting multiple strategies to ensure preparedness of their talent in a hybrid model (including **work from home, digital agenda acceleration, flexible work hours** etc.)



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