



Addressing Human Challenges With Moving To GBS

Sonal Bhagia, Katie McDonald, and Linda Rose, April 4th, 2024

Welcome and Introductions



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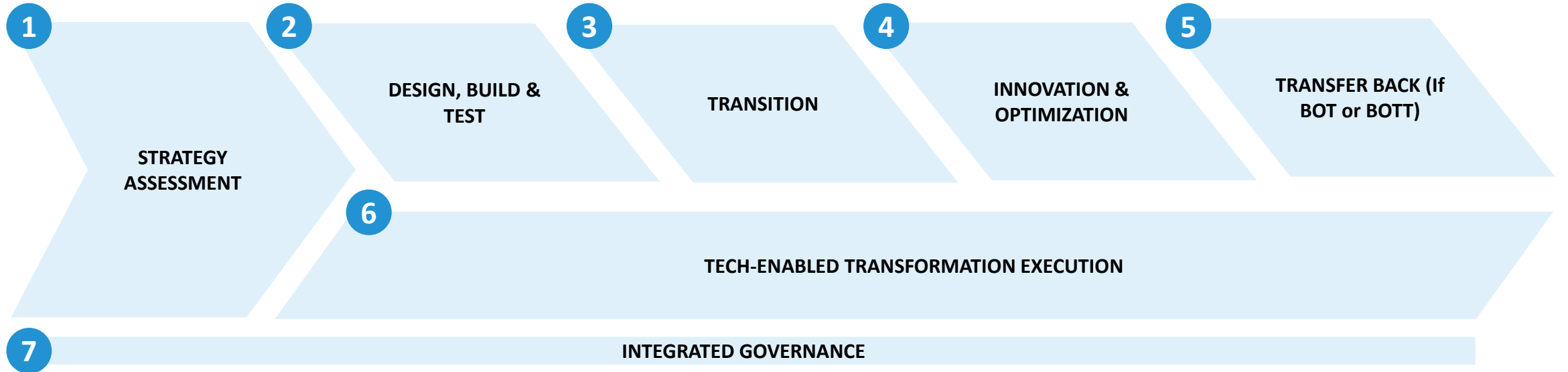


Linda Rose

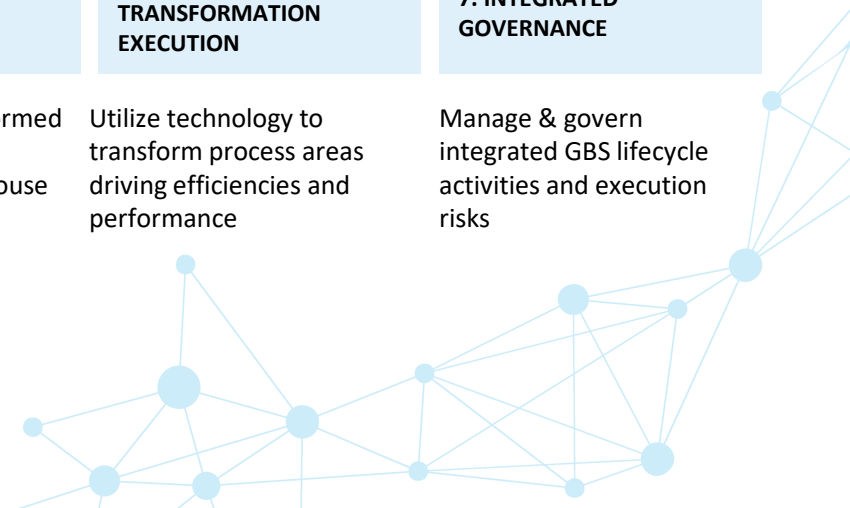
Director of GBS Strategy
FedEx

**Where are you currently along the
GBS Lifecycle?**

Where are you on the GBS Lifecycle?



1. STRATEGY ASSESSMENT	2. DESIGN, BUILD & TEST	3. TRANSITION	4. INNOVATION & OPTIMIZATION	5. TRANSFER BACK	6. TECH ENABLED TRANSFORMATION EXECUTION	7. INTEGRATED GOVERNANCE
Assess & define the GBS opportunity, value case and service delivery strategy	Detail the future state model for delivering the services and how it will function. <ul style="list-style-type: none"> - Shared Services: Design end-state processes and prepare for transition - Outsource: Select and contract with 3rd parties 	Transition processes to GBS – Shared Services or Outsourcing, minimizing business disruptions. Operationalize new organizational and governance structure (including retained org)	Optimize to achieve end-state goal through the implementation of service and operational improvements	Transfer back transformed processes from an outsourcer back in-house	Utilize technology to transform process areas driving efficiencies and performance	Manage & govern integrated GBS lifecycle activities and execution risks



GBS Stakeholders






These GBS stakeholders need to be considered when discussing the **human challenges for GBS**



**Where do you currently see the
greatest human challenge along the
GBS Lifecycle?**

Human Pain Points Across the GBS Lifecycle

Stage of GBS / Users	Strategy Assessment	Design, Build & Test	Transition	Innovation & Optimization	Transfer Back	Tech-Enabled Transformation Execution	Integrated Governance
 <p>GBS LEADERS</p>	<ul style="list-style-type: none"> Challenge to align leadership and teams on GBS goals and scope Determining when and who to bring under the tent 	<ul style="list-style-type: none"> Challenge to quickly assess, design new processes and structures Continue leadership focus and motivate workforce 	<ul style="list-style-type: none"> Organizational roadblocks (e.g., notification periods) Difficulty coordinating cross-functionally (e.g., HR, Legal) 	<ul style="list-style-type: none"> Unaligned expectations with customer Competing initiatives to prioritize for implementation 	<ul style="list-style-type: none"> Align leaders and key stakeholders on Transfer Back decision and timing 	<ul style="list-style-type: none"> Competing initiatives to prioritize for implementation 	<ul style="list-style-type: none"> Complicated governance required to support org., requiring resourcing and enforcing of governance
 <p>EMPLOYEE</p>	<ul style="list-style-type: none"> Enabling the working team to work effectively under confidentiality restrictions 	<ul style="list-style-type: none"> Considering all stakeholders in designing the new delivery model Not having sufficient communication & change management 	<ul style="list-style-type: none"> Information overload Retaining focus during workforce transition changes Limited visibility into org changes 	<ul style="list-style-type: none"> Upskilling / Training for innovation Employee Retention, attrition, engagement Bringing employees along 	<ul style="list-style-type: none"> Rebadged resource integration – blending teams Mitigating attrition and uncertainty 	<ul style="list-style-type: none"> Inability to identify E2E opportunities with limited scope of work 	<ul style="list-style-type: none"> Challenges continuously providing inputs to support governance
 <p>GBS CUSTOMER</p>	<ul style="list-style-type: none"> Lack of clarity on what GBS is / how it benefits them in the short and long term 	<ul style="list-style-type: none"> Lack of clarity on role / inputs Limited resourcing to support due diligence 	<ul style="list-style-type: none"> Fluctuating timelines Limited resources to dedicate to transition Service disruption Lack of ownership 	<ul style="list-style-type: none"> Unaligned expectations with GBS Adjusting org. model to new ways of working 	<ul style="list-style-type: none"> Mitigating service delivery disruption on change 	<ul style="list-style-type: none"> Lack of visibility into transformation initiatives / progress against initiatives 	<ul style="list-style-type: none"> Managing competing priorities Understanding how governance / fits in overall GBS program



Human Challenge Mitigation: Building Trust

Leaders **consistently overestimate trust** with workers and customers

Trust is a business priority ^{1,2}

CEO's know trust is critical...


85% believe trust is critical for **worker motivation**

73% believe that trust is very critical for **customer loyalty**

...and they're right – trust drives human behavior

180% More likely for workers to **feel motivated to work** when highly trusting of their employer

140% More likely for customers to **spend more with a brand** when highly trusting



Employers **overestimate worker trust** by almost **40%**



B2C leaders **overestimate customer trust** by more than **50%**

...however, leaders consistently overestimate trust³

1. Deloitte Fortune CEO Survey Fall 2022
2. Deloitte TrustID™ Survey May 2020 (N=7500) and July-October 2022 (N=~180,000)
3. Deloitte & Twilio Trust Gap Survey June – July 2021

Summary of Recommended Actions: Building on its high Humanity, SSO has a strong foundation for embarking on a transformation to a center office

As SSO scales, there are key opportunities to enhance the customer experience, including the following:



BUILDING TRUST AND OWNERSHIP

- ✓ **Centralized touchpoints**
...across the customer journey through a single enterprise-wide processes platform
- ✓ **Capture customer preferences**
...at the onset of delivery to engage accordingly
- ✓ **Monitor and deploy trust-building actions**
...for all customers across specific regions and cohorts



END TO END VALUE STREAM OWNERSHIP

- ✓ **Establish process ownership**
...and shift from a function orientation to end to end integration
- ✓ **Implement a metrics architecture grounded in business outcomes**
...to more closely integrate delivery and impact with customer objectives, especially with senior leaders



EXECUTION AT GLOBAL SCALE

- ✓ **Implement an integrated governance model**
...across service areas and regions, with standardized escalation pathways internal to SSO
- ✓ **Engage all stakeholders together**
...across multiple service areas, partners, leaders, and direct utilizers, to support **transparent alignment, information sharing, and issue resolution**

*This transformation to a customer-oriented organization should be enabled by enhancements in SSO technology, including **digitized customer tracking and relationship management, flexible channel engagement, self-service customer analytics, and standardized platforms across service areas***

Customer Experience Best Practices



Customer Centric

Transform the mindset and behaviors of all GBS employees to view GBS as a service organization in service of its customers



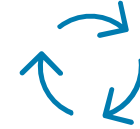
Transparent

Engage customers with what matters most to them and provide visibility to performance and issue resolution



Consistent

Strive to create a predictable and consistent customer experience



Be Proactive

Enable better understanding of customer needs, goals and pain points and come to the table with proactive insights and solutions



Run it Like a Brand

Extraordinary brands do one thing - **Create Value**. Set your brand, publicize it and the successes



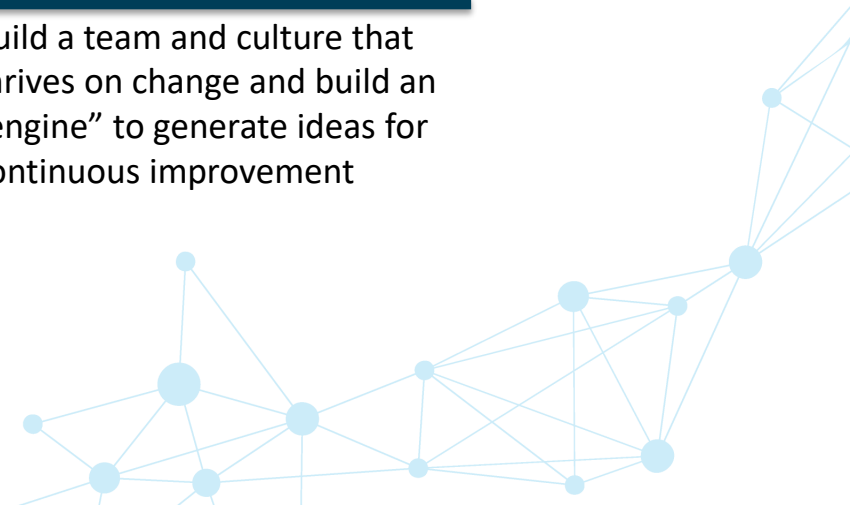
Leverage Technology

Leverage technology for customer interaction - providing the right channels, minimizing customer confusion and driving a consistent query resolution process



Lead Change

Build a team and culture that thrives on change and build an “engine” to generate ideas for continuous improvement





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