



## THE CENTER OFFICE – The customer experience

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It's your first day at your new company! You were virtually greeted by your new team and provided a personalized onboarding guide that outlines key things to complete within the week. You also received an invite to your first in-person team event. A few hours later, you were contacted via chatbot by the IT service desk, a part of the Global Business Services (GBS) organization, which offered a few types of laptops and accessories customized to you. Before the end of the day, your corporate credit card was provided, based on your profile, with easy access to a customizable spend dashboard, which further provided links to internal training courses on corporate card policies and time and expense systems offered by the Learning & Development team. Everything is coordinated seamlessly. You only need a few clicks to access the teams orchestrating in the background. You don't know how many corporate functions you have interacted with, but they know what you need very well and proactively offer solutions. "This is an amazing experience!" you said to yourself. **Welcome to the Center Office: the central nervous system of the enterprise.**

Deloitte's 2023 Global Shared Services and Outsourcing Report found close to 70% of the GBS organizations surveyed have either implemented or are planning to implement customer experience and user-centric design as a capability, with more than 50% of organizations incorporating customer behavior data to drive actions. We have found that most GBS executives seek to elevate a cohesive, world-class customer experience through common intake channel tools with triaging capabilities and standardized resolution methods—including function-agnostic orchestration teams focused on end-to-end results.



The following are critical *success factors* and lessons learned to drive cohesive and holistic customer experiences:



**Common storefront**—GBS organizations should strive to create easy-to-identify and -access help desk capabilities. GBS functions must collaborate cross-functionally as an integrated team throughout the customer value chain. To enable the “storefront” experience, formalize two or three intake channels to provide clear guidelines to customers to help define the proper resolution route. Typically, 1-800 numbers, online service tickets, and chatbots are popular choices for around-the-clock service. Implementing integrated and accountable workflows allows GBS to seamlessly incorporate multiple service delivery teams to coordinate outcomes, which is ultimately what customers genuinely care about.



**Personalized service**—As GBS serves as the organization’s central nervous system, ensuring that each customer’s experience is universally effective and efficient is paramount. Since many different customer personas exist, an organization cannot simply default to one standard dashboard view and expect a universal experience. Each persona has different needs, and their day-to-day lives may look significantly different, which requires customization and personalization under the “universal” umbrella. By creating customized dashboards with easy access to relevant applications for each customer persona, the overall experience will likely be pleasant and help ensure the customer’s unique needs are met.



**Easy to use and understand**—Easy-to-navigate self-service platforms and access should be standardized through intuitive online platforms. They should be built from the customer’s point of view and limit any usage of functional jargon that is difficult to understand. Effective and frictionless services, including minimal redirecting, a real-time feedback loop on service resolution and case status, and automatic push notifications on case status, allow customers to concentrate on their daily jobs rather than resolving queries.



**Accountable to users**—Set up performance goals based on corporate customer needs. Performance metrics should allow for meaningful tracking, root-cause analyses, and mitigation strategies that tie together functional and user needs. By being the center of the organization, GBS should strive to eliminate functional silos.



**Value marketing**—GBS and Center Office service leaders should conduct focus group discussions to drive awareness of the GBS service offering, capabilities, and channel to engage. GBS should be designed to deliver cross-functional capabilities, including assigning SMEs to rewrite policies and create a change-management playbook. Center Office is intended to be a value-add and deliver modernized transformation effectively. Further, marketing is crucial to success as it enhances the organization’s reputation, builds trust, and clearly illustrates the capabilities being focused on. GBS should leverage the customer data collected to promote “pull marketing,” generate enterprise wide demands, and build a deep level of trust with the customer that promulgates the importance of the ultimate customer experience.



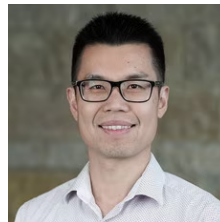
**In closing**, customers demand a more personalized experience from their interactions with corporate functions. Corporations should strive to transform GBS to become the center of the organization, develop a one-stop shop for all questions related to finance, procurement, and HR, and enhance the customer experience to be top of the line. For organizations to be pioneers in developing a cohesive GBS center, one way is to be proactive rather than reactive and ensure customer-centricity directs every step of the way. GBS leaders are well-positioned to lead the transformation journey; the time is **now** to enable the organization’s central nervous system and transform the back office into the Center Office.

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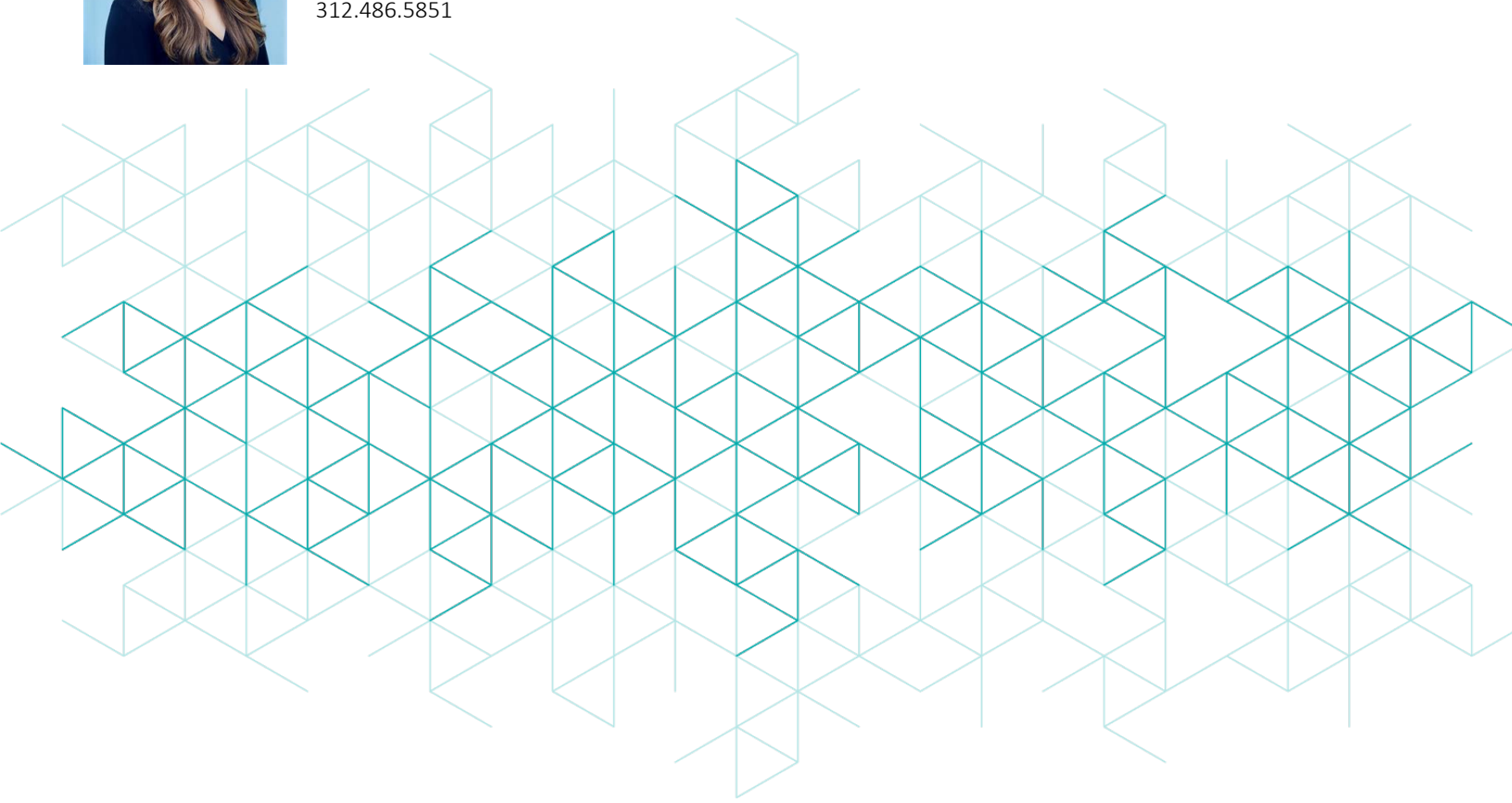
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