

# Chairman's Takeaways – Day One

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## Digitizing the Customer Experience

### *Julio, P&G*

- Digital counts at “the moment of truth,” **when the customer uses a product**
- 90% of the manual touches in AR were eliminated, **but the value was in the 10%** opportunity to get money back

### *Nick, Futurist*

- Demographics are useless – it’s about “**do you hate it, or love it**”?
- 7000 brick and mortar stores closed last year, and most blame Amazon
  - Borders and Circuit City provided **a bad customer experience**
  - Trader Joe’s tells a meaningful story and **provides a great customer experience**
- **Digital experiences** can be excellent (Doc on demand, Opternative)
- **Voice** will come full circle and be the new OS
- By 2020, the **customer experience** will overtake brand and price

# Chairman's Takeaways – Day One (Cont'd)

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## Planning and Implementing Robots

*Jay, Dell EMC*

- Plan on huge **hype**, followed by **disappointment**, followed by big **value**
- Within one year we automated **100 FTE's of work**
- Front office can offer even bigger value – we gave back **sales capacity**
- Partnership with **IT is critical** – you will need hardware, test beds, and access
- **Process SME's** were our best developers
- Building the **COE** took a few months, but then went from **3 robots to 400**
- Having multi-function worked to our advantage – could **automate end-to-end**
- **Our COE** = a) training, b) infrastructure, c) development, d) level 2 and 3 ongoing support
- We trained 263 people with about a **50% stick rate** for developers
- Our invoice analyst was an **average performer but an RPA superstar**

# Chairman's Takeaways – Day One (Cont'd)

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## Planning and Implementing Robots (Cont'd)

### *Mark, AA*

- Good RPA implementations get **4X value** and **improve processes 50%**
- Plan a **four month learning curve** for several robots, **then enterprise wide robots** in another six months
- Measure “**Bot Velocity**” – some companies are churning out 1-2 robots/day
- “**Bot stores**” – if one company has a working robot, why not sell it to another

### *Samir, Delphi*

- Three robots eliminated 21 FTE's of work in AP, and we are planning on 50-60 FTE's by year end – **headcount was eliminated too**
- Start with an RPA “skunk works” – **focus on the “A” first then governing the “R”**

# Chairman's Takeaways – Day One (Cont'd)

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## Transforming the Workforce

### *Daniela, Teva Pharmaceutical and Dan, Breakthru Beverage*

- Signs that your talent is ready for a modern GBS
  - Agility and flexibility – **willingness to rotate jobs**
  - Putting customers before process – willingness to get **involved with customer**
  - **VUCA – Volatility, Uncertainty, Complexity, Ambiguity**
  - Effective in global cultures – understanding **how diverse cultures solve problems**

### *Zach, Evoqua*

- Shift from local thinking to **enterprise thinking** – we reported regional/site HR to SS

### *Daniel, Coca-Cola*

- **Leadership track** used to be accounting/finance role, now **more of an analyst role**

# Chairman's Takeaways – Day One (Cont'd)

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## Pushing Forward (Continuous Improvement)

### *Daniel, Coca Cola*

- **Documenting processes** as a first step lends tremendous advantageous

### *Julio, P&G*

- **If cyber-security is an afterthought, we have trouble**
- **For every ten ideas**, seven die, three stick, and **one is the 10X**
- We track ideas in a dashboard – 45 days to adopt an idea, **27 days to kill an idea**

### *Zach, Evoqua*

- Don't hesitate to create "**buckets of leftovers**" – we postponed Payroll and Finance (too much too fast, but can come back to it)

# Chairman's Takeaways – Day One (Cont'd)

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## Working with the Millennials

### *Christian, Bacardi*

- **“Millennial” is an attitude**, not a generation
- We allowed **use of “Yammer” as a social media** business tool – were willing to send questions ahead of time vs. voice questions publically
- Our **training was informal** and pulled together on an as-needed basis
- We gave them **freedom to create** a newsletter and define their own content
- They loved engagement with **work-related sporting activities**
- Women in Leadership Committee was **not just composed of women**
- We **crowd sourced recognition** programs
- We replaced chairs with couches and had open and **unbound conversations with leaders**

SSOW 2018 North America

# Let's Get Going!

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Next Up...

Imagining the Future of Service Delivery!

Our Keynote Panel

Moderated by: Kapil Jain, Infosys



# Chairman's Takeaways – Day Two

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## Artificial Intelligence

*Karla, Coca-Cola and Pavan, Levis Strauss*

- We are doing **an AI pilot** with Watson to **improve candidate sourcing**
- **We use AI** to review history and determine **how problems were solved** in the past
- **We use AI** to gain real time **visibility of inventory**

## Future of BPO

*Parker Hannifin*

- **Standardize processes** now... or you will wind up doing it mid project
- Design **supplier proof of concepts** to encourage fail-fast culture



# Chairman's Takeaways – Day Two

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## Workforce Transformation

### *Andrea, MasterCard and Karla, Coca-Cola*

- Countries in Africa use **cell phones for ID cards** and financial transactions – Andrea
- **Re-skilling** is a bigger question than shared services – it is a national problem, a **global problem** – Andrea
- We will **transform our skill sets on average three times** – *Stanford study*
- This is **not a “death knell” for BPOs** – it simply gives us the freedom to determine what should be automated, internal, and outsourced
- We will be able to plug in the **right talent anywhere in the world** to solve problems
- We created a **Chief Data Officer (CDO)** role to focus on data governance

### *Mehdi, Microsoft*

- **Our hiring** had been done for yesterday, and needs to be done to **fulfill future needs**
- We went from an functional construct to a **service construct**

# Chairman's Takeaways – Day Two (Cont'd)

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## Future of GBS

*Juliano, Kraft-Heinz; Patricia, Loews; and Richard, Koch*

- Must be **global, multi-function**, organized **by process**, and **governance** with business
- Needs to report to one leader? – **Yes, Yes, No** (but must be coordinated)
  - Who does GBS report to? – CFO, CIO, and CIO
- We do not define anything we do as GBS, **just adding value – we are not mandated**
- Started with lift and shift **covered with a service blanket** – work from there
- Best time to **challenge us in the first three months**, when you have a fresh perspective
- Use an **ongoing challenge board** anyone can question a process
- It is **really difficult, seriously difficult** – local alignment, getting people to think across the enterprise vs. their business/country, and no one calls and says “good job”
- Strong functional leaders can **take advantage of exhaustion** or complacency

# Chairman's Takeaways – Day Two (Cont'd)

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## Future of Global Process Owners (GPO's)

### *John, World Vision*

- Each region created own P2P, but we **tasked them with integrating to one**
- OK for global environments to have *a few* standards (vs. one), and **allow exceptions**
- **Process documentation** can be **painful, but it is critical**
- **Shared service** is a good independent place to **house master data**
- Have **region process owners that liaise** between GPO and countries
- You **do not have to have common systems** to have a global process
- **Help country restructure their organization** after you shift work to shared services
- **Monitor adoption of the process**
- Process master **black belts are for sale** outside of the shared service
- **The GPO is responsible for training**, but not the training resources

# Chairman's Takeaways – Day Two (Cont'd)

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## Humanizing Leadership

### *Kris Wadis*

- **Our current motivation tactics** to retain important staff are to grudgingly offer more **money**, and a new **job title** or a **promotion without a raise**
- It is a **myth** that high **tech cannot be high touch** (Doc software)
- People will forget what you said/did, but will not forget how you made them feel - *Maya Angelou*
- Add **targets for behaviors** in your KPI's, not just \$
  - President of J&J has a metric of having the **healthiest workforce**
- **Poor staff motivation can cut productivity by 50%**
- **Avoid “presentee-ism”** (turning up for work when you could not care less)
- 31% of British workers would be **happy to report to a robot vs. their current boss**

# Chairman's Takeaways – Day Two (Cont'd)

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## Managing Change

*David, CCCI*

- I spent **two days listening** and having meals with an influential resistor
- You do not have to move negatives to positives, but **you have to get them to neutral**
- We established a **different but connected model for very small countries**
- Distinguish between the **philosophically pure** and the **pragmatically possible**

## Service Focus

*Mehdi, Microsoft*

- Do not get blindsided by tech – these are not technology projects, they are **people projects**

# Let's Start Day Three!

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Next Up...

Terry Jones

Travelocity Founder

Kayak Founder



*Turning on Innovation in Your Culture, Teams and Organization*



# Chairman's Takeaways – Day Three

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## Innovation

### *Terry, Travelocity/Kayak*

- Disruption **spreads** – automated cars
  - What about truckers
  - Do not need hotels anymore, sleep in the car
  - Who are police going to arrest?
- **Robots and drones will guide us** through stores, ship our packages, and make our cocktails
- **Block chain and 3D printers** will almost eliminate the supply chain process
  - Amazon will print your product in the truck on the way to your house
- **80% of our data is unstructured**
- If you do not like change, **you are going to like irrelevance even less**
- “How did your company go bankrupt?” **“First gradually, then suddenly”**
  - The Sun Also Rises – Ernest Hemingway

# Chairman's Takeaways – Day Three (Cont'd)

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## Innovation (Cont'd)

### *Terry, Travelocity/Kayak*

- Uber owns no cars, AirBnB owns no hotels, and Facebook owns no content
  - They own the “edge”
  - Where your customer touches the product
  - OPA = Other People's Assets – Less assets, more speed
- **Get ready to be sold** - Waze will sell you a donut, your car will give you a coupon for the 3 passengers in your car, and your washing machine will buy you a new tie
- **Amazon will print your package in the truck on the way to your house** – the edge
- Alexa only mentions **one product when you order** – what will that cost to be the one?
- You will be able to **talk to an ad with embedded chat bots**
- **AI is not coming... it is here**
- Step one, install software... **there is no step two (are you that easy)?**



# Chairman's Takeaways – Day Three (Cont'd)

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## Innovation (Cont'd)

### *Terry, Travelocity/Kayak*

- The day Kodak went bankrupt, Instagram raised \$1B – **Photography did not go away... Kodak did**
- AI is hard – the most important and **difficult part is training people**
- **The “Bozone” layer** is middle management, you have to reach through it and give people another chance – make it safe for people
- If it is your idea, it is innovation... **if it is done to you, it is disruption**
- If you get **Culture and Team right, innovation will flow**
- Innovation is like baseball – **if you fail 70% of the time, you are awesome**
- 20% of what you see at Kayak everyday is an experiment... **constant testing**
- When you fail... **kill projects, not people**

# Chairman's Takeaways – Day Three (Cont'd)

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## Innovation (Cont'd)

### *Terry, Travelocity/Kayak*

- **One persona at Expedia beat Travelocity** – combined air, hotel, and car. Take care in who you hire....
- Big teams do not innovate – **little teams do (2 pizza rule)**
- Who are the **idea approvers?** – people in the department?... **should be outside of department** (the jet plank)
- Internet was a C-suite position, **then it grew up, and we did not need it anymore**
- **Get out of the building**
- **Get funding from CEO**
- I used legal, and advertising... **but bypassed purchasing and IT (too slow)**
- **Hire people that do not fit in**

## Chairman's Takeaways – Day Three (Cont'd)

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### Process Automation (not RPA)!

*Richard, Koch*

- Can benchmark processing activities against each other with time stamps – Ben and Celonis
- Took a **couple months** to get up and running start to finish
- The transparency of the data **opened our eyes (140 day tickets)**... then we found other places to apply
- Created a COE on RPA **and process mining**
- Process mining allows you to **see bottlenecks** and target things you can do differently
- We manage the **technology, vendor relationship, and licensing in a COE**, but evangelize the product to the **business lines to identify the processes**

# Chairman's Takeaways – Day Three (Cont'd)

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## Customer Experience

### *Matt, Amazon*

- A remarkable customer experience **starts with heart, intuition, curiosity, play, guts, and taste** – you will find that in a customer satisfaction survey
- **Staple yourself to an order** and follow it around
- **Be the customer** – take the actual journey
- Do not take c-sat questions out of the box – **create questions that resonate** in your culture test anchor questions, and get reactions to statements, experiment
- Even when **customers do not know it, they want something better** – sometimes you have to invent on the customer's behalf

# Chairman's Takeaways – Day Three (Cont'd)

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## The GBS Journey

### *Simona and Laura, Walmart*

- With **trust** comes new partnerships and new services
- Digital will get you there, but **you need the tools to get better**
- **RPA** targeted areas of **processes with more people**
- RPA, if not done right, **can multiply mistakes fast**

Thanks for a great conference!

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See you at the next SSON conference!



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