GLOBAL BUSINESS SERVICES

Roadmap for Strengthening Ireland's Position as a Global Business Services Hub
and strategies for helping Irish-based Services Centres to continually innovate and evolve

NATIONAL STRATEGY

VISION 2017 & BEYOND

IDA Ireland

This report was borne out of excellent momentum generated by the Shared Services Forum.

Introduction

The Irish Shared Services Forum* identified an opportunity to capitalise on Ireland's leading position within the Global Business Services (GBS) sector through the formulation of a new national vision and strategy. **The latest strategy is being driven by a new wave of digital disruptors which are currently impacting the industry and will shape its future over the next five years.**

GBS is a significant employer In Ireland and to remain in this position it is important that the focus for GBS within organisations shifts to higher value-add services leveraging on the opportunities created by digital influencers such as robotics and artificial intelligence (A.I.).

In addition to outlining the strategy, the report also functions as a 'how to' guide for organisations looking to build their individual GBS roadmaps and take their offerings forward into new and exciting areas that will transform traditional business processes and drive shareholder value.

This report was supported by the Association of Chartered Certified Accountants (ACCA) and the American Chamber of Commerce. A core design group of 15 mature GBS providers located in Ireland were engaged over the course of the report development to build a practical and impactful strategic framework and a roadmap for implementation. Thanks to Accenture for facilitating these discussions as part of the Irish Shared Services Forum.

*now renamed Global Business Services Network Ireland

Executive Summary

The Global Business Services (GBS) market is undergoing a revolution. Disruptive influences are changing the way GBS operates. Technology disruptors are the most significant and impactful of these and have created unique opportunities.

This exciting new path requires a fundamentally new vision for GBS across all markets and specifically for Ireland.

Ireland has a unique opportunity to strengthen its position as the location of choice for large multinationals looking to expand existing facilities or set up new centres. Ireland can flourish and be a leading location globally for GBS as a result of its young, highly skilled talent pool, GBS experience and favourable economic environment.

It can be a place where creative and talented people work harmoniously with technology such as robotic automation, to build a GBS model that can truly powers organisations' growth and transformation.

Ireland should be positioned as a Centre of Excellence (CoE) globally for GBS Enabling Technology and have the capability to deliver automation and artificial intelligence projects globally from an organisation's Irish GBS centre.

Capitalising on these global shifts, Ireland's GBS centres can free themselves from traditional Shared Services stereotypes and upskill Irish talent to work at the leading edge of the GBS in new services such as Advanced F&A, Commercial Services, Data Management and Analytics.

Key to success will be Ireland's ability to build on the elements that brought Shared Service Centres here in the first place – the talent pool, the low-risk, low-tax business environment – and the speed at which we can bring many groups together across government, industry and academia to work together with the common goal of cultivating expertise and leadership in the disruptive technologies and new models that will power next-generation GBS.

The next phase is about shaping the building blocks of GBS – services, technology and people – and putting in place government supports and a skills strategy to achieve Ireland's vision of being **'Globally recognised as a Centre of Excellence for GBS, leading in specialised talent and innovative business services.'**

"IDA Ireland is delighted to facilitate and support this study and report. In conjunction with our client companies and partners we are confident that the vision and development path outlined in this report, will serve as a valuable guide for the evolution of the GBS Sector in Ireland. This evolution will be backed by a suite of IDA supports and the commitment of the whole IDA team to assist our GBS clients in the process."

Martin Shanahan, CEO, IDA Ireland

Ireland's GBS Vision

GBS Evolution - The History

Organisations over the last 20 years have been operating in an increasingly complex business environment. It has long been recognised that creating an operating model that delivers services internally across multiple business units from a shared capability can drive significant value and agility. The focus of this shared capability i.e. a global business services, is typically on servicing the business, employees, suppliers and customers.

The origins of GBS lie in Shared Service Centres (SSCs) which were originally established with a strong focus on cost efficiency through centralisation and standardisation. SSCs allowed businesses to concentrate on their core activities while contributing to cost reduction. In this guise, SSCs have suffered somewhat of an image problem, rarely seen as an innovative career choice, with a culture more aligned to a 'call center' environment rather than a transformation engine.

However, times are changing. Now Organisations want GBS to provide an enhanced customer experience for both internal users (business management, employees) and external users (suppliers, customers). They want a wider scope of activities that add value and enhance their digital organisations; services that go far beyond the repetitive business tasks traditionally associated with SSC. Both mature and new GBS sites in Ireland are grappling with this challenge. The mature need to evolve to survive while the new centres are being tasked with operating as a growth platform for their organisations' European business and need to scale rapidly to support that expansion.

"To me, an effective GBS strategy is all about looking at where the need is and finding ways to make life easier for people. To be successful that means moving with the times and constantly improving. It's all about agility, expertise and technology."

Stuart Kirk, Site Leader,
Xerox Europe Ltd

GBS has evolved from a traditional cost savings model to the delivery of value-adding activities.

"If we are to ensure that Ireland continues to be seen as a value destination for inward investment from countries such as the US, we have to develop our strategic capabilities even further including our technology and our expertise. There is no doubt this will result in many more opportunities for Ireland in this space."

Miriam O'Keeffe,
American Chamber of Commerce

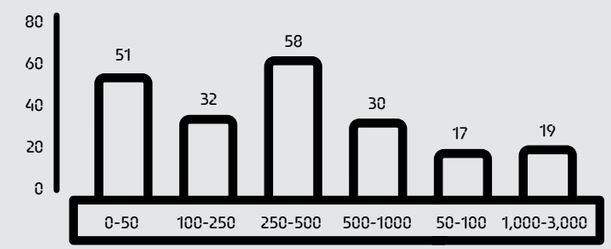
Ireland - The Story

Ireland has a long and successful track record as a leading location for the delivery of shared services and GBS beginning in the early Nineties.

The availability of a highly-skilled workforce, a low-risk, low-tax business environment, access to various languages, a low risk European base and proactive workforce with an innovative mind-set has made the country an attractive location for international companies to centralise their functional support activities.

GBS centres are already a major employer in Ireland with approximately 45,000 people in the sector. The majority of centres have below 500 employees (76%); around 9% are large-scale delivery centres with 1,000 employees or more.

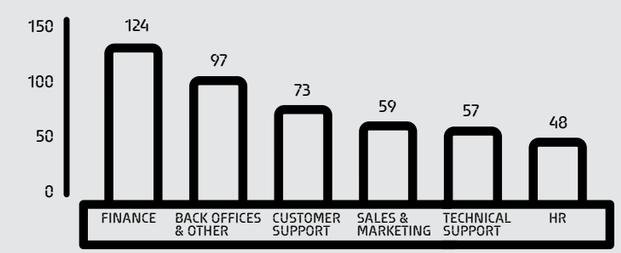
Size of GBS centres, # ftes, 2017



Note: Sample Size 207 GBSs. **Source:** IDA Ireland Research & Data

Irish centres have had a traditionally strong focus on finance as a result of a strong global reputation for excellence within the area.

 # GBS functions, 2017



Note: Sample Size 207 GBSs. **Source:** IDA Ireland Research & Data

Ireland's unique social and economic environment has driven the growth of the sector to date

Innovation
- Ireland is ranked 7th in the world for innovation (The Global Innovation Index)

Demographics
- One third of the population is under 25 years' old

Education
- 78% of school age population are in tertiary education (UNESCO, 2014)
- Third level education attainment is >22% above the OECD average
- Over 30% of students enrolled in science, technology, engineering and maths (STEM) courses

Wages & Productivity
- Irish labour costs have remained relatively stable compared to several EU countries which have experienced significant increases in wages and salaries
- Ireland is one of the most productive economies in the EU. Productivity levels are approximately 40 points above the EU27 baseline

Economy
- Fastest growing economy in the Eurozone – 5.2% growth in 2016
- Unemployment has fallen for the last 3 years – now below 7%

Cost of Living
- Inflation below the EU average since 2008
- Per the Mercer 2016 Cost of Living report, Ireland is below such cities as London, Paris, Zurich, Geneva, New York, Sydney and Singapore

Mature GBS Offering
- Over 200 companies operating in the GBS space
- Large workforce
- Abundance of skills and expertise in GBS leading practices

Specialised Service Provision
- 60% of GBS centres offer finance & accounting services

Technology
- Technology literate and with a strong existing uptake by organisations

Given the scale of the industry in Ireland there are significant opportunities to capitalise on Ireland's strengths and exploit the current disruption in the GBS industry

The 'Perfect Storm'

Ireland is at the apex of a GBS revolution with dramatic opportunities set to impact the sector

Global Business Services is undergoing a transformation as many different factors impact the way organisations view their service offerings. Macroeconomic and political global events are challenging the way organisations conduct business and structure their internal operations. New technologies such as Robotics and Artificial Intelligence are disrupting the way we view and organise work.

The traditional operating models for GBS functions are no longer delivering optimum benefits for organisations as their needs become more complex.

The core design group have considered the key themes that are disrupting the GBS sector and identified the digital agenda as the principal disrupter, impacting as it does on both the core ways of working within an organisation and the wider economic environment. The core design team's findings reflect global research on the c-suite's perception of the impact of digital on their businesses.

70%

feel that enabling market intelligence insights to improve competitiveness is a key driver for Digital technologies adoption.

100%

believe Digital Transformation will fundamentally change the way industries operate.

53%

are already piloting Digital Transformation programs.

73%

feel that usefulness of operational insights to improve productivity is a key driver for Digital technologies adoption.

Based on Accenture's Complexity in the C-Suite Pulse Research of 615 C-Suite Executives from multi-national companies.

The 'Perfect Storm' driving GBS change

Digital Disruptors

New technologies, like AI and machine learning, are revolutionising business services offerings (E.g. Automation is on course to deliver 40% of all transaction accounting work by 2020)

Business Lifecycle

Life expectancy for companies has fallen from 75 to 15 years in the last 50 years, and continuous innovation and transformation has become an imperative

User Expectations

Users, both external and internal, are demanding more from their service experiences and expect access from everywhere, intuitive features and a personalised experience

Low Cost Destinations

Increased competition from low cost economies and greater labour arbitrage opportunities make it harder for Ireland to differentiate from a pure cost perspective

Growing Complexity

Business requires real-time insights to make decisions and have increased volume and efficiency expectations of GBS functions

Geo-Political & Economic Landscape

Global political status quo is changing with increased protectionism and a growing anti-globalisation sentiment

Irish GBS organisations cannot be complacent in today's global environment. Business as usual is not an option.

In response to this disruption, companies are now moving towards more advanced models. Research is showing that the industry is evolving to focus on 'experienced based' services and/or solving more complex business problems, with almost half of companies expecting to use a more advanced service delivery model within 5 years.

GBS organisations are moving towards a customer-centric, end-to-end service based model.

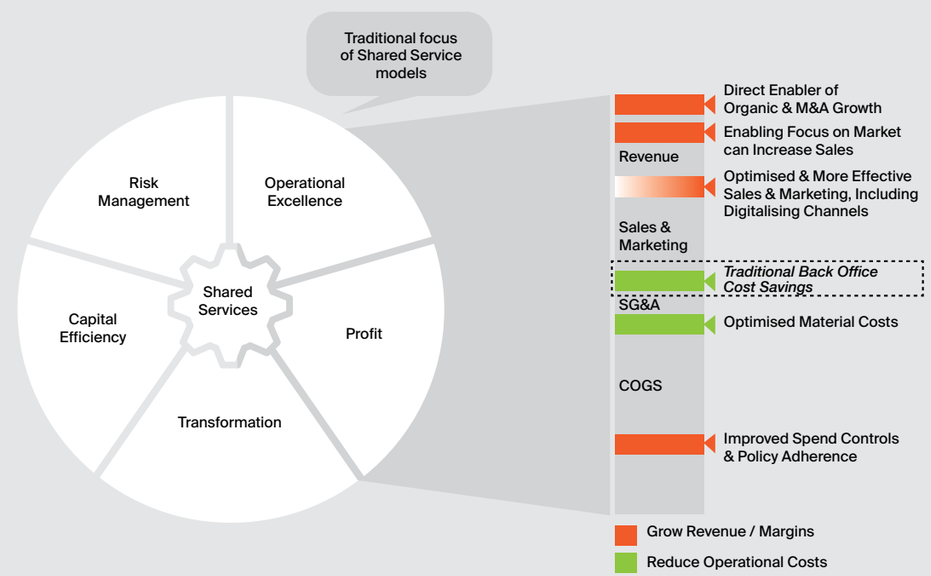
Traditional Shared Services

- **Cost reduction focus –** targeting labour arbitrage savings
- **Centralisation of activities**
- **Standardisation of parts of processes**
- **No coordination and limited convergence**
- **Heterogeneous performance**
- **Focus on traditional function –** finance, human resources, customer service, etc.
- **Establishment of Shared Services Centres** (SSCs) in discreet parts of business units, functions and countries

Advance Business Services Models

- **End-to-end service based**
- **Simplified customer experience**
- **Global process owners driving process efficiency & effectiveness**
- **Increased depth & breadth of scope provided**
- **Success measured by enablement & achievement of business outcomes**
- **Expanded leverage of strategic partners to bring capabilities**

It is through this approach that the next wave of value of the GBS model can be unlocked, and the organisation freed from the shackles of its sometimes-dull image.



Global Business Services **Vision 2017 and Beyond**

The key differentiator **of the 'new' GBS model is the integrated service offering that puts the customer at the heart.** This offering delivers a holistic service design that clearly defines the customer, identifies that customer's desired business outcomes and re-orients the value chain to deliver those outcomes.

Defining the customer

Commercial Services	Customer Experience	Supplier Experience	Employee Experience	Financial Services	Engineering Services
Front Line Sales & Marketing	End Customer / Consumer	Requisitioner of goods, materials & services & suppliers	Managers, Employees & Contractors	Business Leaders	Product Development & Manufacturing Operations

Identifying desired business outcomes

Commercial Services	Customer Experience	Supplier Experience	Employee Experience	Financial Services	Engineering Services
- Win / conversion rate - Market share - Marketable contacts - Sales cycle time - COGS reduction - Revenue enhancement	- Customer retention - Portfolio expansion - Referral sales - Customer satisfaction - Net promoter score	- Time to productivity (materials) - Weighted average payment terms - Days payable outstanding - Sourcing savings - Supply, demand & production planning efficiency	- Time to proficiency - Employee engagement - Retention/ regrettable attrition - Diversity	- Capital efficiency (ROIC, RONA) - Cash flow forecast accuracy - Corporate effective tax rate - OPEX reduction, margin improvement	- Product development cycle time - Safety incidents - Product defects - Production line (equipment) up time

Reorienting the value chain

Commercial Services	Customer Experience	Supplier Experience	Employee Experience	Financial Services	Engineering Services
- Digital productions - Virtual solutions - Trade promotions - Event management - Sales enablement - Product optimization - Product configuration - Transaction support - Incentive compensation - Inside sales - Technical services - Business analytics	- Customer onboarding - Customer master data - Order management - 360° customer support - Billing - Collections - Accounts receivable - Field service operations - Customer enquiry resolution - Web & self service mgmt	- S&OP support - Supply/demand planning - Strategic sourcing - Catalogue management - Sourcing administration - Vendor master management - Goods receipt - Accounts payable - Vendor portal administration - Supplier performance mgmt. - Contract compliance/audits	- Talent acquisition - Employee onboarding - Employee provisioning - Mobility - Learning - Workplace & technology - Travel - Total rewards & benefits - Performance mgmt. - Compliance - Exit - Payroll & T&E	- Accounting (cost, revenue, GL) - Book close - External financial reporting - BU financial statement prep - Fixed assets - Tax - Treasury - Cash management - Audit & compliance	- Product innovation support - Product dev support - Project management - Quality & control - Preventative maintenance - Lab services - Sustainability programs - Safety programs

GBS in focus

'The Service-led Approach'

Description

GBS organisations which are customer focused are emerging as drivers of the enhanced business value that organisations are now expected to deliver.

Today's customers expect the kinds of seamless, virtual interactions from GBS they get from commercial providers who service their personal lives. Yet, although research shows that 60 percent of existing GBSs organisations believe customer relationship management (CRM) will be the area of business most impacted by digitisation over the next two to three years, relatively few have digitised their customer interface, let alone delivering an integrated, customer-centric experience.

The organisations that do have such a capability tend to be clustered in a few consumer-facing industries. Banking, for example, where smart phone apps now enable swift and seamless online banking, even when you're on the move. Or healthcare, where jurisdictions with coordinated care networks can offer a single, digitised point of contact for all interactions.

GBS has much to learn from these innovations. Takes sales for example: The external customers of GBS typically interact at multiple points of a buy cycle. A fully digitised and integrated GBS model that supports sales would be able to see every one of those interactions, reference them, and respond to queries and deliver results remotely, via the customer's smart phone app—all at once. Consider, for example, how the Amazon app (and other online services like it) enables seamless search, purchase and delivery, with just one click.

Opportunities

Focus Manual Work on High Value Tasks:

- Virtual assistants to perform majority of back office interactions leaving workforce to deliver value adding services to clients

Increase Employee Satisfaction:

Digital Contact Center acts as a single point of contact for any employee's inquiries via multiple communication channels.

- The employees should enjoy zero waiting time, instant connection for moments that matter and fast inquiries resolution.

Drive Operational Excellence

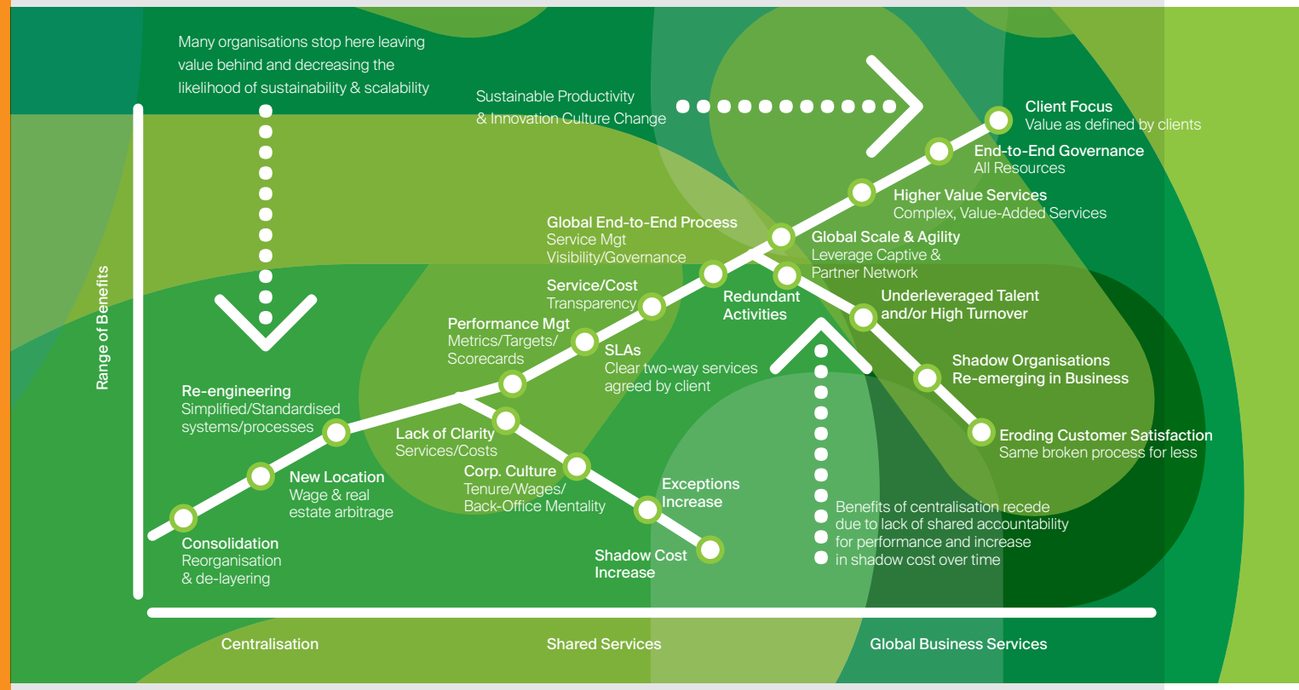
- Business outcomes driven productivity, costs and KPIs, data insights and value creation
- Virtual assistants can maintain up to 25,000 inquiries simultaneously in 20 different languages 24/7/365 and still provide a seamless experience to each individual customers

Why make this evolution?

Moving from centralised to global business services can unlock a range of benefits. However, it is crucial to maintain the momentum of this journey and to continue to evolve. Organisations both in Ireland and elsewhere who do not continually evolve their business services strategy will find that delivery of additional benefits becomes impossible, with the service organisation becoming stagnant and failing to deliver the employee experience that top talent will require, and the evolving services that their stakeholders will demand.

The risk of inertia

- Ineffective continuous improvement and service evolution opens door for low cost entrants
- Lacklustre governance and communication results in lack of appreciation for GBS value add by GBS key internal customers
- Stagnations and lack of change/evolution in team roles and progression results in employee engagement and attrition issues



A clearly defined and communicated GBS vision and strategy that is constantly evolves is key to avoiding this GBS 'trap'.

Global Business Services **Vision 2017 and Beyond**

Our Vision

To position Ireland to capitalise on this 'perfect storm', the Core Design group has shaped a vision for GBS that will cement Ireland's current position in the global GBS eco system, drive investment in Ireland, protect against disruption from technology and low cost competitors and provide compelling careers paths for Irish professionals.

> "Globally recognised as a centre of excellence for GBS, leading in specialised talent and innovative business services"

The vision is based on key themes that will be built or enhanced through the roadmap for the coming years

Centre of Excellence for Value Add services

- Global leaders in specific GBS functions and offerings – global process ownership sitting in Ireland
- At the forefront of GBS strategy definition and thought-leadership development within the organisation
- Pioneering and delivering the technology agenda as the centre of excellence (CoE) for GBS enabling technologies (robotics / AI / analytics) globally

Global positioning

- Pro-business fiscal and regulatory environment including favourable tax regulations
- Track record - Diverse set of global brands already invested in Ireland successfully
- A 'small country' intimacy with strong links between business, professional organisations and academia allowing greater collaboration on skills and leading practice
- Only English speaking country in EU with optimal time zone positioning
- Recognised as a leading country for technology innovation and development
- Strong support from and relationship with government through IDA Ireland, with ongoing support available, even after initial investment is made

Agile and pioneering workforce

- Adaptable workforce with can do attitude
- Available pool of specialised talent to support the expanded GBS scope
- GBS viewed as an exciting career path for graduates and experienced professionals
- Current workforce reskilled to meet future demands
- Extensive language capability delivery
- Renowned for complex problem solving capabilities – preferred location for addressing difficult problems
- Will shortly be the only EU country with English as a first language

This GBS journey is required to protect Ireland against low-cost competing regions & to preserve the current jobs base.

Through implementing this vision and transitioning to a value-adding GBS model at Irish GBS sites, key benefits will be realised in the areas of jobs transitioned, employment created and investment attracted.

Jobs transitioned

4,500 – 6,750 positions transitioned

- Move people into new roles to facilitate technology (i.e. robotics)
- Move up the value chain to higher value jobs

Employment Created

17,000 – 22,000 positions created

- Attract companies to establish their GBS in Ireland
- Addition of new functions / activities to current GBS offerings

Investment Attracted

€ 40 – 76mil investments p.a.

- Value of jobs created

Achieving the Vision:

the journey to GBS excellence

The vision will be implemented in three phases. The success of this plan will be enabled through a clear roadmap driven by strong leadership within Ireland's GBS industry, supported at a national level by the IDA and collaborating organisations such as ACCA and the American Chamber of Commerce.

Lay the Foundations
Building blocks in place to support the shift in focus

Implement Change
Create environment to facilitate GBS growth

Maintain Momentum
Continue to support the national GBS transformation

0-6 months

6 months to 1 year

1 year onwards

Lay the Foundation
- Tailor specific GBS transformation plans for clients and focused sectors
- Wide range of practical & financial supports available to GBS providers
- Shape a refresh/rebranding of the industry as a whole
- Education & training available to upskill resources and provide GBS core skills
- Practical and promotional documents and aids

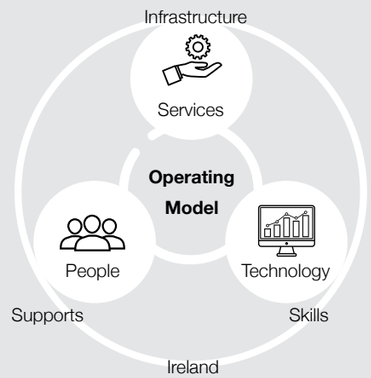
Implement Change
- Programmes to assist clients with ongoing GBS development
- Funding programmes
- Corporate targeting supports
- Public and corporate education on rebranded GBS value proposition
- Collaboration between organisations and academia on education & skills requirements
- Site visits & international marketing release

Maintain Momentum
- Ongoing support available to clients through IDA Ireland
- Funding programmes
- Expansion of education & training available
- International promotion

Global Business Services **Vision 2017 and Beyond**

Bringing the Vision to life in your organisation

IDA Ireland and other bodies will support Irish-based service centres on the transition to GBS. In strategies that align to the national roadmap and encourage sector growth, the focus will be on managing digital disruption around three core components of GBS: services, technology and people.



Services

- Irish GBS centres have begun to shift away from the traditional GBS services towards value-adding activities
- There is an increased focus on non-traditional service areas (customer & channels, analytics, etc.)
- Use of digital tools to carry out transactional activities, supporting the move up the value chain

Technology

- Irish organisations have embraced the benefits automation can bring to the way their GBS functions operate allowing the transition up the value chain
- Technology disruptors, such as robotics and analytics, are at the forefront of the drive towards efficiency and value creation in the GBS model

People

- Ireland has an enviable reputation as a location for sourcing highly-skilled, flexible people
- The operating model focuses on equipping the workforce with the skills required to excel in the changing business services landscape
- Assess the workforce's inherent capabilities and empower / upskill as required

Ireland has already started the journey to transform across each of the GBS model components. Your organisation now needs to build on and continue this excellent momentum.

Depending on the priorities and opportunities within your organisation, your transformation program may focus on some or all key areas of the operating model. This section provides guidance around both the implementation of discrete initiatives within each of the three key operating model pillars, and management of your GBS transformation journey through a more holistic approach.

Ireland is positioned to deliver a new, future-facing catalogue of business services.

Services:

The range of functions and services offered within the GBS context has room to expand and grow.

Ireland has excelled as a location for traditional business services providing recognised sector-leading finance services to global organisations.

- Based on the data collected through the IDA Ireland network, most GBS centres in Ireland can be categorised as follows – finance, supply chain incl. procurement, customer support, sales & marketing, technical support & HR
- Emerging functions include legal, fraud investigation, pharmacovigilance, sales & marketing, etc.
- Finance is the dominant area with 60% of GBSs supporting this service in Ireland

The next step in the Irish GBS journey is to expand the scope of business services synonymous with Ireland:

- Shift away from siloed process outcomes to organisations around customer needs resulting in better business outcomes
- To position Ireland as the global centre for services process ownership controlling the process transformation across the organisation
- Focus on non-traditional and industry specific service areas (customer & channels, analytics, etc.)
- Leverage technology to eliminate transactional activities, facilitating the move up the value chain

This transformation and movement is evident in Ireland already as several leading organisations have used Ireland's unique characteristics to successfully pilot and implement new, value-adding GBS services from the country.

From the wider range of possible service areas that can be delivered, the core design group's findings prioritised key service areas for focus. These prioritized services were selected based on their high potential impacts to the GBS function and their existing presence in the Irish market. Based on an organisations maturity level, practical and financial supports will be available for organisations to target these service areas.

These are:

- Commercial Services
- Data Management Services
- Analytics Services
- Advanced Finance & Accounting

In addition to the key priority services, certain sectors are being successful in shaping and delivering sector specific services. The organisation level roadmap should incorporate opportunities for expansion to these services (as outlined in Appendix II)

Case Study – Yahoo

The Yahoo Global Business Services (GBS) centre was established in Ireland in 2003. It was primarily focused on the finance function at its inception with activities such as order-to-cash, Accounting and Reporting, Global Inter-company, Statutory accounting & Compliance, Revenue Assurance, Project Management and procure-to-pay (including Payroll) being delivered out of the Dublin location. Over the next 2-3 years, additional functions and services were transitioned from the EU and United States to Dublin including Customer Care, HR, IT, Data Centre Operations and Editorial.

Between 2007 – 2013, a complex GBS transformation was undertaken to standardise, optimise and transform the way functions were delivered resulting in a value-adding operating model across the functions. As a result of the Irish team's quality-focused delivery and ability to transform the way global processes were managed and executed, the decision was made to make Dublin the EMEA Principal headquarters in 2013.

Key facts

- 185 Employees in the Dublin GBS Centre
- Operated in Ireland since 2003
- Yahoo Dublin is the EMEA HQ for Yahoo since 2013
- Team from over 24 countries and 60% speak at least two (2) languages
- Two (2) facilities: Point Village which hosts the primary operating functions and a EMEA Datacenter based in the Co. Dublin area which has recently been expanded & extended.

Since 2013, the GBS centre has expanded its service offerings at pace adding industry-leading scope and adding value across the entire organisation. Additional functions such as Pricing and Yield Management, Advertising Operations, Ad Tech, Ad Creative and Optimisation, Ops Finance incl FP&A and Legal are being delivered out of Dublin using the GBS model.

Operations in Ireland are now well positioned for Yahoo as they move to a new and exciting phase as part of the Yahoo/AOL merger under the Verizon acquisition strategy in 2017.

Service expansion in focus –

Commercial Services

Context

With the growth of globalisation and digitalisation, the ability to engage with and react to your customers is paramount for competitive advantage.

Commercial services cover the front line sale and marketing activities of the organisation. This function encompasses key areas within Sales and Marketing, including sales channel enablement, operations and reporting and analytics. The convergence of cultures and tastes has increased the scope and ability of organisations to avail of centralised business services around the Sales and Marketing function, and creates the time and resources to implement market and client-facing strategic activities more efficiently.

Proposed Scope

- Pricing and Quote Management
- Opportunity Pipeline & Lead Qualification
- Channel / Trade Promotions
- Sales Cycle Time
- COGS Reduction
- WIN/Conversion Rate
- Innovation Project Management
- Digital Marketing & Social selling
- Web optimisation

Opportunity

Ireland has the characteristics to delivery across the commercial services value chain through an expanded GBS services scope:

- Strong, multi-cultural workforce with extensive language capabilities
- Track record of creative and innovative thinkers
- Strong network and eco system of organisations delivering sales activities from Ireland, mainly from the software industry but widening
- Experience of implementing shared business services across geographies
- Strength in analytics (see above) which can be used to drive pricing insights and for making better qualified decisions

Global Business Services **Vision 2017 and Beyond**

Service expansion in focus –

Data Management Services

Context

As the explosion of data continues, there is increasing pressure on organisations to manage it more effectively. New regulation, such as the European General Data Protection Regulations coming into force in May 2018 and impacting the management of all Personal Identifiable Data (e.g. name, address, email) will further increase demands on organisations.

Companies require robust ways to:

- Harness their data as an asset to drive insights and value in their business and
- Ensure that their data is robustly and securely managed

A holistic approach to data management is required, one that coordinates people and business processes as well as technological innovation. Companies typically consider key elements such as data architecture, data processes, data control, security and storage when planning how to manage their data.

Proposed Scope

- Data governance and regulatory compliance (ie GDPR and other legislation such as Data Protection)
- Data storage
- Master data management including data harmonisation and cleansing
- Analytics (see separate below)

Opportunity

Ireland can effectively deliver services across the entire data management supply chain to support GBS customers maintain high quality data.

Attributes include:

- Established skillsets in finance data management
- Ready access to large amounts of organisational master and transaction data through delivery of ancillary services such as finance and accounting and management of ERP
- Strong compliance, reporting and governance capability
- Flexible regulatory environment and collaborative approach with regulators
- Temperate climate that is conducive to data storage

Service expansion in focus –

Analytics Services

Context

Organisations are becoming more proficient in their use of internal and external data to create competitive advantage by developing analytics capabilities and statistical models to answer business questions.

In almost every Irish industry, in almost every part of the world, companies are seeking to tap into the power derived from analytics-driven insights. They are striving to become insight-powered enterprises, defined by a culture where data is leveraged to support decisions at all levels of the business.

The significant benefits that can be delivered from effective analytics are becoming more and more proven. It is increasingly regarded as 'business as usual', rather than leading edge. It is contributing to commercial success in many sectors – fraud detection in insurance, for example, or predicting consumer behaviours in retail.

GBS organisations should be exploring new, creative ways to organise, source, and deploy analytics capabilities that include information management, performance management, statistical and quantitative analysis, explanatory and predictive models, and fact-based management to drive decisions and actions.

Underpinning this shift are new operating models that enable organisations to cultivate the analytics and data science skills they are going to need in every part of the business, from customer service to project management.

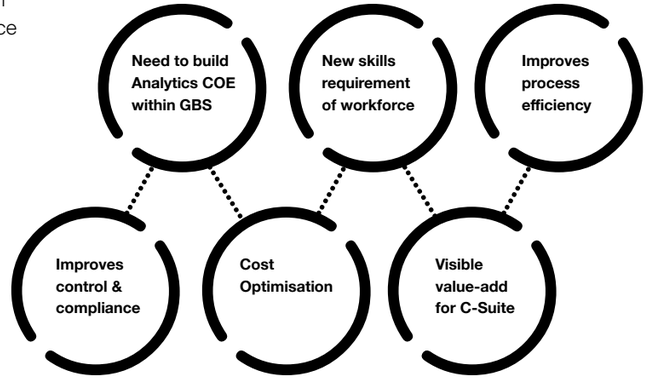
Proposed Scope

- Data management (see previous section)
- Finance process analytics (i.e. Payment analytics, etc.)
- Pricing, sales performance & promotion analytics
- Consumer lifecycle analytics
- Talent Analytics
- Project management, storytelling and insight execution

Opportunity

Ireland can deliver end-to-end analytics services leveraging its current capability set and strengths:

- Strong data management capability
- Strong analytics capability through finance services that can be refocused to more value-add activities
- Good case examples of analytics being driven in Ireland today
- Strong academic focus on analytics at Bachelors, Master and Phd level
- Demonstrable investment in analytics R&D
- Collaborative mind set needed to bring cross functional teams together to harness and act upon key insights (i.e. IT, Finance, PMO, Customer Service)
- Organisations are becoming more proficient in their use of internal and external data to create competitive advantage by developing analytics capabilities and statistical models to answer business questions.
- Ownership of key processes through current GBS scope that have potential to be optimised through analytical insights



Global Business Services **Vision 2017 and Beyond**

Service expansion in focus–

Advanced Finance & Accounting Services

Context

This sector has seen a lot of volatility in recent years and the future is by no means certain. Fast-changing markets and consumer demands are placing new pressures on the finance function. They must respond in a more agile and insightful way.

The digital revolution is supporting this journey, allowing repetitive tasks to be automated, and delivering better visualisation and real time analysis – freeing up finance time to focus on future value growth.

The role of GBS Finance becomes ever more significant in the light of significant changes:

- 80% of finance services will be delivered by cross-functional integrated teams
- Staff productivity will increase by 2 or 3 times
- Costs will decline by 40%
- 90% of finance reporting will be in real time
- Half of finance staff will do forward looking analysis

Proposed Scope

- Insight and interpretation of key financial data and trends
- Planning and forecasting
- Business case development
- Profitability analysis
- Decision making support through insight and analytics

Opportunity

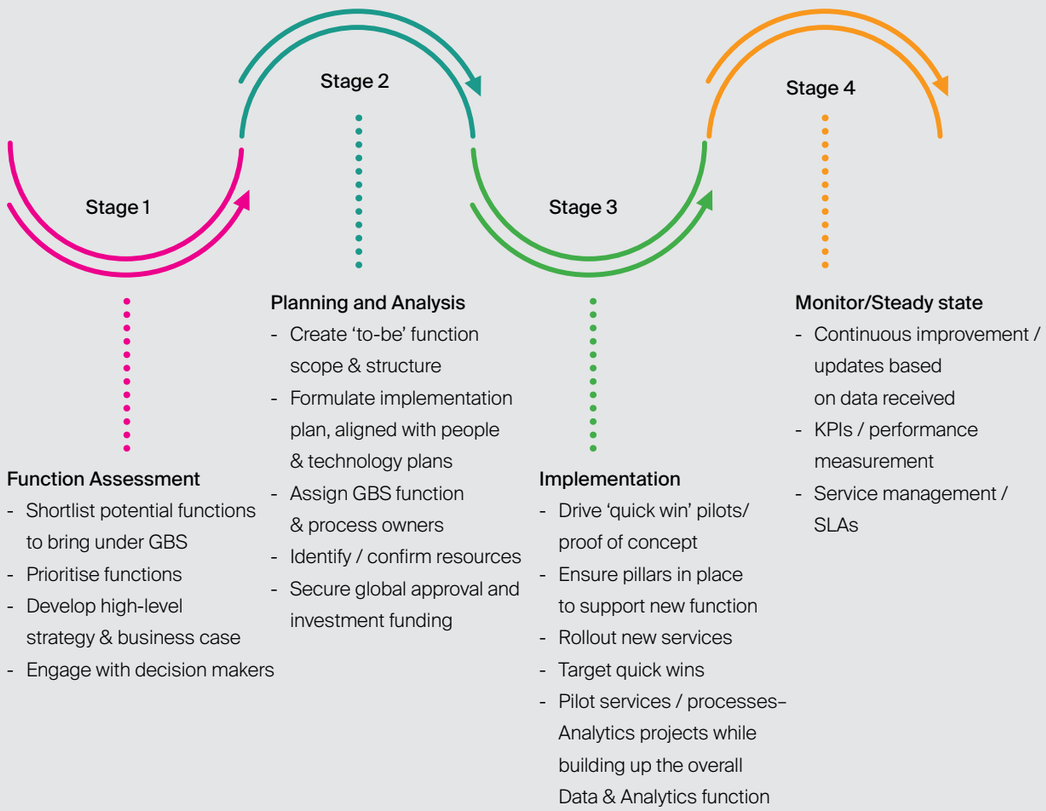
Ireland has a strong finance capability and currently delivers a set of services right across the value chain, from historical accounting to future focussed financial planning and analysis.

Finance professionals within GBS can use their capability to rapidly pivot and expand to provision services in the finance business partnering space through leveraging their:

- Strong and deep existing Finance capability
- Collaborative mind set and cultural ability to influence

Implementing additional GBS service scope – Getting Started

To successfully introduce additional services into an existing GBS centre, there are a number of key stages to undertake to ensure success. In reality, different GBS centres have varying maturities and different levels of skills and expertise. Therefore the guidance can be used as a starting point and modified to best match your organisations stage of the GBS evolution model.



Technology -

Technology disruptors are at the forefront of the GBS evolution and are changing the delivery of services

Technology and digital disruption is very real and is fundamentally changing the way entire industries operate. Recent rapid adoption of technology enablers is fuelled by the need to gain better insight and improve competitiveness as well as lower cost. The technologies which impact on GBS help drive efficiencies and effectiveness. For example, automation can deliver 20%-30% savings on the traditional finance function activities of order-to-cash, procure-to-pay, record-to-report and financial planning.

The uptake and use of the disruptors can accelerate the transformation of the GBS organisation.

Key technologies that are crucial enablers of an advanced GBS operating model include:

1. **Automation**
   a. Process automation – robotics used for transactional activities
   b. An alternative to outsourcing / offshoring
   c. Integrated desktop
   d. Digital / Virtual assistance to answer queries & provide guidance

2. **User / Customer Experience**
   a. Designed outside-in, experience at center
   b. Success measured by customer outcome – confidence breeds growth
   c. Service experience design/digital interface
   d. Customer interaction & analytics (ticketing, support, etc.)

3. **Mobile / Social**
   a. Service request & inquiry management
   b. Information distributed to handhelds in real time
   c. Collaborative continuous improvement
   d. C-suite dashboards & information to make decisions

4. **Artificial Intelligence**
   a. Cognitive computing
   b. Technology that is adaptive & interactive
   c. Industrial Internet of Things
   d. Service innovation

Case Study – **Accenture**

evolving additional service scope

The evolution and transformation over the past 18 years of Accenture's Corporate Functions hub in Dublin is a great example of how we take what's new and apply it now.

Initially the key focus was on standardisation and centralisation, moving away from distributed, country-based functions to regional hubs. Originally we served only two regions – EMEA and North America. As our capability matured, our services have evolved and scaled significantly beyond the initial scope.

Through continuous focus on innovation we have helped define the next generation of Shared Services. Dublin is at the heart of this and the latest services include:
- Programme Management
- Forecasting and Planning
- Global Process Ownership
- Sales and Marketing Support
- Event Planning

Key facts:
- Established: 1999 in Dublin, Ireland
- One Facility: Grand Canal Plaza, Dublin 2
- Employees: 200
- Nationalities represented: 15
- Time Zones: working across 3 time zones and 7 currencies
- Services: Shared Services; Finance Services, Location Support, Client Services

We have two focus areas that have, and continue to, contribute to our growth in Dublin.
- Developing our people. Supporting our people to bring their best self to work is our goal in everything we do. We support and empower our people to see themselves as true partners and advisors to the business. We also ensure that we have the right people in the right place by ensuring our people are doing interesting work and work that matters. This we find is key to long term success.
- Staying relevant. We continually review our strategy and apply business intelligence and other analysis tools to assess our strategy and direction.

"The pace of change in today's environment is unprecedented where robotics, automation and artificial intelligence have transformed the way we do business. We know that current and future technologies will affect many transactional roles in shared service centres and Ireland needs to be ready for this change."

Liz Hughes,
Head of ACCA Ireland

Of the technologies outlined above, automation has the greatest opportunity to impact GBS. The introduction of robotics is driving efficiency, effectiveness and control within GBS organisations, Robotics allow 'quick wins' to be generated while wider operating model transformations are being undertaken (i.e. short timeline for proof of concept and delivery).

Automation has become a viable alternative to outsourcing / offshoring of transactional activities to low-cost regions and is therefore a key pillar of Ireland's GBS vision. Conversely, by not capitalising on the advancements that 'new tech' can bring as a matter of urgency there is a risk of losing existing scope to these low cost locations.

The implementation of automation requires relatively low effort but results in considerable increases in quality and productivity which leads to significant cost reductions. Key benefits include;

Value generating
- Up to 80% reduction in processing costs
- Ability to deliver payback on investment in circa 3 - 6 months if implemented at scale

Improved efficiencies
- Up to a 43% increase in number of team members able to focus on customer outcomes thus eliminating human error
- Increased productivity with the potential to operate 24/7. Less FTEs needed to complete repetitive tasks
- Provides greater visibility and auditability of transactions with better control over end to end process

Human resources
- Results in better management of seasonal demand
- Higher staff satisfaction by eradicating monotonous tasks allowing individuals to focus on higher value work

Artificial Intelligence (AI) is the next evolution after robotics and is already influencing the GBS sector in areas such as language processing, customer service, etc.

Following an analysis of the technology enablers & disruptors, the core design group arrived at a selection of key focus themes:

- Challenge low-cost competitors by positioning the Irish GBS organisation as a 'Centre of Excellence' for robotics / AI, utilising these technologies to drive differentiated services from Ireland
- Automate low-value, transactional activities and move people into higher value roles (e.g. AP specialists move into business partnering roles)
- Reskill teams to become experts in technology innovations such as robotics/AI and create mindset for GBS teams in Ireland to be drivers of this competency with the organisations

GBS in focus –

Intelligent Automation is more than just "Task Robotisation"

Description
Robotic process automation ('RPA') is the governance and use of technology to run processes or sections of processes on core business applications, such as Excel, Oracle, and SAP. RPA technology can replicate the same steps as human beings in these processes.

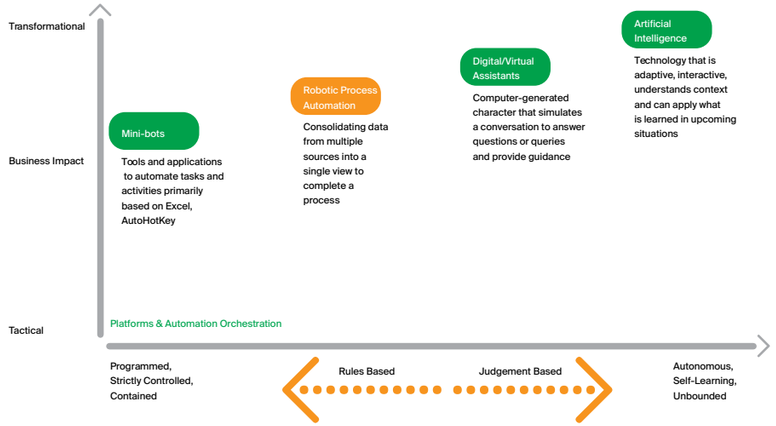
RPA was borne out of the use of robots to perform software testing, but has evolved over the past decade to enable GBS organisations to automate tasks. It can release a GBS centre's most important resource, its people, from high-volume, repetitive roles to do more demanding and valuable analytical work.

In short, RPA can empower workers through technology and enable firms to do more with available staff.

Opportunities for Irish GBS Organisations
- Desktop Automation: Implement simple tools and applications to automate tasks and activities
- Robotic Process Automation: Consolidating data from multiple sources into a single view to complete a process, e.g. Order to Cash, Procure to Pay
- Digital/Virtual Assistants: Computer-generated characters simulate conversations to answer questions or queries and provide guidance
- Artificial Intelligence: Technology that is adaptive, interactive, and understands context, can apply what is learned in multiple scenarios

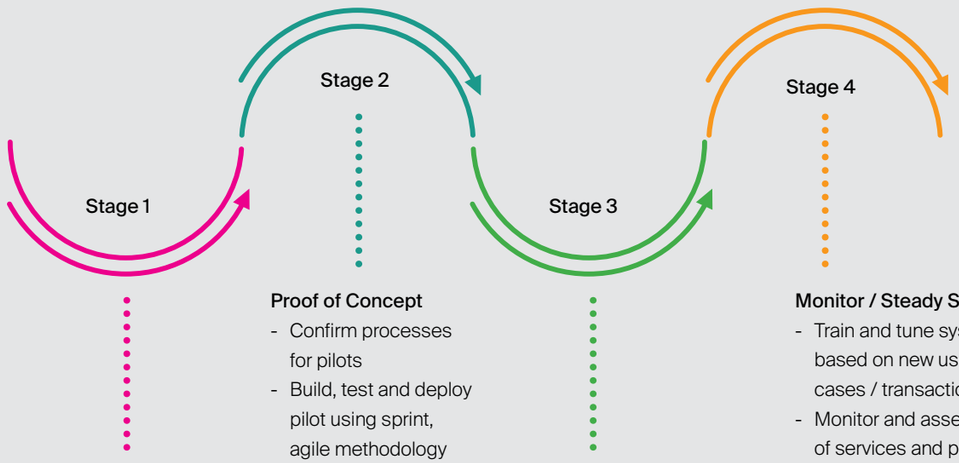
It can be applied to processes of varying complexity, ranging from removing tedious repetitive work to automating tasks. It has the potential to free employees from monotonous low-value tasks, which means their skills can be reoriented to value-creating business roles.

RPA is part of a continuum, which spans desktop automation and artificial intelligence. With robotics, you build an automation platform for your middle and back offices as well as support functions with quick and easy implementation timelines.



Implementing Enabling Technologies – Getting Started

The technology roadmap can be tailored depending on the needs and aspirations of the organisation. Within this plan there is scope to undertake smaller pilot programmes in areas such as RPA to develop a strong business case for a wider technology enablement programme. The duration for such pilots to show proof of concept (PoC) and establish benefits of the action can range between 8 – 12 weeks.



Discovery
- Set the goals & objectives for the programme
- Identify functions where technology (i.e. robotics) can be implemented and prioritise activities
- Design 'to-be' state and process flow for automation
- Create initial business case & pilot scope
- Engage with key stakeholders

Proof of Concept
- Confirm processes for pilots
- Build, test and deploy pilot using sprint, agile methodology
- Analyse results of pilot
- Train impacted resources and redeploy to other areas / activities
- Communicate findings
- Confirm proof of concept
- Define deployment scope and plan

Deployment
- Operationalise and deploy solution into the E2E process flow
- Resources trained and learning / training plans in place aligned to future demand & roadmap
- Update technology roadmap – next steps
- Report on benefits achieved through pilots

Monitor / Steady State
- Train and tune system based on new use cases / transaction types
- Monitor and assess quality of services and performance
- Monitor and update knowledge
- Operate as per SLAs
- Ongoing technology support

People

The reality of digital disruption means a redesign of the workplace and the workforce

Advances in digital technologies are impacting GBS and its workforce as the pace of change increases. As we have seen, digital disruptors such as robotics, AI and virtual assistants may perform the majority of back-office interactions in the not too distant future. This will allow human experts to focus on delivering more value-add activities in the GBS model.

Rare skills will become more sought after and millennials require a competitive working environment to drive value in their work, compelling organisations to develop a more agile organisation design and a more flexible workforce model. Employee's expectations of what work means to them are also changing dramatically and will have a profound impact on how the workforce will be structured in the future. Employees now hold opportunities for growth, further responsibility and recognition in higher regard then the traditional monetary compensation.

Employees require the organisation they work for to be digitally enabled with high levels of service excellence.

The interaction between the employee and the company should be seamless and on par with the leading customer facing service providers.

The core design team identified key areas of focus moving forward and these elements form the basis of the national and organisation level roadmaps:
- GBS leaders must "lead from the front" embracing technological disruptors and being proactive in attracting new scope
- Enable people to develop additional skills and increase their market value
- Offer attractive career progression while satisfying the needs of a more demanding millennial workforce
- Acquire talent and retain workers through high value roles
- Increase labour productivity by unlocking human potential through the power of technology
- Foster an environment of innovation and creativity in the workplace

Case Study – **Novartis**

The key for the Novartis Global Service Centre (NGSC) in Dublin is to focus on what makes Ireland different: and that is the strong talent pool based in Ireland and the ability to deliver specialised services to a very high quality at a competitive cost. This NGSC together with the wider network of NGSCs globally, as part of Novartis Business Services, help Novartis to be competitive in the pharmaceutical market. NGSC Dublin delivers HR, procurement, IT and scientific & commercial services.

Key facts:
- Established in Dublin in 2013;
- Employs almost 600 people in the NGSC; and
- Approximately 80% of staff have been recruited locally.

Services are offered out of the wider global network of service centres based on considerations such as cost; language; time zones; and availability of local skill sets. There is a strong partnership among the centres to deliver solutions to customers leveraging the competitive advantages of the centres.

The key for Ireland is to concentrate on high-end, innovative and specialised services such as medical communications, clinical trial services, digital content management and commercial consulting, which are provided out of the Dublin centre.

GBS in focus – the workforce of the future **needs to be agile and capable to adapt to ever changing circumstances**

GBS organisations must create a flexible, multi-skilled workforce that works seamlessly with technology such as automation. Organisations must decide how to best utilise these technologies to support their teams. There are many benefits for the GBS organisation and employee: greater productivity, safer and potentially more satisfying work as monotonous tasks are automated. People are upskilled to focus on value adding activities.

What will the Future workforce look like?

1. GBS call centre employee:

- Instead of routing calls to the first-available agent with the right skills, AI matches calls based on personality and behavioural analysis
- Automated transaction processing frees up workers to focus on interacting with empathy
- Emotional computing analyses customer sentiments to enable better responses
- Analytics and AI reveal customer needs and anticipate future issues and next sales, enabling predictive problem resolution and better cross-selling

Impact

- Digital will enable employers to compete for talent by offering highly specialised, customised work experiences
- Workers will have portfolio, non-linear careers seek organisations that give them growth and learning opportunities
- Workers will expect freedom, participation, and transparency
- Workers will enter a new era of becoming digitally "quantified" leading to a new era of "hyper-meritocracy"
- Smart spaces will emerge that transform the physical experience of work

2. GBS Manager:

- Technology-enabled transparency enables self-directed individuals to collaboratively decide when and how to carry out a task – without the need of managers to coordinate people
- Artificial intelligence can also take on the managerial role of planning as well as monitoring and reporting performance
- Freed of these tasks, managers will spend more time on people and relationships, externally with customers and internally with staff, and on experimenting, analysing, and learning
- Managers will augment AI and make decisions collaboratively

Opportunities

- **Multi-Skilled Teams:** Should the workload in a specific area exceed capacity, tasks can be shifted to other teams
- **Enablement and Learning Tools:** People are better able to multi-task; when in doubt they can refer back to training materials
- **Process Handoffs:** Only certain process steps requiring a limited degree of specialisation are shifted internally
- **Demand and Throughput Transparency:** Capacity is always optimised as teams with a little workload can support other teams experiencing a peak
- **Analytics and Case Routing:** The ticketing tool automatically manages workload and provides forecasts that will inform team management

"As Ireland continues its multicultural transformation it is not only growing its own talent, but is also attracting talent from all over the world. The type of talent needed to drive the vision and values of a Global company in all aspects of a GBS. The ability to attract this talent and the accessibility to skills from around the world makes Ireland a fantastic opportunity for any Company"

Paul Doyle, Senior Finance Director, Global Controller Organisation (GCO), Oracle

Implementing Workforce Transformation – Getting Started

To ensure your GBS organisation is positioned and ready to address the changes and challenges brought about with the shifting values of the workforce, a clear plan is required to develop the workforce across two key areas – re-skill and re-design work.

Re-Skill

Accelerate reskilling of current workforce to:

- Move up the value chain
- Target rare high value skills
- Create an internal pipeline of talent

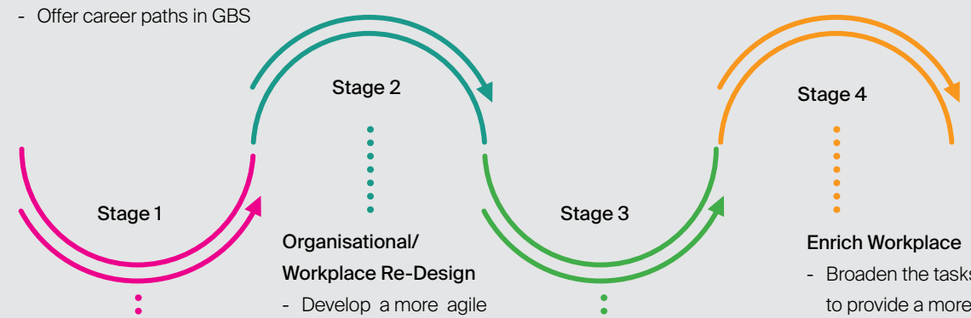
Re-Design Work

Redesign the GBS workplace to:

- Unlock the potential of current team
- Attract the best talent in a competitive environment
- Offer career paths in GBS

The roadmap for people is built around a set of key objectives which will form the basis for the proposed activities:

- Decide on target competencies for the digital disruption
- Establish a continuous learning workforce
- Set out and optimise the roads to competency in new areas
- Ensure productivity effectiveness in light of the new ways of working and digital enablers



Capability Assessment/ GAP Analysis

- Complete an assessment of current capabilities within the GBS organisation
- Predict talent needs over the coming years, and implications on actions today
- Assess social interaction / problem solving, judgement and EQ and AI interaction competency needs

Organisational/ Workplace Re-Design

- Develop a more agile organisational design – 'fail fast'
- Create a more flexible workforce model – role-and competency based
- Move from reactive to proactive service provisioning
- Enable change
- Knowledge capture
- Design the roads to competency for key targeted behaviours
- Establish the "rules of game" toolkit around service transactions

Implement Re-Skilling Programs

- Reskill at the top of the house – technology experience & fluency, leadership skills, beyond metrics (more holistic management approach and not only focused on metrics for tracking progress)
- Keep building what you have
- Change the mind-set of the concept of learning
- Use digital to learn digital
- Drive a "self-help", ubiquitous continuous learning and re-skilling culture owned by operational leadership

Enrich Workplace

- Broaden the tasks of teams to provide a more diverse array of tasks for employees
- Allow people to develop additional skills and increase their market value

Bringing it all Together -

Your Company's Journey

While there is value in rapid delivery of 'point' initiatives across the three pillars of GBS, the most effective approach to define the strategy for your GBS location is in taking holistic view of the capability of your site, then shaping an integrated strategy and business case that creates a compelling case for change that can be communicated throughout your organisation. This approach can be achieved through structured phases:

Stage 1 - Strategy & Concept Development
- Stakeholder mapping and communication
- GBS vision and value proposition
- Set desired end-state
- Develop business case for GBS transformation

Stage 2 - Assessment
- Organisation Health Check – as-is assessment
- Baseline and benchmark performance vs. leading practice
- Assess capabilities vs. level of mastery (i.e. processes, people, etc.)
- Identify key gaps and opportunities
- Identify function and activities where technology can support (i.e. robotics)

Stage 3 - Analysis & Planning
- Define to-be state including revised operation model
- Develop training requirements and train / upskill / source resources
- Technology pilots as quick wins / proof of concept
- Develop detailed implementation plan across work streams

Stage 4 - Implementation
- Rollout implementation plan
- Identify and confirm resources
- Ensure operating model, people and technology are in place to support new function(s)
- Rollout new services to organisation
- Target quick wins
- Employee learning / training plans in place and aligned to future roadmap
- Report on benefits achieved through pilots

Stage 5 - Review & Monitoring
- Continuous improvement / updates based on data received
- Monitor and assess quality of services and performance
- Monitor and update knowledge
- Operate as per SLAs
- Ongoing technology support

Addressing the Barriers to Transformation

Potential Barrier	Action to Address
Unsuitable skillsets/lack of capability in certain service areas	- Detailed national and organisation level plan to reorientate workforce towards the required skillset - Support from IDA Ireland to build skill set and develop capabilities - Focus on value add services
Ongoing cost perception versus low cost locations Lack of influence for Irish GBS operation at global decision making level in organisations	- Stakeholder planning and communication strategies - Proof of concept delivery to demonstrate clear value - Intervention at national level if needed - IDA Ireland support through co-pitching - Coaching and guidance for GBS leadership - Rebrand of shared services
New capabilities required for Irish GBS leadership to drive vision Rebrand of shared services to GBS Unable to differentiate from other locations Inability for organisations to prove business case	- Reinvention/refresh of GBS brand at national and organisation level - Country focus towards positioning as leading location for disruptor technology - Funding assistance from IDA Ireland to engage consultants and fund technology pilots

Key Success Factors

Transforming the GBS operating model and expanding the service catalogue offered requires careful planning and leadership support. Your program's success will be dependant on 'getting it right' from a planning and execution perspective

1. Leadership Mandate
Leadership involvement and support is critical to the success of the GBS transformation. A C-suite mandate should be obtained with sponsorship and agreement to the Irish GBS operations long-term aspirations.

2. Think like a Business Innvoator
Irish GBS leadership need to think like business leaders, operating with the same commercial drive, awareness and tech savvy mindset as other business divisions.

3. Phased Implementation Plan
The transformation journey should be carefully planned with detailed phasing and prioritisation of GBS scope undertaken to ensure value is realised quickly, using a piloting approach to prove success before committing significant investment. The plan should be aligned to the corporate appetite for change and validation points should be created across the implementation plan to track progress.

4. Robust Change Management Strategy
Regular communication should be established between all stakeholder groups to ensure alignment across the organisation and buy-in to the GBS transformation agenda. A culture of GBS value-adding is desired across the company and it is critical this is integrated in the overall approach from the outset and not as an afterthought.

5. Team Capability and Governance
A strong and capable transformation team must be established with accountability and responsibility for delivering the GBS vision including the creation of the governance framework which should cover the full duration of the strategic transformation.

6. Strong Business Case
Formulate a robust business case clearly outlining the value case for transformation and expansion of GBS services within the Irish delivery location. There should be universal clarity on the value created – the organisation must be clear on the value-drivers of change (strategic, quality, cost, service levels) and the drivers that make Ireland unique outside a cost play.

Supports

IDA Ireland offers a comprehensive range of supports from advice to financial assistance to support organisations on their GBS journeys.

Practical
- GBS Vision, Development Path and Support Materials
- Introductions to reference sites and other practitioners
- Support for Corporate Targeting

Financial
- Consulting and Advisory Funding to Support Transformation
- Funding to Support Training Plans to Facilitate Transformation
- R&D Feasibility Funding for Technically Complex Automation Projects

In addition to the supports provided directly through IDA Ireland, several professional bodies and government-linked training services provide courses which are directly relevant to resources within the GBS sector.

1. Association of Chartered Certified Accountants (ACCA)
ACCA have developed a new suite of qualifications which are dedicated to finance and accounting staff in global business services and outsourcing. The syllabus introduces the learner to the business model of GBS and outsourcing. The course covers how this relates to financial operations, and how such models differ from, and offer efficiency benefits over, traditional central function based service provision. It also covers topics on creating and managing a GBS organisation.
For more information please visit:
http://www.accaglobal.com/

2. Chartered Institute of Management Accountants (CIMA)
CIMA have a range of qualifications, which are aimed at all levels of employees in the GBS environment, from Associate through to Senior Manager / Director. The qualifications are based on a multi-level curriculum that develops GBS competencies in 3 key areas; Service Delivery, Service Management and Transformation Management. This unique, comprehensive talent management programme is specifically tailored for GBS professionals in finance, IT, HR and procurement.
For more information please go to:
www.cimaglobal.com/gbs

3. Skillnets
Skillnets was established in 1999 and is funded from the National Training Fund (NTF) through the Department of Education and Skills (DES). Skillnets actively supports and works with businesses in Ireland to address their current and future skills needs. The initiative funds groups of companies in the same region/sector, and with similar training needs, through training networks that deliver subsidised training to Irish businesses.
For more information on the range of courses provided under Skillnets, please visit:
http://www.skillnets.ie/

In Conclusion

- Ireland is well positioned to deliver a new, future-facing catalogue of business services and become a global hub for GBS
- Ireland has the right mix of competencies (innovation, skilled workforce, track record and supports) to capitalise on the market opportunities and challenges. Ireland can position itself as a global centre of excellence for GBS process ownership and for pioneering the digital agenda
- Failure to act at national and organisation level could have signification implications for the GBS industry in Ireland – opening the door for lower cost innovators to capitalise on these key trends to erode Ireland's leading position
- Organisations need to ensure they have a strong foundation on which to build upon and position themselves at the front of GBS transformation. This can be achieved by focusing on the GBS operating model components – services, technology and people
- Quick wins can be secured through targeted pilot projects utilising digital disruptors such as automation. Proof of concept and business case can be secured in as little as 8-12 weeks
- There are key priority service areas that will be given focus and drive: Data Management Services, Analytics Services, Commercial Services and Advanced Finance and Accounting Services
- Organisations have a wide and diverse range of supports available to them in Ireland to assist them on their GBS journey, including practical and financial IDA programmes. Funding is available for advisory services, training plan creation and for R&D feasibility studies. Practical support comes in the form of introductions to reference sites/case studies, and advice on corporate targeting and pitching. Various support documents are also available to guide companies on the leading practice path

Global Business Services **Vision 2017 and Beyond**

Appendices

Appendix I - GBS Network Ireland Core Design team

1. Accenture / 2. Pfizer / 3. Xerox / 4. Google / 5. Coca-Cola / 6. Oracle / 7. Whirlpool / 8. Integra / 9. Trend Micro / 10. Yahoo / 11. UPS / 12. Kerry Group / 13. Teleflex / 14. Association of Chartered Certified Accountants (ACCA) / 15. American Chamber of Commerce

Appendix II - Additional service offerings for specific sector focus

Lifesciences

Industry specific services	Description / GBS context
Pharmacovigilance	End to end management of Drug Safety process including - Process definition and management - Adverse event documentation and case creation - Case assessment - Action/project management - Internal and regulatory reporting
Research & Development	Research and development in life sciences relies heavily on activities that span both functions and divisions within major companies. Key R&D activities focused on delivery through an GBS model include: - Data management, including processing, cleaning and integrating internal and external data across studies and different business areas to increase speed of submission - Statistical programming and analysis to deliver crisp and consistent insight to concentrate on competitive & differentiating activities - Processing and analysis of pharmacovigilance safety cases across divisions, including rationalization of technology and hosting. - Document preparation and management, including defining, structuring and finalizing key regulatory documents to improved quality & compliance

Lifesciences

Industry specific services	Description / GBS context
Customer Interaction	- Customer Contracting & Pricing - Order Confirmation & POD - Customer Service - Quality and Performance Metrics - New Product Introduction - New Market Introduction
OTC Execution	- Artwork and Certification Management - Credit and Compliance Management - Order Processing - Fulfilment Management - Freight & Logistics Management - Import & Export Management - POD and Reverse Logistics Management
Supply Risk Services	- Supplier & Distributor Audit/Vetting - Supply Planning & Integration - Inventory & Working Capital Management - Warehousing & Distribution Management - SKU Management and Availability - Risk Analytics - Lot, Batch and Serial Control - Patent Management
Source to Settle	- Master Data Management - Customer Record Management - Purchase Order Management - Strategic Sourcing & Contract Management - Payables and Receivables Management - Billing and Credit Notes

Global Business Services **Vision 2017 and Beyond**

Consumer Goods

Industry specific services

Sales & Marketing Services

Description / GBS context

Campaign Management:
- Campaign Planning, Design, Setup
- Marketing Workflow Management
- Population Sizing
- Campaign Execution
- Loyalty Program Management
- Campaign Analytics, Optimization

Digital Media:
- Search Engine Optimization
- Website Optimization
- Ad Unit Creative Development
- Rich Media Production
- Ad Unit Trafficking

Content:
- Content Production
- Content Management
- Display Ad Creative Development
- Web Development
- Virtual Asset Development
- Tagging and Analytics
- Planogram Service
- Virtual Solutions

Data and Analytics:
- Marketing Return on Investment
- Segmentation
- Churn Management
- Data Management

Financial Services

Industry specific services

Risk Management

Description / GBS context

Independent function responsible for ensuring there is an appropriate risk governance framework on a group wide and divisional basis and that day-to-day risks are managed effectively within this framework.; the management of risk is a fundamental activity which underpins the group's reputation, performance and future success
- Credit Risk
- Market & Insurance Risk
- Regulatory & Operational Risk
- Risk Infrastructure & Analytics

Regulatory Compliance

- New/updated regulations review and impact assessment
- COE for rollout of new regulations (process. people, data)
- Management of end to end compliance process (data sourcing, validation, reconciliation & adjustment, distribution)
- Data management and analytics
- Ongoing continuous improvement and optimisation of compliance processes

Communications, Media & Technology

Telecommunications

- Customer Operations
- Revenue Management
- Network management

Social Media

- Social Media Monitoring
- Social Content Moderation
- Social Content Curation

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