Shared Services and BPO –
Market and future Trends
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Shared Services and BPO – Market and future Trends

- History
- Value chain and support processes
- The path to intelligent sourcing
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- The F&A Outsourcing Market
- Market Trends
- BPO Provider in Europe
- Further automation & digitalization
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» Selected Work Experience

Global Pharmaceutical and Chemical Corporation (former Employer 2007)
Analyzed and market-tested the Accounts Payable and Intercompany Accounting processes in the captive Shared Service Centers in Europe

» Selected Research Projects

Shared Services and Offshoring in the Top 80 German Companies
Researched Shared Services and Offshoring activities of selected large scale construction, pharmaceuticals and oil corporations in Germany including expert-interviews with senior executives
Shared Services and BPO – Market and future Trends
History

Historic Development of Shared Services

Acceptance in %

1962: IBM and EDS offer IT outsourcing services for the first time

1981: Ford establishes the first Finance & Accounting SSC in Detroit

1995: 40% of the S&P 500 have or are in process to implement SSC. Acceptance in Europe increases drastically – companies such as British Airways, Rolls Royce, Saab, Hoechst apply the concept

2000: Ireland has established itself as prime SSC location. Large US corporations explore India (GE, AMEX, Citibank, HP etc.)

2005: Acceptance of Finance SSC reaches 85% in Europe

2010: Outlook – more than 90% of the companies in Europe apply SSC solutions
History

Shared Services – A widely applied concept among major corporations

- BASF
- BAYER
- Boeing
- P&G
- Honeywell
- DuPont
- Dun & Bradstreet
- 3 Com
- Allied Domecq
- Allied Signal
- Anheuser Bush Inc
- Avis
- BAE Systems
- British American Tobacco
- Cadbury Schweppes
- Cargill
- Citigroup
- DOW Corning
- Ericsson Inc.
- Estee Lauder
- Fidelity
- Goodyear
- InBev
- Johnson & Johnson
- Kellogg’s
- Lucent
- Lockheed Martin
- Marks & Spencer
- Mobile
- Nestlé
- Pfizer
- Philips Electronics
- Procter & Gamble
- CNA Insurance
- Siemens
- Sears
- Shell
- Smithkline Beecham
- Vivendi Universal
- Diageo
- Alcoa
- General Electric
- General Motors
- Kraft
- BP Amoco
- Prudential
- Bristol Myers-Squibb
- Monsanto
- Aetna Life and Casualty
- Deere and Company
- IBM
- Holiday Inn
- Honeywell
- Merck
- ITT
- Georgia Pacific
- Hewlett Packard
- Texas Instruments
- Reuters
- Rhone Poulenc
- Starbucks
- Sara Lee
- Tupperware
- Unilever
- Unisys
Value Chain and Support Processes

Decreasing Value Chain Proportion in modern OEM (Original Equipment Manufacturer)

<table>
<thead>
<tr>
<th>Proportion of Value Chain (%)</th>
<th>1990</th>
<th>2000</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>OEM</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Tier 1 Supplier</td>
<td>58%</td>
<td>65%</td>
<td>75%</td>
</tr>
</tbody>
</table>

- In particular in the automotive and consumer goods industry vertical range of manufacture has been decreasing over the last two decades.
- Entire components and systems (in some cases even entire products) are produced and assembled by suppliers.
- The OEM just focus on core competencies such as Strategy, Marketing, Design, R&D, etc.
- Operations and services processes outside the core are outsourced to specialized providers.

Situation
Value Chain and Support Processes

Vertical Range of Manufacture – in some cases close to zero

- Ford T-Model (1920)
- Ford Thunderbird (1960)
- Ford Fiesta (1990)
- Smart (DC) (2000)
- Porsche Boxter (2005)

Vertical Range of Manufacture 0%
Value Chain and Support Processes

BPO now means Outsourcing of Support Processes

Support Processes

<table>
<thead>
<tr>
<th>Support Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Management</td>
</tr>
<tr>
<td>Research &amp; Development</td>
</tr>
<tr>
<td>HR</td>
</tr>
<tr>
<td>Finance &amp; Accounting</td>
</tr>
<tr>
<td>IT</td>
</tr>
<tr>
<td>Other Administrative Processes</td>
</tr>
</tbody>
</table>

Core Processes

Supplier → Procurement → Inbound Logistics → Operations → Outbound Logistics → Sales & Marketing → Customer
Value Chain and Support Processes

The complete Outsourcing Model (Theory)

- Strategic Management
- Research & Development
- HR
- Finance & Accounting
- Other Administrative Processes
- IT

Supplier


Customer

Internal Processes
Outsourcing-Processes
The Path to intelligent Sourcing

The Evolutionary Path to BPO and Offshoring

<table>
<thead>
<tr>
<th>Stage</th>
<th>Decentralized/Fragmented</th>
<th>Centralized/In-house</th>
<th>Shared Services/In-house</th>
<th>Off-shore</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Lack of “customer” focus</td>
<td>Generally efficient</td>
<td>Efficient and effective</td>
<td>High efficiency/effectiveness</td>
</tr>
<tr>
<td></td>
<td>Inefficient processes</td>
<td>Existence of cost focused</td>
<td>functional performance</td>
<td>Tremendous value from labor</td>
</tr>
<tr>
<td></td>
<td>Inconsistent effectiveness</td>
<td>Base level effectiveness – no</td>
<td>High service levels based on</td>
<td>arbitrage</td>
</tr>
<tr>
<td></td>
<td>Varying service levels</td>
<td>distinction of customer</td>
<td>mutual agreement</td>
<td>Access to highly educated talent</td>
</tr>
<tr>
<td></td>
<td>Dispersed, un-managed costs</td>
<td>types/requirements</td>
<td>Embedded accountability for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Geographically scattered functions</td>
<td>Standard/potentially inappropriate service levels</td>
<td>performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>No or blanket charge back</td>
<td>Sophisticated, customer-</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>mechanism – lack of customer</td>
<td>accepted charge back</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>transparency regarding value</td>
<td>mechanism</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Most Companies Today</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Typical path for Accounting processes

Typical path for Controlling processes

This transition is not necessarily linear — and a given company’s path will vary according to its individual situation
The Economic Perspective

Urgent Need for Cost Reduction

Current Direct & Estimated Shadow F&A Costs as % of Revenues

<table>
<thead>
<tr>
<th>Benchmark Quartiles</th>
<th>Client Global IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>0.8%</td>
</tr>
<tr>
<td>Q2</td>
<td>1.2%</td>
</tr>
<tr>
<td>Q3</td>
<td>1.7%</td>
</tr>
<tr>
<td>Q4</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

- Estimated Shadow Costs
- Direct Finance Costs

Situation

- Client needs to reduce F&A costs by $50M globally in order to reach average benchmark performance
- Lack of common ERP platform and inconsistent processes contribute to high F&A costs
- Inefficient processes result from lack of standardization and coordination

Shadow F&A Costs

- Extent of Shadow activities clearly indicate a high level of additional administrative burden for the Sales and Operations
- Sales and Operations are distracted by having to perform non value add activities
The Economic Perspective

Realized Benefits and Organizational Integration

SSC – Effective Benefits (in %)

- Cost Reduction
- Headcount Reduction
- Payback

<table>
<thead>
<tr>
<th>Plan</th>
<th>Realized</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>21%</td>
</tr>
<tr>
<td>22%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Comments

- PA Consulting’s Benchmarking Study underlines that realized benefits fall substantially short of initial objectives – despite all the buzz around Shared Services successes.
- However, in terms of Payback most companies realize a shorter implementation time span than initially planned.

Source: Benchmarking shared service centres survey, PA Consulting Group, 2002
The Economic Perspective

Realized vs. planned Benefits

Cost Savings Europe (in %)

- **Average**
  - Expected: 18%
  - Realized: 14%

- **Expected**
  - NA: 17%
  - Less than 5%: 6%
  - 5-15%: 35%
  - 15-25%: 25%
  - More than 25%: 17%

- **Realized**
  - NA: 17%
  - Less than 5%: 22%
  - 5-15%: 29%
  - 15-25%: 23%
  - More than 25%: 9%

Comments

- A.T. Kearney confirms the shortfall in realized savings – of the initially planned 18% cost savings only 15% could be realized on average.
- However, almost 2/3 of the analyzed companies report a minimum of 5% cost savings.
- The majority of the companies still report issues regarding trust in delivery capabilities and quality of Shared Service performance.

Source: Success through Shared Services, A.T. Kearney Whitepaper 2004
BPO Processes for Offshoring
(570 Companies in GER, AT, CH)

Question:
“Which of the BPO processes are partly offshored or will be offshored in the near future?”

<table>
<thead>
<tr>
<th>Process</th>
<th>Acceptance Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance &amp; Accounting</td>
<td>18%</td>
</tr>
<tr>
<td>Procurement</td>
<td>18%</td>
</tr>
<tr>
<td>Logistics</td>
<td>17%</td>
</tr>
<tr>
<td>HR</td>
<td>13%</td>
</tr>
</tbody>
</table>

Source: Deutsche Bank Research, June 14, 2005, Nr. 52

Comments

- Finance & Accounting is on top of the list of processes offshored
- Generally, the acceptance rate for BPO is lower than for ITO.
  Major reasons are:
  - Missing trust
  - Uncertainty about service levels
  - Process complexity
  - Regulatory issues
  - Change Management
The Economic Perspective

Acceptance Rate for SSC in Top German Companies

- With 57 out of 79 companies reporting Shared Service activities, the concept is well adapted among German large companies.
- Overall, the top 80 German companies operate 146 centers (125 centers, some with multiple locations).
- Shared Service Centers cover a wide variety of back office services ranging from Finance & Accounting to HR and Procurement.
- Almost half the SSC (69) are still located in Germany and often just simple centralizations of back office operations with the firm’s headquarter operation.

Source: www.offshoring-institute.org/research
The Economic Perspective

Typical SSC Functions

Number of SS Centers by Processes

- Information Technology; 26
- Procurement; 8
- Customer Support; 14
- Others; 24
- Finance & Accounting; 27
- Human Ressource; 26

Comments

- The top German companies are running 27 Finance & Accounting Shared Services and Outsourcing Operations.
- The top 3 processes (F&A, HR, IT) cover 79% of all Shared Services being established so far.
- Therefore, large-scale companies need to find ways to arrange the governance structure in order to manage Shared Service and Outsourcing operations effectively.
The F&A Outsourcing Market

Growth of the Finance & Accounting Outsourcing Market

Finance & Accounting Outsourcing Revenues per year (in billion $)

Comments

- Everest estimates the overall volume of Finance & Accounting Outsourcing to approximately $1.3 billion in 2005
- The initial assessments of the BPO market of $26 billion highlights that the predominant option to set up transformed F&A operations are captive Shared Services
- East European locations are still the preferred locations of European companies because of cost advantages and multilingual skill availability although cost advantages are starting to erode

Source: Finance Accounting Outsourcing Annual Report, Everest Research Institute, 2005; The Economist Briefing Paper Shared Services, Economist 2003

1) IDC, World-wide BPO Outsourcing Forecast and Analysis Report, 2002
The F&A Outsourcing Market

Market Size for BPO in $ Billion

- Call Center activities are most often outsourced to specialized providers
- HR Outsourcing is very well established in North America with complex benefits processing conducted by providers
- Also, Payroll Outsourcing is driving high adoption rates for HR
- Transaction processing, e.g. for mortgages is a strong driver for Financial Services Outsourcing

Comments
The F&A Outsourcing Market

BPO Market Perspective

Worldwide BPO Spending by Function

Market Growth (2001-2006)

2003E market Size ($B)

The F&A Outsourcing Market

ITO and BPO Exports

- **Canada**: ITO: 8.2 Bill. US-$, BPO: 5.5 Mrd. US-$
- **Brazil**: ITO: 200 Mio. US-$
- **Mexico**: ITO: 100 Mio. US-$, BPO: 200 Mio. US-$
- **Czech Republic**: ITO: 2.2 Bill. US-$
- **Ireland**: ITO: 2.2 Bill. US-$
- **Poland**: ITO: 110 Mio. US-$, BPO: 70 Mio. US-$
- **Hungary**: ITO: 50 Mio. US-$, BPO: 25 Mio. US-$
- **China**: ITO: 700 Mio. US-$, BPO: 200 Mio. US-$
- **India**: ITO: 12.2 Bill. US-$, BPO: 5.2 Bill. US-$
- **South Africa**: ITO: 220 Mio. US-$
- **Malaysia**: ITO: 120 Mio. US-$, BPO: 40 Mio. US-$

Source: neoIT, 2006

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Market Trends

Salaries are increasing drastically in Offshoring hotspots

Salary growth rates in an Application Development Center, India (Example)

<table>
<thead>
<tr>
<th>Level</th>
<th>In % of employees</th>
<th>Salary growth rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>3 %</td>
<td>6 %</td>
</tr>
<tr>
<td>Project Leader</td>
<td>5 %</td>
<td>7 %</td>
</tr>
<tr>
<td>Team Leader</td>
<td>8 %</td>
<td>15 %</td>
</tr>
<tr>
<td>Senior Software Engineer</td>
<td>34 %</td>
<td>12 %</td>
</tr>
<tr>
<td>Software Engineer</td>
<td>50 %</td>
<td>11 %</td>
</tr>
</tbody>
</table>

Average 11.5%

Situation

- Salary growth rates are significant in particular for experienced staff
- High salary growth rates lead to attrition issues
- How sustainable are these sharp increases?

Source: Everest Institute
Economic disparities within low cost countries are slowing down the wage increases

**Comments**

- While programmers in India earn as much as 14.4 times of the Gross Domestic Product (GDP) in India, programmers in Germany earn only 1.8 times of the GDP in Germany.
- The wage increase in above average locations will be slowed
  - Economic disparities
  - Shortage of talent
  - Reduced growth rates due to lower quality of mass education

Source: Everest Institute
Market Trends

The Global Allocation of Work – Sustainability of Cost Advantages

<table>
<thead>
<tr>
<th>Average wage increase</th>
<th>Average wage increase</th>
<th>Rupee Devaluation</th>
<th>Nominal reduction of Labor Arbitrage</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>UK</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.4%</td>
<td>3.4%</td>
<td>4.2%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

Source: Everest Institute

Comments

- Sustainability of labor cost advantages might be better than often thought.
- Currency devaluation effects of most low labor cost countries are slowing down the nominal wage increase in these locations.
- Even though some Nearshoring/Offshoring hot spots in Asia or Eastern Europe are currently experiencing wage increases in almost two digits the net effect is usually below 2%.
Market Trends

Only few of the college graduates in low cost countries are qualified enough to support international business operations.

Qualified graduates for international business in %

- Financial Accountants: 18%
- Engineers: 16%
- Analysts: 14%
- Life Science Researchers: 12%
- Generalists: 10%
- Average: 8%

Source: McKinsey Global Institute

Situation

- Lack of suitability for international business because of various reasons:
  - Language
  - Cultural background and adaptability
  - Quality of education
  - Lack of personal skills (e.g. teamwork, leadership)
  - Missing focus on international requirements (accounting standards, laws and regulations, etc.)

- Only few of the highly educated work force are willing to work in shifts
Market Trends

Size of the population can be misleading

Population in million

Engineers with less than 7 years business experience (in thousands)

Source: Everest Institute
Many accounting departments have a longstanding workforce due to significant transactional and manual workload in the past.

Employees in Continental Europe tend to be more loyal to the firm than in Anglo-America.

High levels of knowledge and experience.

However, often high severance payments have to be considered.

High levels of ‘change resistance’.
BPO Provider in Europe

Example – Finance BPO Player

- Accenture is still the strongest finance BPO provider due to its heritage as Andersen Consulting and the strong finance consulting expertise.
- IBM Business Services has combined the unique finance service capabilities from PwC with the IT capabilities and market penetration from IBM.
- Capgemini, EDS and ACS are IT Outsourcing powerhouses which have emerged into the finance space.
- Genpact used to be the former Finance Shared Service Center of GE Capital and is now positioned as stand-alone BPO Provider.

Source: Offshoring Institute
## German BPO Provider

<table>
<thead>
<tr>
<th>BPO Provider</th>
<th>Country</th>
<th>Locations</th>
<th>Key Focus</th>
<th>Major Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bosch</td>
<td>Germany</td>
<td>Magdeburg, Germany Timisoara, Romania</td>
<td>Call Center Services Small F&amp;A BPO practice</td>
<td>Bosch Group (F&amp;A)</td>
</tr>
<tr>
<td>New Source</td>
<td>Germany</td>
<td>Hannover, Germany Frankfurt, Germany</td>
<td>F&amp;A BPO Former captive SSC Bahlsen</td>
<td>Lorenz Group</td>
</tr>
<tr>
<td>Rödl &amp; Partner</td>
<td>Germany</td>
<td>Various (BPO locations not disclosed, i.e. Bucharest)</td>
<td>Audit &amp; Tax firm with global footprint</td>
<td></td>
</tr>
<tr>
<td>Deutsche Shared</td>
<td>Germany</td>
<td>Weingarten, Germany Bratislava, Slovakia</td>
<td>IT Outsourcing F&amp;A BPO new business</td>
<td>T-Systems</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
<td>T-Com</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>T-Mobile</td>
</tr>
</tbody>
</table>
# US-based BPO Providers with European Delivery Networks

<table>
<thead>
<tr>
<th>BPO Provider</th>
<th>Country</th>
<th>Locations Europe</th>
<th>Key Focus</th>
<th>Major Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture</td>
<td>USA</td>
<td>Aberdeen, Bratislava, Prague, Piasenczo PL</td>
<td>BPO core business</td>
<td>Thomas Cook</td>
</tr>
<tr>
<td>ACS</td>
<td>USA</td>
<td>Barcelona, Toulouse, Krakov</td>
<td>IT Outsourcing, Some F&amp;A BPO</td>
<td>GM, Office Depot</td>
</tr>
<tr>
<td>CSC</td>
<td>USA</td>
<td>World Sourcing Delivery Model</td>
<td>IT Outsourcing, BPO side business</td>
<td>Swiss Re</td>
</tr>
<tr>
<td>EDS</td>
<td>USA</td>
<td>Budapest</td>
<td>IT Outsourcing, Focus on captive SSC F&amp;A</td>
<td>EDS (captive)</td>
</tr>
<tr>
<td>HP</td>
<td>USA</td>
<td>Barcelona, Wroclaw, Bucharest</td>
<td>Major F&amp;A BPO focus, Biggest provider in Germany</td>
<td>P&amp;G, Fraport</td>
</tr>
<tr>
<td>IBM</td>
<td>USA</td>
<td>Brno, Budapest, Vilnius, Krakov, Bratislava</td>
<td>BPO core business of Global Services BU</td>
<td>TBD</td>
</tr>
<tr>
<td>Mellon Source Net</td>
<td>USA</td>
<td>Frankfurt, Amsterdam, London</td>
<td>F&amp;A BPO specialist, Banking, Insurances</td>
<td>Mainly NA</td>
</tr>
<tr>
<td>OPI</td>
<td>USA</td>
<td>Sofia</td>
<td>F&amp;A BPO focus, Expert for middle market</td>
<td>Mirant Corporation</td>
</tr>
</tbody>
</table>
# BPO Provider in Europe

## European BPO Providers with European Delivery Networks

<table>
<thead>
<tr>
<th>BPO Provider</th>
<th>Country</th>
<th>Locations Europe</th>
<th>Key Focus</th>
<th>Major Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cap Gemini</td>
<td>France</td>
<td>Warsaw, Krakov, Wroclav, Barcelona, Madrid, Murcia, Langreo-Asturias,</td>
<td>IT Outsourcing Strong footprint in F&amp;A BPO</td>
<td>Syngenta Prudential</td>
</tr>
<tr>
<td>Xchanging</td>
<td>UK</td>
<td>Chatham, Frankfurt, France</td>
<td>BPO specialist</td>
<td>NA</td>
</tr>
</tbody>
</table>
## Indian BPO Providers with European Delivery Networks

<table>
<thead>
<tr>
<th>BPO Provider</th>
<th>Country</th>
<th>Locations Europe</th>
<th>Key Focus</th>
<th>Major Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Genpact</td>
<td>India</td>
<td>Budapest, Bucharest, Wroclaw</td>
<td>F&amp;A BPO</td>
<td>Linde GE</td>
</tr>
<tr>
<td>HCL Technology</td>
<td>India</td>
<td>Belfast</td>
<td>BPO</td>
<td>British Telecom</td>
</tr>
<tr>
<td>Infosys</td>
<td>India</td>
<td>Brno</td>
<td>ITO, emerging F&amp;A BPO business</td>
<td>Philips</td>
</tr>
<tr>
<td>WNS</td>
<td>India</td>
<td>Bucharest</td>
<td>ITO focus Emerging F&amp;A BPO player</td>
<td>NA</td>
</tr>
</tbody>
</table>
## Leading BPO Providers without European Delivery Networks

<table>
<thead>
<tr>
<th>BPO Provider</th>
<th>Country</th>
<th>Locations Europe</th>
<th>Key Focus</th>
<th>Major Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caliber Point/Hexaware</td>
<td>India</td>
<td>No delivery yet</td>
<td>F&amp; A BPO Leader</td>
<td>Mainly NA</td>
</tr>
<tr>
<td>iGate</td>
<td>India</td>
<td>No delivery yet</td>
<td>ITO, strong F&amp;A BPO technology</td>
<td>Mainly NA</td>
</tr>
<tr>
<td>Satyam</td>
<td>India</td>
<td>No delivery yet</td>
<td>ITO Some emerging F&amp;A BPO</td>
<td>Mainly NA</td>
</tr>
<tr>
<td>Tata Consulting Services</td>
<td>India</td>
<td>No delivery yet</td>
<td>Major ITO player</td>
<td>Strong in global BPO,</td>
</tr>
<tr>
<td>Wipro</td>
<td>India</td>
<td>No delivery yet</td>
<td>ITO Wipro BPO BU</td>
<td>Mainly NA</td>
</tr>
</tbody>
</table>
Further automation & digitalization

The importance of human interaction is decreasing in many service processes – but can not be replaced at all

Example: Accounts Payable Process – before (until end of 1990s)

Example: Accounts Payable – today (from 2000)
Further automation & digitalization

The way SSC will operate is about to change –
Technology is replacing the human factor step-by-step

- Development of transactional SSC to Center of Competence/Center of Expertise
- Transactional processes = rules-based and therefore to be captured with new technologies
- New requirements towards capabilities and qualification of people
- Increased importance in quality of the labor pool in location selection
- Totally automated service processes ➔ since beginning of the 1990s foreseen but not near a reality today ➔ a realistic option within the next 10 years?

Humans vs. Technology

Example

Humans vs. Technology

- Development of transactional SSC to Center of Competence/Center of Expertise
- Transactional processes = rules-based and therefore to be captured with new technologies
- New requirements towards capabilities and qualification of people
- Increased importance in quality of the labor pool in location selection
- Totally automated service processes ➔ since beginning of the 1990s foreseen but not near a reality today ➔ a realistic option within the next 10 years?
Thank you for your attention

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