

STHE GLOBAL BUSINESS SERVICES (GBS) MODEL STILL RELEVANT?

Sylwester Wiśniewski Qurate Retail Group



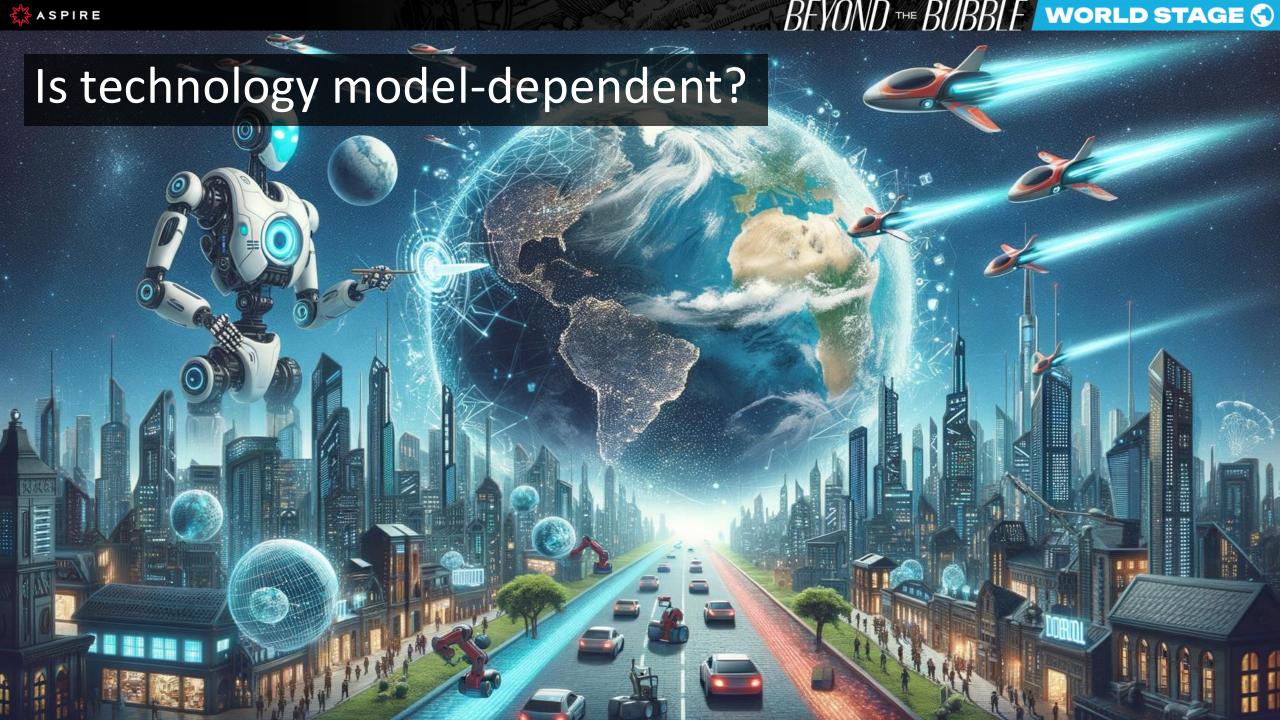
Gerard Vries HEINEKEN



Dan French Consider Solutions



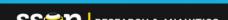




Is GBS the engine for business transformation?









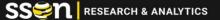
Perception

How do you assess the value of these regions in terms of the following?

			Higher rating		Lower rating		
		Cost	Workforce availability	Availability of digital skills (automation, data, technology)	Customer centricity, CX & cultural affinity	Productivity	Agility & Innovation
Ranked in order from highest to lowest seats	India						
	Central and Eastern Europe						
	Asia (excluding India and China)						
	Western Europe & UK						
T LOUIS	China						
Ranked in ord	North America						
	Australia and New Zealand						
	LatAm						
	Middle East and Africa						

Source: SSON R&A Location Survey





Perception vs Reality







 $-\mathbf{R}_{\mathbf{A}} = \frac{\mathbf{A}_{\mathbf{A}}}{2} \times \mathbf{A}_{\mathbf{A}} = \frac{\mathbf{A}_{\mathbf{A}}}{2} \times \mathbf{A}_{\mathbf{A}}$

How do we measure our success?

