



Work the way we live

Reimagine the way of working in future GBS
from a daily life perspective

May 2020



MAKING AN
IMPACT THAT
MATTERS
since 1845

How do people live in a digitalizing world?

Over the years, digitalization has revolutionized people's daily life and the business world, making life easier, faster, better, and more fun.

With the booming of new hardware and online applications, people are using new ways in communicating, shopping, paying, entertaining, learning, etc. The development of multi-functional devices and other technologies help put useful information at our fingertips with improvement on safety, mobility and connectivity, opening up new opportunities for experiences.

In such a modernized world, the mindset of people is getting changed as well, especially for the new generation, who has become the main force in the business world.

Therefore, how to change the workplace from outdated to more attractive and let people feel the connection between work and life is critical in the coming future.



A typical daily schedule of young people...



What does today's life look like?

7:30

Smart home

- Wake up to the alarm on your **home assistant**
- Chat with it about the weather

Shared mobility

- **Share a taxi** with people on the same way
- Search for the way to **avoid rush hour traffic**

8:00

Interest-based news feed

- Look at your **social feed and scan headlines** on your smartphone on the way to work

Office tools

- **Record attendance** on DingTalk app when you arrive at office
- Attend a **meeting** with US colleagues **online**

12:00

All-in-one social media

- **Order takeaway** lunch online with your colleagues
- Pay and **share the bill** seamlessly on WeChat
- Invite friends to play **online games** together
- Read **e-books** and share views with other readers

18:00

Lifestyle & convenience app

- **Search** popular restaurants, read **reviews**, make a **reservation** for dinner, and book the taxi all via Dianping app
- Shop for some new clothes and electronics after reading reviews, and **keep track of the shipping status**

19:00

Face recognition

- Walk into a supermarket, pick up groceries for a weekend party, and **pay with face ID**

Online money transfer

- Add money to your digital shop wallet by **transferring money** from the bank account on your mobile phone

23:00

Smart healthcare

- Go for a 5km running exercise with your smart watch that **records the data**
- Go to bed and fall asleep while your sleep quality is being monitored by the **sleep tracker**

What would new generation care about from their work?

Nowadays, work is not only a must for making a living, but also a choice for living in an ideal lifestyle.

New technologies have changed living experiences by making them more fun, more convenient and more efficient. These experiences matter in day-to-day life, but also in day-to-day work.

Today people are looking for work that can improve their overall life experience, rather than focusing on aspects such as qualification, payment level, KPI assessment, etc. There are some examples that people would care about from work in modern life:



Wellbeing

Human-centered work offers people happiness and healthiness, and thus improves satisfaction.



Innovative

The new generation is adapting to new technologies in a fast pace. They tend to prefer work using cutting-edge technologies – that is innovative and fun.



Networking

The way of communication has changed, resulting in more and easier information sharing and collaboration. Networking at work can play an essential role in facilitating daily work.



Value adding

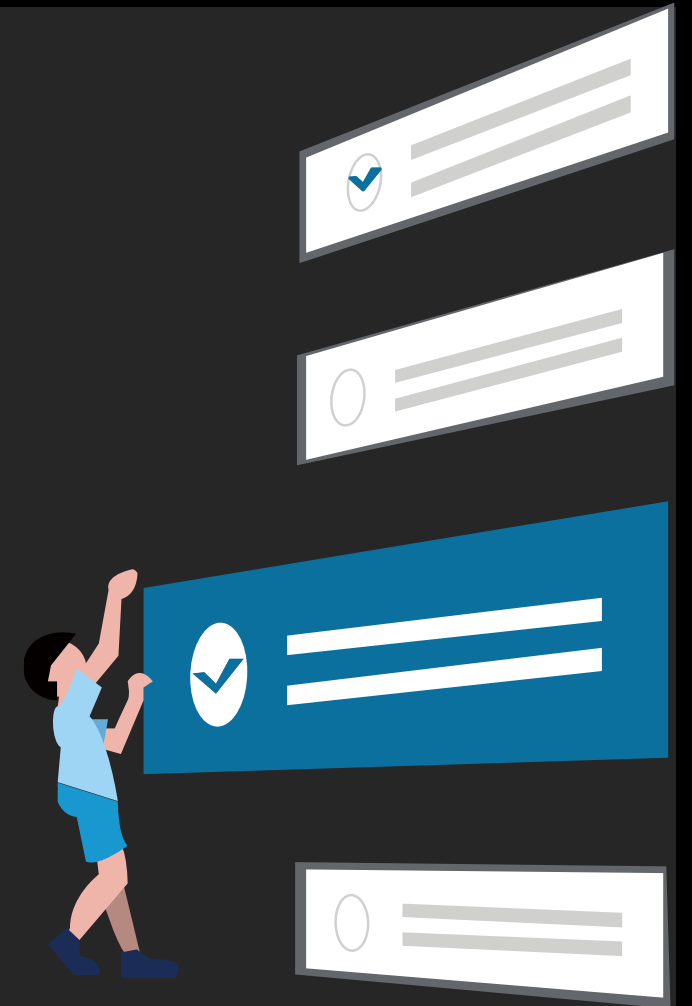
With more and more daily activities being automated, people tend to seek for work that is value adding to make them feel fulfilled, instead of doing the work that may be substituted by machines in the future.

Where do things stand in GBS?

Today's Global Business Services (GBS) is a workplace with salient features, such as remote delivery, standardized processes, and highly integrated systems, making it an ideal experimental field for applying innovative digital tools to further improve productivity and create business value.

However, the implementation of these efficiency-focused technologies has not completely changed the traditional way of working in GBS. Repetitive and monotonous work, lack of sense of achievement are still the main complaints from GBS staff.

The good news is that GBS leaders are starting to pay more attention to employee experience and to put people first. The future of work in GBS focuses on not only the continuous improvement of productivity, but also the creation of a more supportive and human-centered workplace.



Let's rethink our way of working in GBS...

Let's rethink our way of working in GBS...

How to connect the way of working in GBS with people's daily life?

- What technologies we use in daily life can be leveraged for GBS?
- In what ways can these technologies be applied?
- How can these technologies benefit GBS?



Start with some popular digital elements from our daily life...



Crowdsourcing

Idle labor force from the crowd will become cost-efficient workforce for low skill required tasks.



Gamification

Gamified elements in transformation, training or incentive plans will unlock employees' motivation and pump up engagement.



Virtual Reality

VR will allow a more seamless experience of remote delivery.



Social Media

Enterprise social media platform will make the workplace more connected and the communication more intuitive.



Robot Assistants

Robot workers will become a common but also important part of workforce structure in GBS, taking over repetitive and low value-added activities.



Natural Language Processing

With NLP, the interaction between human and machines will be smarter and smoother.



Make the most of idle labor force from the crowd

Crowdsourcing divides work between participants, usually large and relatively open group of internet users, to achieve a cumulative result.

Based on this sourcing model new services, such as ride-sharing (Didi) and meal delivery (Meituan), have quickly developed. Also large couriers (JD) optimized their last mile delivery solution through crowdsourcing. Today, everyone can be a part-time taxi driver or delivery person.

Activities that are large in volume, repetitive in nature, require low skill or expertise, and are divisible into standardized micro-tasks can be considered for crowdsourcing. Many manual tasks currently conducted by GBS staff (e.g. information extraction/ checking/ input, OCR results review) fall into this category. By leveraging this type of outsourcing, GBS workforce is released from such mundane activities and able to engage in more value-added tasks.

Crowdsourcing can also involve internal resources, especially for the finance function. At month end, some routine tasks could be crowdsourced to local finance staff while GBS finance staff are busy with general ledger closing.

Leading organizations in China, such as FSSC of Sunshine Insurance, have already crowdsourced part of their T&E process.

Benefits for GBS

- Reduce the amount of repetitive and low-skilled work, improving the **sense of achievement** of GBS staff
- Build a foundation for **data analysis and management** through high quality data input from controlled crowdsourcing
- Improve efficiencies **by distributing large workload** to the crowd and achieve **cumulative result** through integration with other digital enablers like RPA



01

02

03

04

05

06



Unlock motivation, pump up engagement

Still remember the craziness of the “building challenge” during the Tmall 11.11 shopping festival? People of all ages and different job backgrounds teamed up and competed with other players to win extra shopping allowance by building higher “towers”. This example shows the power of gamification: the use of gaming elements in non-game contexts.

Through gamification, we plant real trees by planting virtual trees in Ant Forest; we no longer watch boring commercials but have fun by interacting with gamified ads; and we exchange a cup full of virtual stars in our Starbucks app for a free cup of coffee at the counter.

In such gamified life situations, we are more motivated to take certain actions and become more engaged during the process.

Through careful design and implementation, gamification can also be a strong tool for GBS to leverage in the operation:

- **Enabler for transformation:** As the catalyst for enterprise-wide transformation, GBS could implement gamification as an enabler in certain stages during the transformation to reduce the employee resistance and thus smoothen and accelerate the whole process.
- **Better training effectiveness:** To continuously improve its operation, GBS needs to provide continuous training schemes to both its staff and other stakeholders. Gamifying the training process will contribute to higher engagement and better effectiveness.
- **Incentives beyond pay check:** During its daily operation, GBS generates a large amount of operating data by different dimensions. This offers a great opportunity for creating gamified incentives such as badges and ranks on leader boards, providing employees with high a sense of achievement

Benefits for GBS

- Provide more **interaction, instant feedback** and **sense of achievement** in a workplace reshaped by gamification
- **Accelerate** the transformation process by **reducing resistance** and **improving engagement**



01

02

03

04

05

06



Overcome distance and impractical difficulties through VR

Virtual reality technology seeks to create a realistic three-dimensional image or environment that a human can perceive as real, and even interact with in realistic ways.

The entertainment industry is one of the most enthusiastic advocates of VR, there are virtual museums, galleries, theatres, theme parks, etc. VR is also quickly becoming a popular method for delivering extraordinary experiences in tourism planning, skills training, surgery simulation, teaching and learning situations, product design and display, and other fields for better experiences and discoveries.

By acquiring VR technology to improve experiences and save costs, quite many GBS activities can be executed in a more value-added way. Examples can be launching a remote training for local staff, or designing and introducing a GBS working environment.

VR can also help GBS to deal with uncertainties. GBS managers can simulate daily work to determine suitable efficiency targets. As more and more new technologies emerge, GBS managers can also evaluate the costs and benefits by using VR to determine the most suitable IT portfolio.

Wherever it is too expensive, impractical or uncertain to do something in reality, virtual reality is the answer.

Benefits for GBS

- Build up an efficient training and recruiting channel to **involve remote local staff**, and reduce the activity cost
- Make **abstract content more practical**, so that GBS staff can be prepared before being on site
- Deal with uncertainties by **simulating work situations**



01

02

03

04

05

06



Make the workplace more connected and the communication more intuitive

These days it is all about digital social interaction. On social media platforms, we share our lives and interact with friends, follow celebrities and subscribe to their news, and watch review of popular products and go “live-shopping”. Meanwhile, these platforms are becoming more integrated with other must-have apps, building out an ecosystem that enables users to enjoy a more seamless experience than ever.

The convenience and connectivity brought by social media platforms naturally triggered the rise of enterprise social media (ESM). Catering to a variety of service stakeholders, GBS is a great place to implement ESM as a hub for facilitating collaboration using cross-functional communication with multi-system information.

Imagine how daily work will look like with an integrated ESM, weaving social capabilities into processes and embedding them in the workflow system:

- Logging on ESM as a portal for accessing all other internal applications and systems
- Quoting information such as purchase orders or expense claim requests directly from other systems, in the IM conversation
- Sharing thoughts, ideas and experience on a platform just like Weibo or WeChat Moment, and interacting with colleagues instantly

Today, some innovative SaaS providers are even stepping further in this area. They provide solutions that integrate ESM with personal social media such as WeChat, expanding the boundary of the social media ecosystem.

Benefits for GBS

- Bring a **more intuitive experience**, making communication in the workplace as convenient as in our daily life
- A **socialized workplace** empowered by ESM allows more thoughts and ideas to be shared **freely and instantly**
- Reduce information silos and thus create a more **seamless workflow** contributing to **higher productivity**



01

02

03

04

05

06



Business transformation and contribution to economic growth

Nowadays, having a robotic vacuum cleaner for your household is quite common. It automatically cleans the floor and carpet with single instructions at a non-intrusive and low noise level. Shopping arcades are equipped with automatic checkout machine to provide customers with a self-checkout option to avoid long queues, and reduce cashier labor cost as well.

Both examples are applications of robot assistants in our daily life. Robot assistants are configurative machines or procedures with artificial intelligence and/or automation capabilities. These two technologies are transforming businesses and will contribute to economic growth through productivity. Meanwhile, robot assistants will be able to carry out more of the tasks done by humans.

Robot assistants have already been applied in some areas of our work and Robotic Process Automation(RPA) is a typical example. It helps enterprises with information gathering, data collation, process triggering, etc.

An increasing number of future GBS work would be improved in the pace of robot assistants' development:

- **Deep learning:** robot assistants will be able to produce customized study contents and projects by adapting to industry and personal features.
- **Job training:** elements of trainings can be facilitated by robot assistants having the required skills and knowledge.
- **Document sorting:** different files and bills could be consolidated by robot assistants through scanning and verification.

Benefits for GBS

- Replace part of the human labor with **automatic processes**
- Connect various robot assistants to increase **end-to-end efficiencies**
- **Boost inspiration and analysis** with real-time and automated view of data in a effective way



01

02

03

04

05

06



Bridge the communication between human and machine

Natural Language Processing (NLP) innovations, including automatic telephone service, simultaneous interpretation and machine translation, have integrated into people's daily life. Virtual assistants are becoming a common aspect when looking for support during any purchase: On e-commerce platforms automatic service assistants are the first solution provider when we encounter problems.

Natural Language Processing, which enables computers to comprehend human languages, breaks the communication barriers between human beings and machines. It leads to more convenience and happiness in our daily lives.

Similarly, many trivial and time-consuming tasks done by GBS staff (e.g. answering questions, translation, etc.) could also be performed by NLP applications. This way GBS workforce can be released from tedious work, and operational efficiency will be boosted:

- Building an Auto-Response-Center to answer common questions while analyzing the most frequent questions and comments raised by customers to inform management on operational improvements
- Categorizing and extracting abstracts of lengthy contracts and terms when dealing with a large number of documents
- Enhancing cooperation communication between countries by application of simultaneous interpretation and language translation

Benefits for GBS

- Offer a new method to deal with customized questions in **more effective ways**
- **Real-time textual entailment monitoring**, providing operational reports on demand
- **Less time consuming**, so that human capital can add value in the most needed areas



01

02

03

04

05

06

Frame the future of GBS

Work, workforce and workplace are the essential elements that drive business. Work the way we live, is a concept that encourages GBS to form a favorable working environment for new generations to unleash their potential, vitality and creativity.

Together with acquired digital applications, the people orientated culture will drive the future GBS to develop into an organization that delivers real-time customized **experiences** with predictive **insights** at unparalleled **speed** – just like the norm in today's life.



Experience

- Personalization
- Accessibility
- Collaboration & engagement



Insights

- Data & information availability
- Proactive decision making
- Creativity and innovation



Speed

- Agility
- Standardization & integration
- Automation



Authors



Carlos Zhou

Partner

**Global Business Services Leader,
Deloitte Consulting**

carloszhou@deloitte.com.cn

+86 21 6141 2688



David Wu

Partner

**Operations Transformation
Leader, Deloitte Consulting**

davidwwu@deloitte.com.hk

+852 9269 4468



Jerry Li

Partner

Oracle, Deloitte Consulting

jerli@deloitte.com.cn

+86 21 2316 6093



Lisa Tang

Senior Manager

**Finance Transformation,
Deloitte Consulting**

listang@deloitte.com.cn

+86 10 8512 4982



Jens Oostrik

Manager

**Operations Transformation,
Deloitte Consulting**

jeoostrik@deloitte.com.hk

+852 2238 7251



Randy Zhang

Senior Manager

Oracle, Deloitte Consulting

randzhang@deloitte.com.cn

+86 28 6789 8112

Contributors: Cedric Zhao, Karoline Sun, Angus Wang, Yoi Lin



**MAKING AN
IMPACT THAT
MATTERS**

since 1845

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Shanghai, Singapore, Sydney, Taipei and Tokyo.

The Deloitte brand entered the China market in 1917 with the opening of an office in Shanghai. Today, Deloitte China delivers a comprehensive range of audit & assurance, consulting, financial advisory, risk advisory and tax services to local, multinational and growth enterprise clients in China. Deloitte China has also made—and continues to make—substantial contributions to the development of China’s accounting standards, taxation system and professional expertise. Deloitte China is a locally incorporated professional services organization, owned by its partners in China. To learn more about how Deloitte makes an Impact that Matters in China, please connect with our social media platforms at www2.deloitte.com/cn/en/social-media.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively the “Deloitte Network”) is by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.