GBS Predictions for 2026..and into 2027

ROMEK LUBACZEWSKI

- **30 years** of GBS / Shared Services / BPO
- **Over 200** Global GBS Projects
- Led Projects to **Open** Over **55 Centers**
- PwC CEE GBS **Consulting Lead** for over 15 years
- 2021 won the **Lifetime Award** for services to the GBS Industry in CEE

Retired and loving it!!



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01 Insourcing will be more popular than ever

More and more GBS/SSC/BPO organisations will be bringing work back “in-house” for several key reasons:

- Leadership feel that they need more control on their processes and their strategies – we need agility
- Perceived poor performance by suppliers
- Maturity of BPO contracts – they have delivered
- “We can deliver AI without the BPO provider”

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02 WFH and BTO we need change

This is a KEY Objective for leadership – how to get more people back to the office. On so many fronts we need to take action:

- Mental health
- Team….team….team that is THE BACKBONE of great GBS
- Learning, sharing, laughing, crying, playing and focusing on one target

But making people come back to office is risky – in my opinion it is a risk worth taking

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03 Success will be measured by **Customer Satisfaction**

Process efficiency and thus cost has always been seen the measure of successful service delivery, but that is changing.

As services become more and more complex, we can see service QUALITY being viewed as the ultimate guide to best in class.

The **USER EXPERIENCE and CUSTOMER SATISFACTION** are what we need to focus on.

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04 GBS needs to better “show” where and how we **deliver value …success**

The people within GBS know, understand and deliver continuous improvement. We have daily, hourly performance monitoring – we know “live” where teams and individuals are not hitting targets. Operationally GBS is very strong in terms of delivery and strategic direction.

Where we are not great is in communicating this to stakeholders - showing what, how and where we already create value for companies/customers. We are also not great at understanding what our customers view as “important” – what do they view as success?

We must get better at listening and communicating success!!

05 Growth is no longer the “norm”…it’s a **zero-sum game**, …and turning **negative for CEE**

As the global economies continue to stumble, geo-politics play havoc with “business strategies” the need to push costs down is getting bigger and bigger. Add to this the cost push of AI. RPA and more and more smart software we will see a bigger and bigger push in GBS to reduce the costs = heads. I see 2025 in CEE as the year of zero…the first in 30 years.

So GBS leadership should start to plan for the new GBS world – CEE downsizing…its coming.
So be ready.

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06 GBS needs to be the new home for AI, RPA, Analytics and Data mining



Everyone, especially our bosses, think AI is the new “answer”.
This is a threat:

- AI is already changing what we do and how we do it. It is a game changer in terms of efficiency
- It has the potential to be even bigger/better that we think today…across the whole business not just GBS/back-office processes

But also, an opportunity:

- Push, fight and scream to get all AI built, led, tested and managed within GBS
- But will really be 50% efficiency or more like 15% (McK view of RPA in 2015 was 45-55%)

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07 We should be more concerned with AI Security and Cybersecurity

Cybersecurity is going in the right direction – we know why we need it. AI Security is still somewhat an unknown – our bosses want AI pilots and headcount savings….but the audit team are asking “who is managing the control of the program and the programmer?”.

Again, is this an opportunity for us to build and grow this skill-set?

What about AI – it should be a long-term strategy and not a short term “project”

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08

Moving from Country to **Global**

Too many processes have country “specific nuances” - we need to reduce these…. We really need to eliminate them.

Exceptions = Inefficiency = Error = Re-Work = Customer Dissatisfaction

But I don’t see this as Revolution…I see this as Evolution.

I truly believe that GBS should be doing the work that you do not want – you should be focused on value adding and smart tasks…the things that make a difference **“IN”** the business.

A side point – For me, Standardisation is the core to GBS excellence.
Nothing is “as important and impactful as Standardisation!”

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09 Build or buy – training is the answer

I have mentioned at least 5 times the need for us the grab new scope and be the corporate leader for certain services (AI, Analytics, Data Mining, etc.) but the big question is do we buy in these skills or build them? **BUILD** is the answer, so training up our existing talent is where we need to focus – should everyone in the office be AI/RPA/DM level 1..or 2?

Quality talent is scarce; we must fight for talent and new competencies….so it is crucial that we **BUILD and RETAIN** talent. For the future we need

The Triangle – Process Expertise + Company Knowledge + AI/RPA/Tools

80% of the team you need already work in DBS

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GBS is about lots…and lots of small steps

Too often I hear that success in GBS is about Big Change. I disagree I see it as

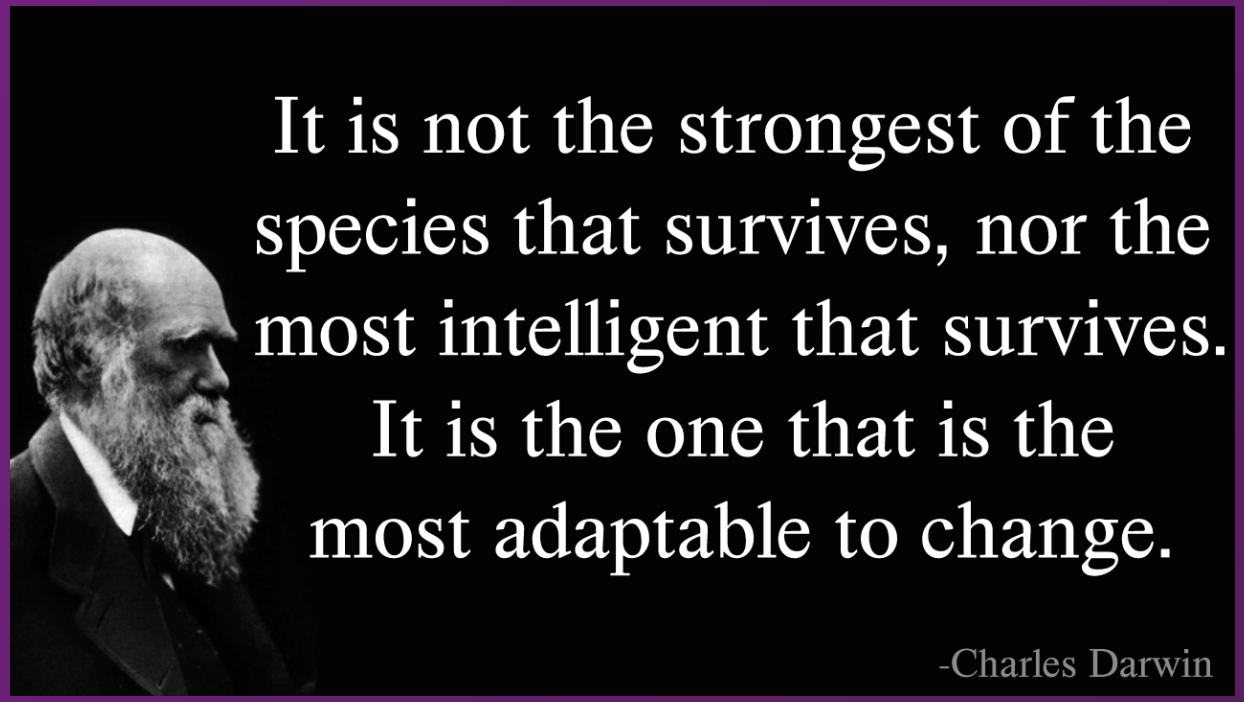
1) Define the Target….now agree it with the wider audience. You cannot take people on a journey when they don't know and understand where and why?

1) Break the journey/strategy into smaller pieces/projects – let people see and feel success.

1) 3) Re-align, adjust and re-think often. Make sure that you are all on the same journey

A side point – systems are tools to help the people/process. Systems are not the answer

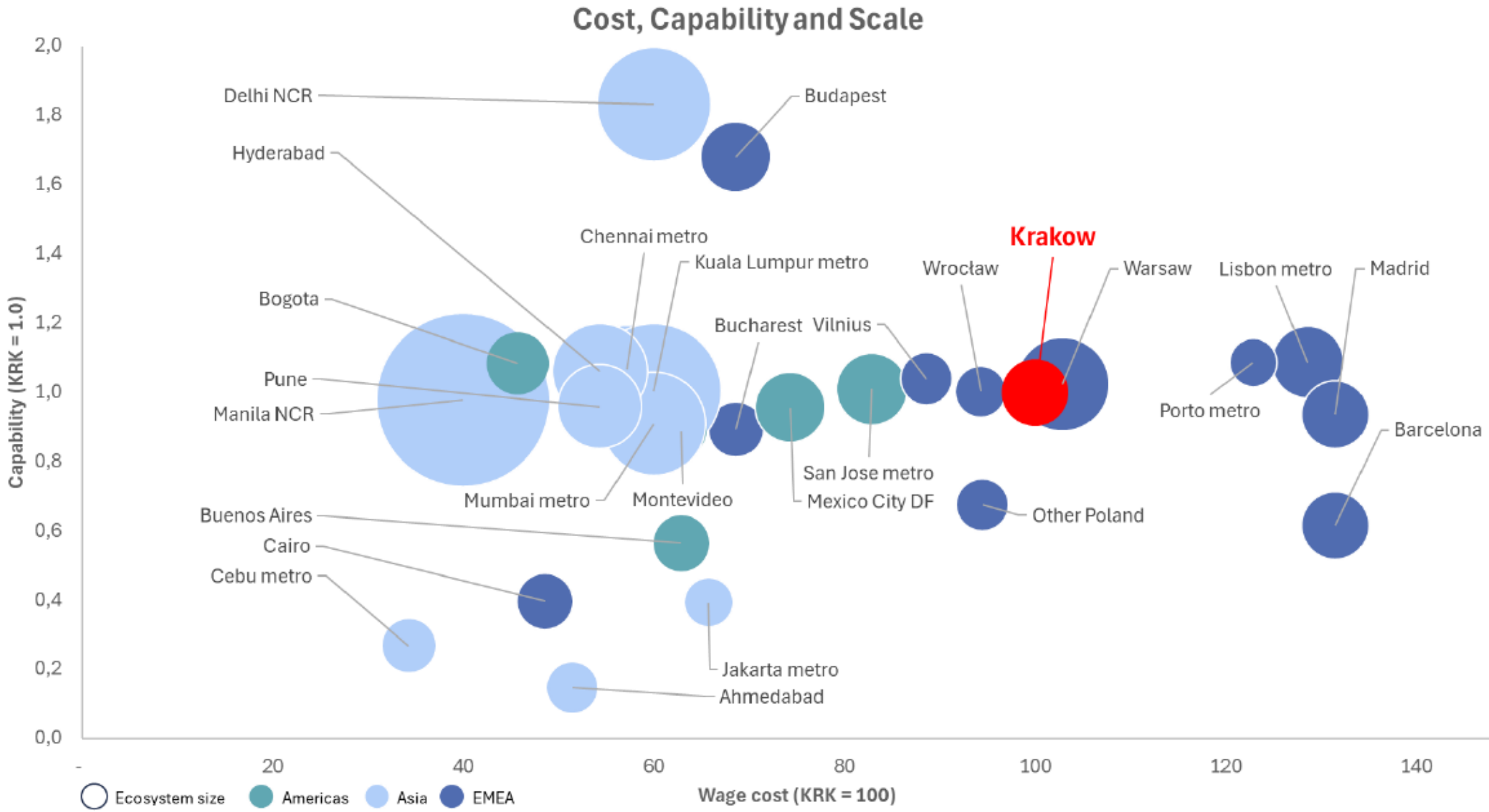
Thank You
Questions?





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A view on Krakow's positioning



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