ABSL
Co-organizer

Arla
Host

GBS
LIONS' TALKS
by
ADAPTIVE
SOLUTIONS & ADVISORY GROUP



GBS Beyond Barriers:
How Operations and IT Prepare for What Comes Next



Robert Godziszewski
Executive Business Director
Adaptive Group

ADAPTIVE
SOLUTIONS & ADVISORY GROUP



Marek Nowak
Customer Experience Support
Center Director
Hiab

HIAB



Maciej Obuchowski
Process Automation Expert
Arla Foods GBS

Arla

08.10.2026 16:00

Arla Foods - Nad Stawem 3 - GDAŃSK

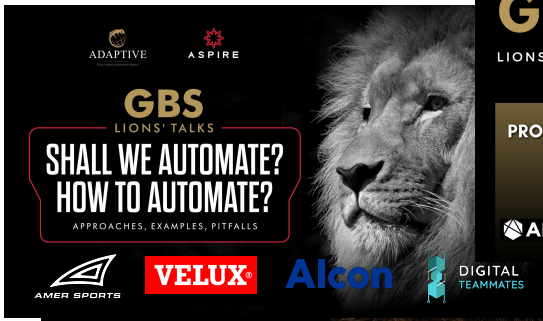
AGENDA

10 min	Start & Welcome
10 min	Few insights on Arla GSS – **Artur Świętoń**
30 min	The shift from IT-built to Business-built solutions – **Robert Godziszewski**
30 min	Hiab Journey in Bottom-Up Automation with AI – **Marek Nowak**
30 min	Building Stronger Business-IT Partnerships for an AI Future - the Arla Story – **Maciej Obuchowski**
∞ min	Networking

AGENDA

10 MIN Start & Welcome




ADAPTIVE
ASPIRE
GBS
LIONS' TALKS
SHALL WE AUTOMATE?
HOW TO AUTOMATE?
APPROACHES, EXAMPLES, PITFALLS
AMER SPORTS
VELUX
Alcon
DIGITAL TEAMMATES


GBS
LIONS' TALKS
by
ADAPTIVE
SOLUTIONS & ADVISORY GROUP
PROVEN GBS GROWTH POTENTIAL ACROSS VERTICALS
SUPPLY CHAIN, CONTROLLING, HUMAN RESOURCES -
FROM OPPORTUNITY TO GBS STANDARD!
ABSL
NowyStyl
IMPERIAL BRANDS
JTI
AstraZeneca


GBS
LIONS' TALKS
by
ADAPTIVE
Pro Progressio
Co-organizer
Alcon
Marynarska 15, Warszawa
New City, 7 piętro
FROM DATA CAPTURE
TO BUSINESS DECISION
- CASE STUDIES ON INTEGRATED
DATA DRIVEN MANAGEMENT
Alcon
AstraZeneca
JTI


GBS
LIONS' TALKS
by
ADAPTIVE
Driving Service Delivery
through robust
Process Performance Management
FUJITSU
JTI


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SmithNephew
Host
GBS
LIONS' TALKS
by
ADAPTIVE
GBS LIONS' TALKS
AI & Cybersecurity
Speakers:
ADAPTIVE
SmithNephew
QIAGEN
ONWELO


GBS
LIONS' TALKS
by
ADAPTIVE
ABSL
Partner
FROM DATA CAPTURE
TO BUSINESS DECISION
- CASE STUDIES ON INTEGRATED
DATA DRIVEN MANAGEMENT
SPEAKERS:
Computacenter
Sii
MicroStrategy


GBS
LIONS' TALKS
by
ADAPTIVE
WEBINAR
IMPROVE QUALITY OF YOUR FP&A TRANSITION
WITH STANDARDIZED PROCESS DOCUMENTATION
CO-ORGANIZER:
Pro Progressio
EXCLUSIVE SPEAKER:
Life Is On
Schneider Electric


GBS
LIONS' TALKS
by
ADAPTIVE
ABSL
Partner
Rockwell Automation
Partner
From Vision to Value:
GPOs Leading GBS Transformation
Robert Godziszewski
Business Executive Director
ADAPTIVE
Adam Mroczkowski
P2P Global Process Owner
Rockwell Automation
Marcin Sujczyński
OTC Senior Process Manager EMEA & ANZ
Stanley Black & Decker
Lan Quan Van
Global Head of Procure to Pay
TRUMPF
29.05.2025 17:00
ROCKWELL AUTOMATION OFFICE - FRANCUSKA 46 - KATOWICE

ADAPTIVE VALUE PROPOSITION

ADAPTIVE GROUP PROFILE

STRATEGIC BUSINESS GUIDANCE

- BUSINESS SERVICES **STRATEGIES** WITH COMPREHENSIVE ANALYSIS OF BUSINESS IMPERATIVES & ORG STRUCTURES
- GBS FEASIBILITY STUDIES & PROCESS MATURITY ASSESSMENTS
- **SUPPLIER** SOURCING STRATEGIES & BUSINESS LOCATION STUDIES

TRANSFORMATION MANAGEMENT OFFICE

- **LEADING ORGANIZATION** CHANGE PROGRAMS AND **X-FUNCTION INTEGRATION** ALIGNMENT
- **IMPLEMENTATION SUPPORT FOR** X-DOMAIN TRANSFORMATION PROGRAMS - PROCESSES, SYSTEMS, PEOPLE
- GBS PRACTITIONER METHODOLOGIES TO GUARANTEE QUANTIFIED RESULTS

SERVICE DELIVERY ENHANCEMENT

- PROCESS OWNERSHIP **AS-A-SERVICE** WITH BEST-IN-CLASS DELIVERY EXCELLENCE **MODELS**
- RIGHT PROCESS MEASURES & GBS KNOWLEDGE MANAGEMENT **BENCHMARKS**
- PEOPLE ENGAGEMENT PROGRAMS
- INTERIM **GBS MANAGEMENT, BUSINESS DOMAIN LEADERSHIP** AND DELIVERY SUPPORT AT ALL LEVELS.

ENTERPRISE AUTOMATION HUB

- AUTOMATION STRATEGY **& ROADMAP DEVELOPMENT** ALIGNED WITH **BUSINESS OBJECTIVES**
- END-TO-END **AI & AUTOMATION** IMPLEMENTATION SERVICES FROM ASSESSMENT TO DEPLOYMENT AND SUPPORT
- **ENTERPRISE-WIDE** DIGITAL WORKFORCE SUPPORT AND MANAGEMENT



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ADAPTIVE GROUP PROFILE

ADAPTIVE SOLUTIONS & ADVISORY GROUP HELPS ORGANIZATIONS SEIZE COMPETITIVE ADVANTAGE IN THE BUSINESS WORLD BY CENTRALISATION, TRANSFORMATION AND AUTOMATION OF BUSINESS PROCESSES!

CEE REGION LEADER FOR GLOBAL BUSINESS SERVICES & OUTSOURCING INDUSTRY

ONE-STOP-SHOP SERVICE OFFERING FOR GBS & BUSINESS CORPORATE FUNCTIONS

CERTIFIED PROFESSIONAL COMPETENCES WITH AUTOMATION FOCUS CAPABILITIES



YEARS ON THE MARKET
> 11

CLIENT EXPERIENCE
> 110

PROJECTS COMPLETED
> 470

CLIENT LOYALTY
> 95%

AVG GROWTH Y-o-Y
> 30%

HEADCOUNT STRENGTH
> 80

AVERAGE JOB EXPERIENCE
> 10 years

EMPLOYEE REFERRALS
> 94%

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RECENT CREDENTIALS

ADAPTIVE GROUP PROFILE

PHARMA

moderna
Takeda
Gedeon Richter
ORGANON
astellas

FMCG

Amway
AVON
ecco
LEROY MERLIN
IMPERIAL BRANDS

BPO

Tech Mahindra
GENPACT
WNS
Extending Your Enterprise
CONDUENT
BSS

MED-TECH

Alcon
Boston Scientific
Elekta
eurofins
BRUKER
DGS
sonova
HEAR THE WORLD
amplifon
wizjaMED
OLYMPUS
novocure

SERVICES

LUFTHANSA GROUP BUSINESS SERVICES
CBRE
DLA PIPER
WARNER BROS. DISCOVERY
HCL
HAVI
KPMG
Deloitte.
SGS
ingenico
Inchcape
Vantive
KELLER
Trustwave
A LevelBlue Company

MANUFACTURING FOOD/CONSUMER

BARRY CALLEBAUT
TATE & LYLE
JTI
ADM
McCain

MANUFACTURING ELECTRIC/HEAVY/CHEM

Schneider Electric
Husqvarna Group
ArcelorMittal
CARGOTEC
HIAB
Flint Group Packaging Solutions
MOTOROLA SOLUTIONS
CLARIANT
TIKKURILA
DAIKIN
Bystronic
KION
Vossloh Rolling Stock
TRUMPF
LUMILEDS
GEA Engineering for a better world.
amcor
SWM
engineered for tomorrow
Schoeller Allibert
FRANKE
VELUX
ADAMA
TEKNIKUM

AGENDA

10 min Few insights on Arla GSS – **Artur Świętoń**





ARTUR ŚWIĘTOŃ

HEAD OF GSS


ARLA IS OWNED
BY FARMERS

Creating an even stronger European dairy cooperative together

REVENUE:
+20 BEUR

OWNERS:
11,200

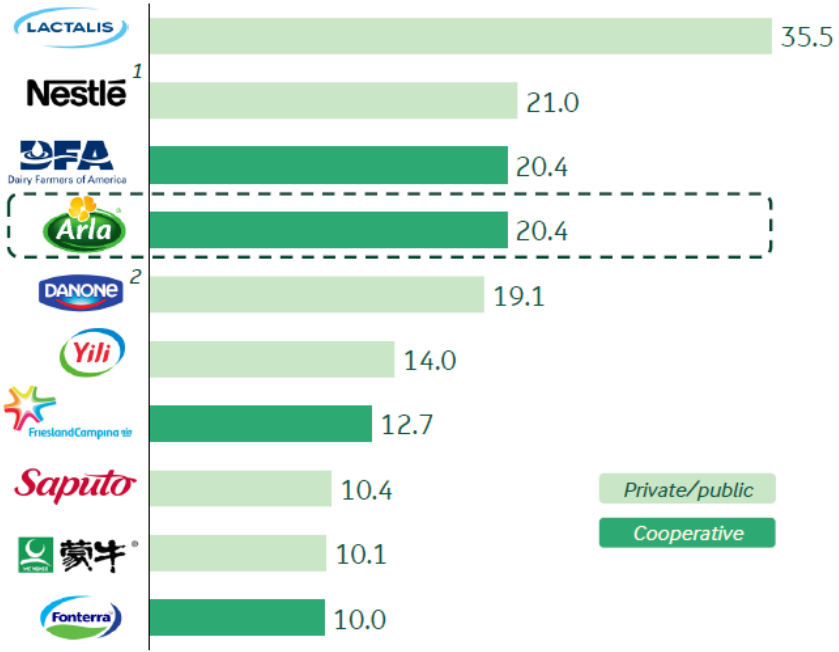
MILK INTAKE:
19.4 BKG

COLLEAGUES:
28,800

Arla		dmk Group
~ 22,000	Colleagues	~ 6,800
~ 7,300	Owners	~ 3,900
~ 14.3 billion kg	Milk intake	~ 5.1 billion kg
15 billion €	Revenue	5.3 billion €
World´s largest organic dairy producer (based on milk intake)	Company	Germany´s largest dairy cooperative
No. 1 dairy brand in Europe	Products	MILRAM is the market leader in Germany for hard and semi-hard cheeses

Arla is now 4th largest dairy globally, but we expect continued industry consolidation

Dairy turnover in bEUR (2025)



Competitors are consolidating

Coop merger
January 2026

FrieslandCampina + Milcobel
(Belgian dairy coop)

Acquisition
April 2026

LACTALIS + MAINLAND DAIRY
(Former Fonterra business unit)

Acquisition
August 2026

LACTALIS + Saputo
(Canadian Saputo's UK dairy division)

Acquisition
September 2026

DANONE + Huel®
(UK plant-based nutrition company)

Source: Rabobank | Notes: 1) Nestle based on milk, ice cream and ingredients BU 2) Danone based on essential dairy and plant-based (EDP) & specialized nutrition BU 3) Not approved yet

Our global brands











ARLA INTERNAL



890	74	32	4,8	7.8%	63/37	27	82
Employees	Leaders	Average age	Average tenure	Employee turnover	Female-to-Male Ratio	Nationalities	Employee Engagement *

Arla Gdansk

* Barometer 2025

AGENDA

30 min The shift from IT-built to Business-built solutions – **Robert Godziszewski**



GBS LIONS TALKS

The shift from IT-built to Business-built solutions.

"For years, technology barriers slowed GBS down.
AI is about to remove them – if you prepare now."

Adaptive

70%

of all IT implementations fail to deliver what was promised

We've been spending billions – and getting it wrong.

88%

of business transformations fail to achieve original ambitions

BAIN, 2024

75%

of ERP implementations miss their scope, budget or timeline

GARTNER

64%

of software features built are rarely or never used

STANDISH GROUP / PENDO 2019

The Real Reasons Behind the Failure

> **Only 20–30%** *of implementation success depends on technology. The rest is people and process.* – *Prosci / Vantagepoint*

70–75%
Poor User Adoption
Gartner

50–63%
Business–IT Misalignment
CRM research

45–64%
Wrong Requirements
Standish / Pendo

87%
Skills Gap
McKinsey

The Gap That Kills Good Ideas

7 out of 10 implementations fail because **the tool simply doesn't match business needs.** *Every handoff introduces noise, delay, and drift.*

Business
"I need a tool that does X"

↓

Submits ticket to IT backlog

↓

Waits 6–18 months

↓

☹ **"This isn't what I needed"**

↓

Uses 20% of features · Workarounds from Day 1 · Low adoption

Translation chain

Business Analyst
"So they need Y"

↓

Technical Analyst: "We'll build Z"

↓

Development cycle happens

↓

🚀 **"Here's your system"**

↓

Technically correct · Functionally useless · ROI never realized

Adaptive

AI Changes Who Builds the Solution

BEFORE AI

1. Business identifies a need
2. Submits ticket to IT backlog
3. Business Analyst gathers requirements
4. Technical Analyst writes specs
5. Development takes 6–18 months
6. Partial solution delivered late
7. Low adoption · workarounds · rework

NO TECHNOLOGY BARRIERS

1. Business identifies a need
2. **GBS Ops builds the solution** – AI-assisted, no-code / low-code
3. Solution matches exact requirements from Day 1
4. Deployed in days or weeks – not months
5. Adoption is natural – built by the people who use it
6. **IT governs, secures, scales** – as a strategic platform partner
7. **3–5× faster · full adoption · GBS + IT aligned**

Already in use today:
ChatGPT · Claude · Copilot
Power Apps · no-code / low-code

Adaptive

3 Real Gains for Business-Led Development

Precision

Tools built by people who know the process work the first time. No requirements lost in translation. No features nobody asked for.

Speed

3–5× faster than traditional IT pipelines. From idea to working solution in days, not a 12-month backlog queue.

Adoption

When you build it yourself, you use it. No training adoption problem. No shadow spreadsheets on Day 1.

SSC/GBS example:
A finance team uses Copilot + Power Apps to build an AP reconciliation tool in 2 days. Same request sat in IT queue for 6 months. Business-built version: 100% adoption from Day 1.

What This Means for IT – The Honest Picture

ROLES EVOLVING AWAY	ROLES GROWING IN DEMAND
Traditional Developer building business-facing apps on request	**DevOps Engineer** deploying and validating what business builds
Business Analyst translating business needs into IT requirements	**Cloud & Infrastructure Architect** providing the platform business builds on
Technical Analyst writing specs between business and dev teams	**Cybersecurity Specialist** governing and securing what business deploys
App Maintainer managing legacy backlog of internally built apps	**AI / Automation Governance Lead** new role – emerging fast across all sectors

This is not "IT disappears." This is ***roles will evolve.***
GBS Ops and IT teams that start preparing now – upskilling, reorienting, collaborating – will define the new operating model. Those who wait will be redefined by it.

From Builder to Strategist – IT's New Value Proposition

Business Layer

Builds · Deploys · Iterates

Process apps · Automations · AI workflows · Dashboards

↑↓
enabled & governed by

IT Layer

Security · Compliance · DevOps

Infrastructure · Data platforms · Identity & Governance

WHAT IT MUST OWN

01 Build the guardrails
Security standards and review protocols for business-built apps

02 Own the platform
Cloud, data, identity, integration – the foundation everything runs on

03 Validate & deploy
Code review + production governance for business-created solutions

For strong IT professionals – this is not a demotion. **It is a promotion to strategic architecture.**

Adaptive

"The technology is ready. The organisations are not."

TODAY

Acknowledge the Shift

- Recognise AI-assisted development as a real, present trend
- Start controlled pilots – small, low-risk, measurable
- Map which IT roles are already under pressure
- Begin internal dialogue between IT and business

6–12 MONTHS

Build the Governance

- Establish governance for AI-built apps
- Upskill IT towards DevOps and CyberSec
- Train business users on responsible AI usage
- Define what business can build, what IT validates

1–3 YEARS

New Normal

- Business-led development is the standard model
- IT operates as a platform team, not a dev shop
- Governance and security are IT's primary value
- OCM competencies become the differentiator

Preparing means **acting before the pressure forces you to.**
GBS Ops and IT teams that align now – on governance, skills, and platform – will lead the next decade. Those who treat this as someone else's problem will follow.

THE QUESTION ISN'T IF

It's Whether You Follow or Lead

FOR BUSINESS

"Are you waiting 18 months for something that doesn't match your needs – or actually building solutions that do?"

FOR IT

"Are you maintaining a backlog of the past – or moving beyond delivery into strategic leadership?"

"AI doesn't replace IT. It relocates where value is created."

ROBERT GODZISZEWSKI · ROBERT.GODZISZEWSKI@ADAPTIVESAG.COM · ADAPTIVESAG.COM

Adaptive

AGENDA

30 min Hiab Journey in Bottom-Up Automation with AI – **Marek Nowak**





Marek Nowak

Pioneering load handling innovation for over 80 years



Innovation is in our DNA. We have transformed the industry since 1944.

Today 15 category defining brands are present in more than 100 markets.

Our portfolio of smart and sustainable solutions continues to grow.

Hiab in numbers

Sales (Billion EUR)
1,6

Employees
5,200

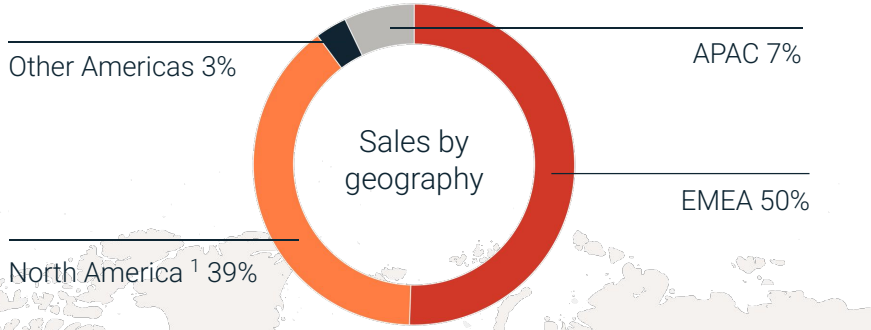
R&D and Production sites
18

Countries with delivery footprint
>100

Sales and service locations
3,000

Eco portfolio share (total sales)
37%

10 year average sales growth
+5.5%



Financial numbers represent full year 2025

1 USA & Canada


HIAB

Lifting and delivering everyday goods



Retail & last mile



Waste & recycling



Defence logistics



Infrastructure



Construction



Delivery logistics



Wind



Forestry



Agriculture



Rail

Customers:

Single truck owners

Fleets

Rental

Customer Experience Support Center
Introduction



HIAB

CX Support Center I Purpose of Establishment



Improve Customer Experience

- Faster Time-to-Resolution
- Higher service quality
- Customer feedback loops
- Use data and analytics
- Customer satisfaction
- Net Promoter Score
- Customer / equipment retention



Increase coordination between teams

- Unified way of working
- Easier and quicker communication
- Increase efficiency and utilisation
- Clear coordination
- Eliminate waste
- Higher employee mobility



Standardise Processes

- Framework setup
- Work instruction
- Roles and responsibilities (E2E)
- Reduce complexity
- Master Data management
- Culture (Lean / 6 Sigma)



Build Competence Center

- Skills
- Knowledge sharing
- Performance
- Experience
- Build talent pool
- Leadership



Support the Service Digital Transformation

- Installed base management
- Lifecycle lead generation / Customer journey
- E-Commerce adoption
- E-Commerce conversion rate
- Remote & predictive services
- Service planning

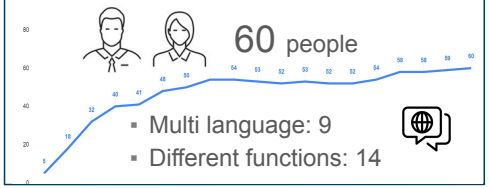


Financial benefits

- Skilled workforce
- Agile and scalable organization:
  - Increase profits
  - Increase ROI
  - Increase revenues
  - Increase market share

CX Support Center journey (2021 - 2026)

Fast recruitment & onboarding



- Multi language: 9
- Different functions: 14

Wave 1 (Spare Parts Functions): Go live Q1





- Internal CSAT: 94% (**+7%** vs Q3'21)
- Internal NPS: 74 (**+33pts** vs Q3'21)
- Majority of Operational **KPIs exceeded**

Wave 2 (CSC Support): Go live: DE:Q1, UK:Q2 NL: Q3





- KPIs established
- Processes mapped
- Optimization initiatives & 1 RPA bot



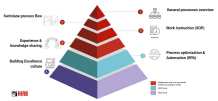
Permanent Office



68 desks
8 meeting rooms

- Centrally located in Gdansk
- Place for operational reviews

Process Management Framework



63 Process maps
92 SOPs
46 Improvements done
90% Trained on Lean basis

Major Challenges



- Retention level (high turnover)
- Equipment technical support knowledge build up

CX Support Center Roadmap



- Competence Center build-up
- Service catalogue offering set-up
- Partner with CSCs and Functions to identify further roadmap & leverage opportunities
- Economy of scale
- Portfolio extension

Customer Experience



- Identify process bottlenecks & drive improvement (i.e. E2E Warranty)
- Proactively address critical customer feedback (i.e. Hiab Case Management)
- E2E spare part process optimisation (Part lifecycle, reduce number of Jira tickets)

Process Automation & Business Excellence





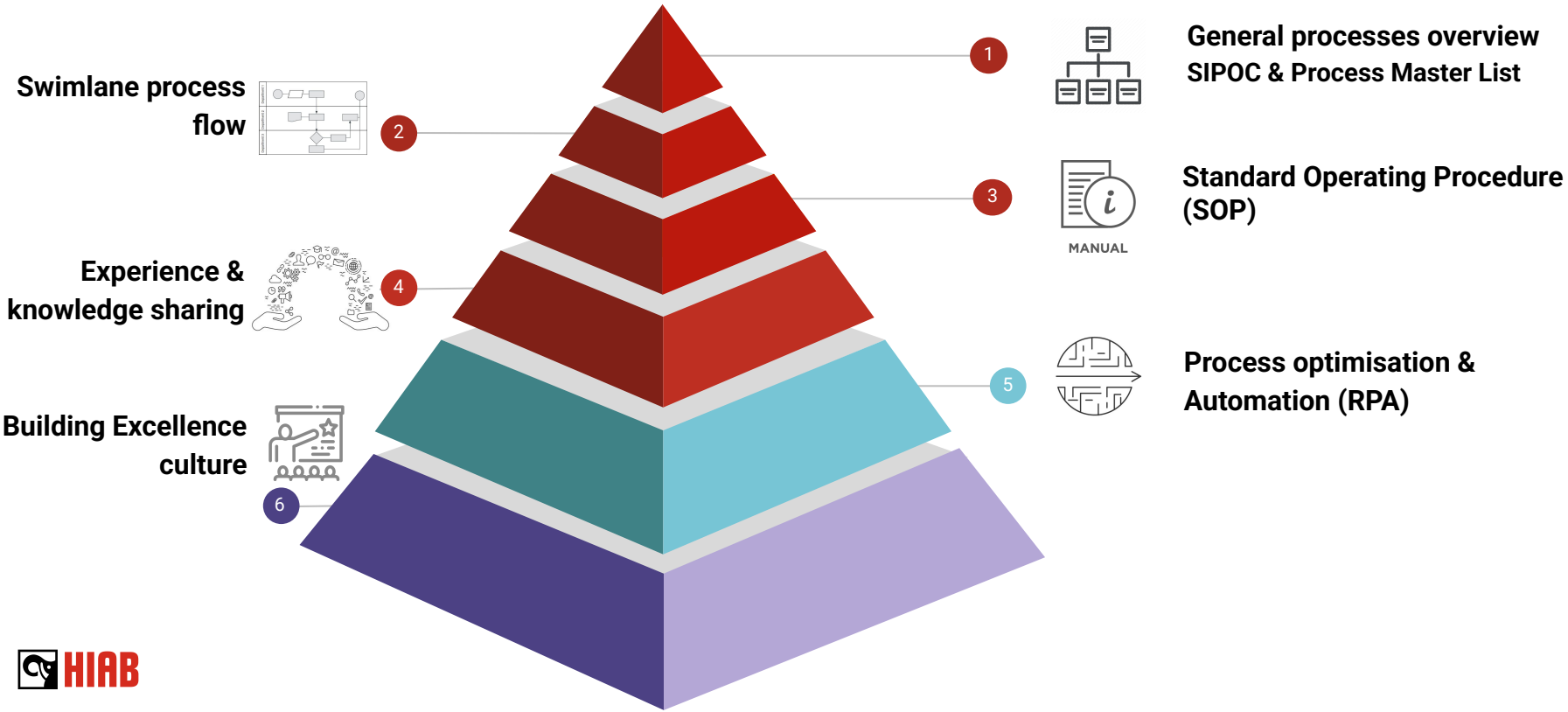
- Lean Certification Programme
- Release efficiency & productivity gains through waste elimination & automation
- Drive process harmonization opportunities (economies of scale)
- Reduce Total Resolution Time
- Artificial Intelligence

Process Management Framework

It’s been a journey

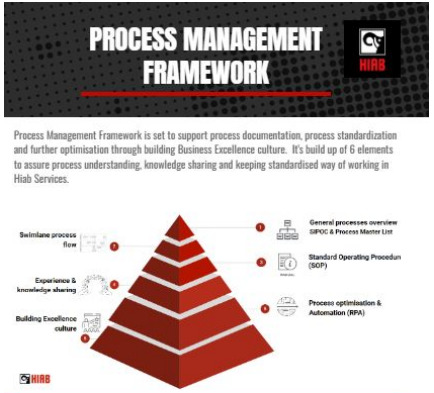


Process Management Framework (concept)



HIAB

Process Documentation



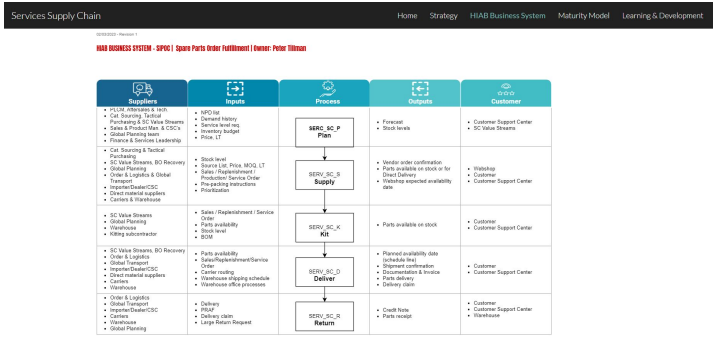


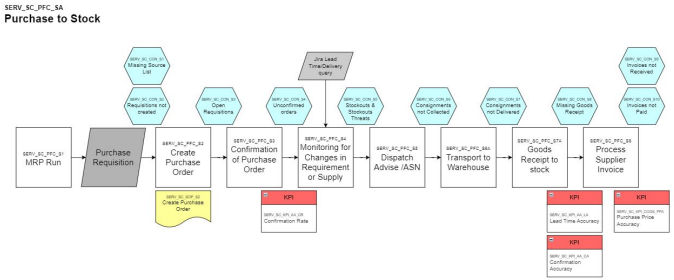


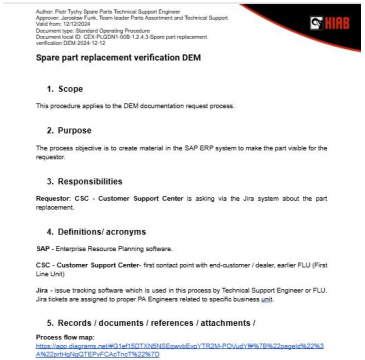
The main document for process documentation management in Services is the standard:

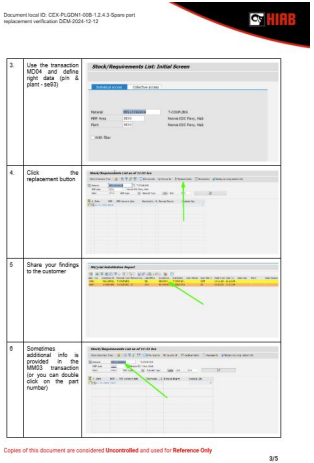
SERV_QEHS_SOP-Documentation Management Standard-06.06.2023





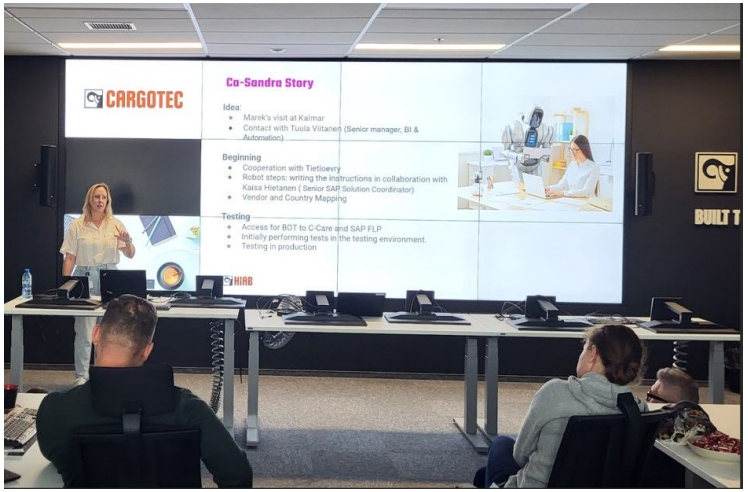


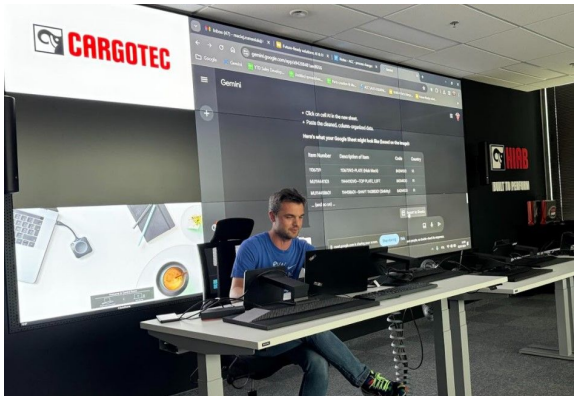


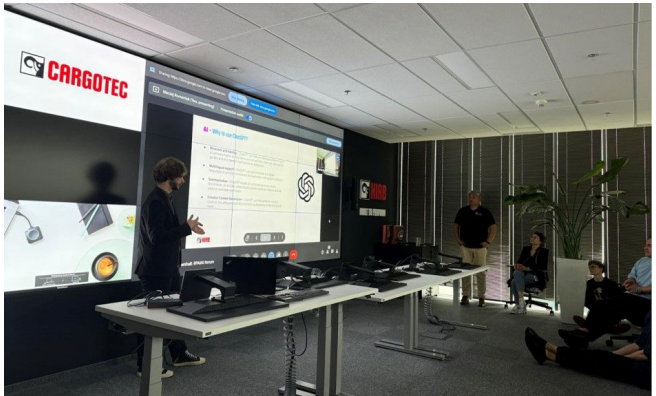


Process Excellence (Lean Trainings & Best practice / Idea sharing)









HIAB

Process automation path



Current process revision & wastes identification

Case Assessment

Idea submission

Technology choice

New process flow

Coding

Consultations & feedback

Testing (UAT)

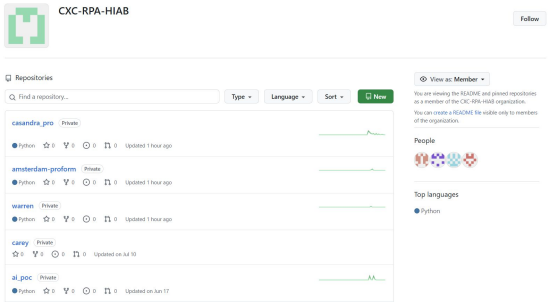
End-user documentation handling

JIRA Story

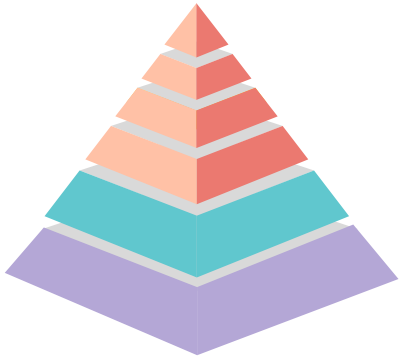
End-user Training

Verification in FIP

LIVE



Process Excellence & Automation



130 maps

189 SOPs

Process Documentation

Process Mapping

Standard Operating Procedures

Process Automation

RPA

RPA Forum

AI

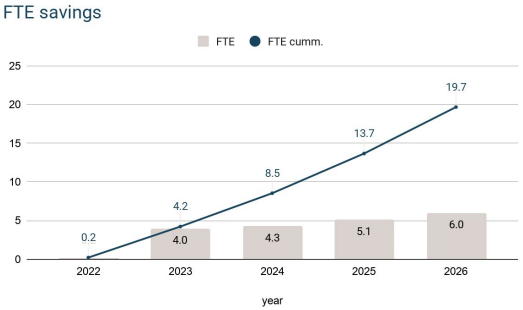
Process Excellence

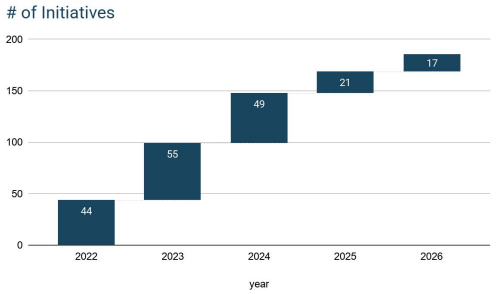
Lean Training

Best Practice Sharing | Idea Show

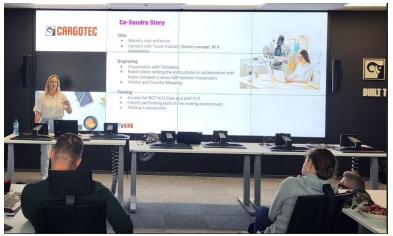
Idea Shows

RPA events









Process Automation: key examples

Warranty processing
SAP | C-Care

Purchase Order creation
ASC/ Service Partners vs Hiab

ProCare Contract creation
SAP | ProCare Quotation Tool | Sheets

Email Notifications to Partners
ProCare reminders /
Forecasts and Purchasing daily activities

Data cleansing and Data scraping
Master Data Management

AI POC
for Effer Technical Documentation

2026 PROJECTS PRIORITISATION

Department	Country	Initiative Title	Status	FTE saved	Priority
AfterSales	Global	Automatic PO number fetching from Potter database	done	0.13	1
Parts Tech. Supp.	Global	Windchill parts comparison	done	0.21	1
Services general	FR	Service campaigns	done	0.10	1
Services invoicing	NL	Invoicing Service Orders NL (Billie)	done	0.70	1
Services invoicing	UK	**Potter 2.0 - scope TBD**	done	0.60	1
ProCare	Global	Procare notification - new features	in progr...	0.27	1
ProCare	UK DE NO	ProCare invoicing	in progr...	1.20	1
ProCare	Global	ProCare indirect notifications	in progr...	0.20	1
Warranty	Global	Supplier claim draft creation in QLM	in progr...	0.38	1
Services general	US	Service Campaigns US	in progr...	0.10	1
Services invoicing	US	Service Invoicing	in progr...	1.00	1
ProCare	Global	Indirect procare execution	planned	0.30	1
Services general	DE AT	access management related notifications	planned	0.20	1
RPA Activities	Global	RPA Maintenance & Improvement activities	planned	0.00	1
Services general	US	SAP data to UPS portal	planned	0.30	1
Services invoicing	UK	Service Invoicing (Billie extension)	planned	0.70	1
Sales	DE	Dashboard for Przemek	planned	0.05	1
Services invoicing	US	Customer Portal data update (3 top volumes)	planned	0.50	1
Sales	Global	Order management transformation (H2 2026)	planned	0.40	1
Services invoicing	UK	Service Invoicing (Billie extension)	planned	0.70	1
Sales	DE	Dashboard for Przemek	planned	0.05	1
Services invoicing	US	Customer Portal data update (3 top volumes)	planned	0.50	1
Sales	Global	Order management transformation (H2 2026)	planned	0.40	1
Services general	FR	Proform + service invoicing PSG	planned	0.30	1
Finance	US	Customer creation template (form)		0.10	1
Services general	PL	Service Campaigns PL	planned	0.05	1
ProCare	Global	OPO vs procare (CX countries scope)		0.30	2
Finance	US	Rebate Automation - Leasing Companies (TLS)		0.10	2
Services invoicing	Global	Rental Invoicing		0.30	2
Warranty	Global	Labels for warranty parts returns generation		0.02	2
Parts Purchasing	US	Report non-confirmed PO for parts purchasing		0.20	2
ProCare	DE AT	PO creation for Procare		0.30	2
Warranty	US	Warranty US		1.00	2
ProCare	NO SE	PO creation for Procare		0.30	3
Services general	Global	access to the platform for Oil and lubes check with SDS		0.10	3
Warranty	FR	Credit note + purchase order saved as pdf on google drive		0.03	3
Warranty	Global	Supplier PDF creation for global warranty		0.02	3
Parts Tech. Supp.		AI POC improvment		0.05	3
Parts Assortment		Spare parts status - report auto generation		0.01	3

FOCUS AREA 2026

- Support extension: **F&A, HR**
- Cooperation with **US**
- **Server implementation** to orchestrate RPA performance and better version control management
- Improve collaboration with **IM& GPOs** (Global Process Owners)
- Enable next steps in **AI journey (Automation & Analytics)**

KEY CAPABILITIES

AI POC lessons learnt about the project selection, data preparation and contextual data requirements

PDFs reading for SAP processing with validations across system data to ensure data quality

Extract, structure, and index data from various documents

GITHub RPA related documentation storage according to global standards

CX Support Center capabilities

- Process Documentation Management
  (create, update, audit)
- Process mapping & SOP creation
- Six Sigma Black Belt
- ISO 9001 internal auditor
- Lean Trainings

- Data Analytics (BigQuery)
- Data reporting (Looker Studio)
- ERP (LN, SAP, Baan)
- GitHub
- PLM (Windchill, Pulse)
- Jira Software Management
- AWS
- Snowflake

- Python / Flask Framework
- C#
- AI applications
- Java Script
- Apps Script
- AppSheet
- SQL
- HTML
- Server Management
- API / Fast API

- HSM (rollout activities)
- Customer Activation
  (process & rollout activities)
- Case Management
  (process & Solution design)

Current Process mapping → Wastes identification → Future Process → Automation → Improvement & Maintenance → Deployment

BUILT TO PERFORM



HIAB • EFFER • ARGOS • ING • LOGLIFT • JONSERED • MULTILIFT • GALFAB • MOFFETT • PRINCETON • WALTCO • DEL • ZEPRO • LABRIE • WITTKE • LEACH • HIPERFORM

AGENDA

30 min Building Stronger Business-IT Partnerships for an AI Future - the Arla Story – **Maciej Obuchowski**



Building Stronger Business-IT Partnerships for an AI Future - the Arla Story



Maciej Obuchowski

GSS Automation and analytics Manager

The Business Has Always Built Its Own Solutions

Technology changed. The mindset did not.



MANUAL WORKAROUNDS

Business adapts the process itself.

- Personal checklists
- Process notes
- Email coordination
- Manual calculations



SPREADSHEETS AND LOCAL TOOLS

The Shadow IT era.

- Excel trackers
- VBA macros
- Access databases
- Local reporting



CITIZEN DEVELOPMENT

Technology moves closer to the business.

- Power BI
- Power Apps
- Power Automate
- Structured training and certification



THE NEXT CHALLENGE

AI and enterprise-scale solutions.

- Enterprise data is required
- AI expands possibilities
- Governance, support and continuity matter

Citizen Developer

Mix **local expertise** with technical skills

A Citizen Developer is someone from the business who uses low-code or no-code tools like Power BI, Power Apps, Power Automate, to build smart solutions that:



1. Save time
2. Reduce manual work
3. Improve decisions
4. Bring their team's ideas to life, faster

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LATs

Fast, local and data-driven **problem solving**

Local Analytics & Automation Teams help business areas build their own data & analytics and automation solutions. They bring together **people who understand the business** with **the tools, data and support from IT.**



LATs

How do they work?

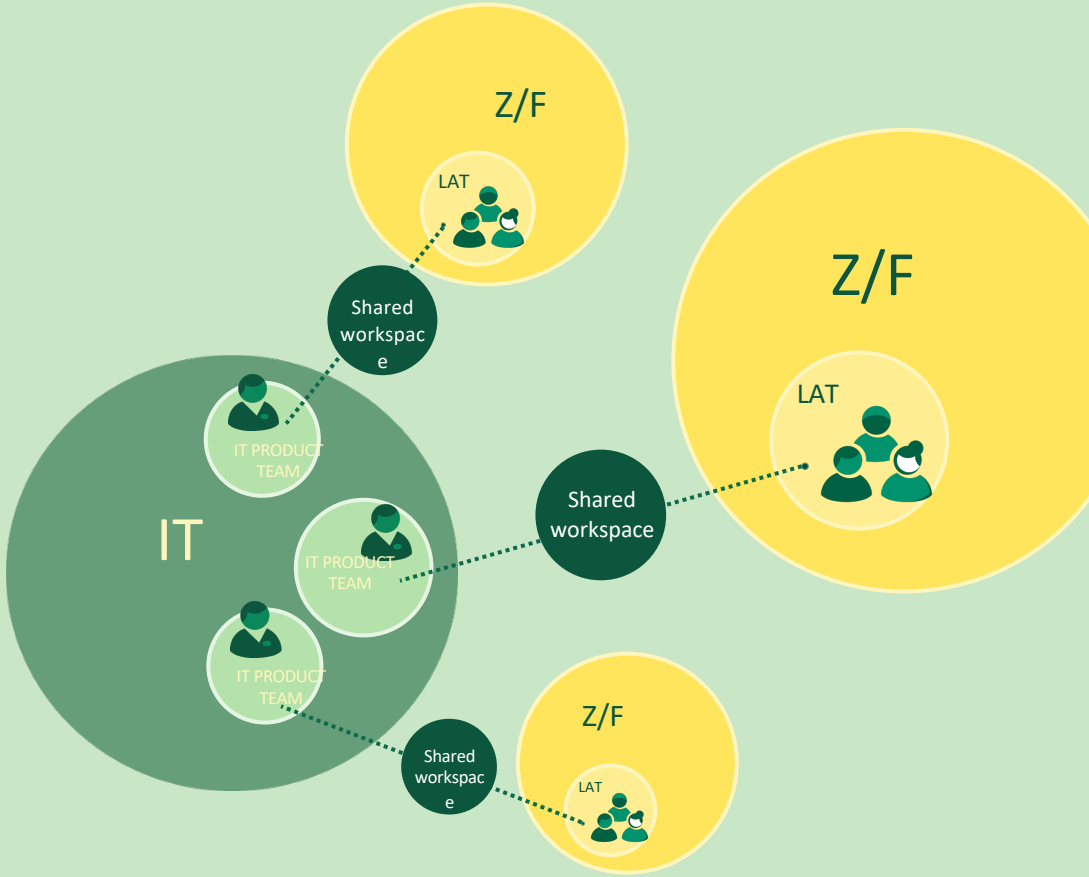
A LAT works through three core ingredients:

1. LOCAL OWNERSHIP: YOU BUILD IT - YOU OWN IT

2. CLOSE COLLABORATION WITH IT

3.1 A SHARED DATABRICKS WORKSPACE *

3.2 A DEDICATED POWER PLATFORM ENVIRONMENT **



* Relevant only to **Data & Analytics** LATs
** Relevant only to **Automation** LATs

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Closing the Digital Delivery Gap in GSS

GSS and IT jointly created a delivery capability that combines the speed of local automation with the governance of enterprise IT.

LOCAL AUTOMATION

WHAT WORKED

- Fast Implementation
- Strong process expertise
- Direct business ownership

LIMITATIONS

- High operational risk
- Difficult to support and maintain
- Local reporting and extracts
- Difficult to scale across GSS

GSS AUTOMATION & ANALYTICS

WHAT LAT MAKES POSSIBLE

Faster delivery
Dedicated capacity for GSS opportunities

Lower operational risk
Solutions are delivered without the overhead of IT projects.

Lower delivery cost
Critical solutions no longer depend on individual employees.

Access to enterprise platforms
Solutions developed on enterprise platforms and data

ENTERPRISE IT PROJECTS

WHAT WORKED

- Enterprise-grade platforms
- Governance and compliance
- Structured support model

LIMITATIONS

- Long delivery cycles
- High project overhead
- No dedicated GSS prioritization
- Business proximity

What GSS and IT Built

Dedicated people, governed platforms, enterprise data and AI capabilities now available for GSS delivery.



TEAM

- **5 FTE Team**
- 1 manager
- 2 automation specialists
- 2 Data Analysts



POWER PLATFORM

- **Premium environment setup**
- Dedicated Environments dev/test/prod
- Power Automate
- Power Apps
- Premium Connectors



DATABRICKS

- **Analytics development workspace**
- SQL analytics
- Python development in notebooks
- Shared analytics workspace
- Genie AI



DATA FOUNDATION

- **Governed enterprise data access**
- SAP data
- Single source of truth
- Governed enterprise datasets
- Data exploration



AI CAPABILITIES

- **AI solution toolbox**
- AI Builder Models
- Copilot Studio Agents
- Premium Microsoft 365 Copilot
- AI-enabled workflows

Our Ambition for Future GSS

Moving toward standard cases handled by AI and automation, with people focused on exceptions, controls and process improvement.

INCOMING WORK

- ServiceNow tickets
- Emails
- PDFs and attachments
- SAP work items
- Business requests

AI-ASSISTED CASE PROCESSING

1 → 2 → 3 → 4 → 5

1. Classify request
2. Extract document data
3. Retrieve SAP / enterprise data
4. Apply business rules
5. Execute standard case

✓ Standard cases proceed automatically when data, confidence and rules are sufficient.

EXCEPTION COCKPIT



- Low confidence
- Missing data
- Rule failed
- Policy decision
- Financial or compliance risk

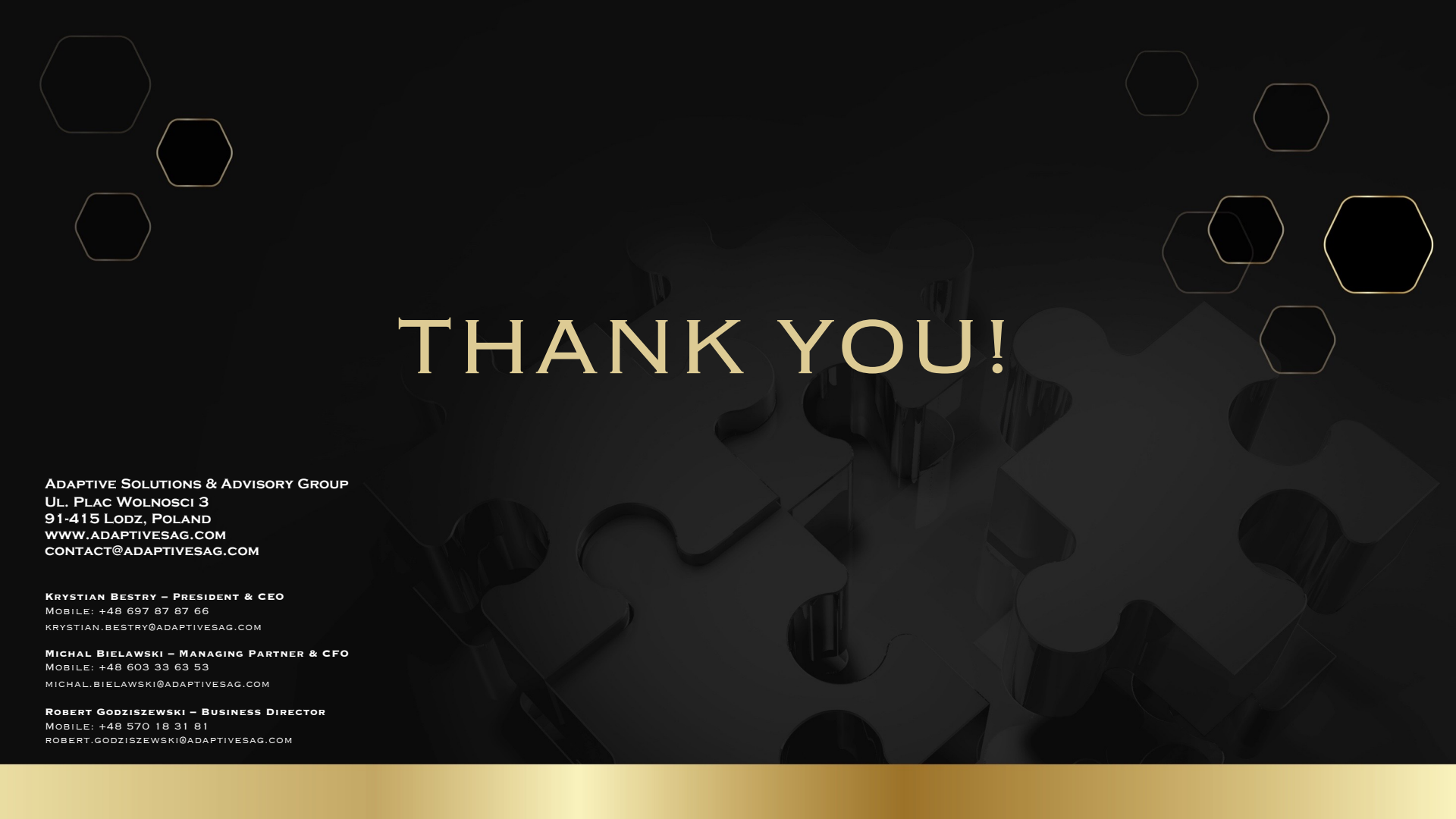
People only intervene for these exceptions.

EXAMPLES ALREADY IN MOTION

Ticket Automation
AI classification, SAP context retrieval and draft responses.

Order Automation
Workflow-based order handling and exception management.

Allocation Automation
AI Finance data extraction, SAP matching and exception routing.



THANK YOU!

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