

THE SLOVAK SPECTATOR



BUSINESS SERVICE CENTRES

Favourable business environment creates competitive business centres



Business service centres have shown high flexibility and resilience during the COVID-19 pandemic.

Photo: Courtesy of Henkel Slovensko

BY PETER RUSIŇÁK
Special to the Spectator

STABILITY and predictability are key preconditions for a well-functioning business environment in every country. Firms and entrepreneurs need to have rules that are fair, well known in advance and that lead to the creation of a competitive business environment. For their adjustment and subsequent adherence, the credibility of public institutions is important at the national and local levels. A stable and predictable business environment in a country with functioning and trustworthy institutions is a prerequisite for the success of all sectors of the economy, including the business service centre industry.

Some statistics

The AmCham Business Service Center Forum (BSCF) is a sectoral association bringing together shared service centres (SSC), centres of excellence and business process outsourcing (BPO) providers operating in Slovakia. In total, they employ more than 34,000 employees, which makes up to 92 percent of the entire community. After the automotive and electrical engineering industries, it is the third largest industry; in Slovakia, it directly employs over 37,000 people.

Firms and entrepreneurs need to have rules that are fair, well known in advance and that lead to the creation of a competitive business environment.

The centres provide services with high added value, especially in the areas of IT, financial flow management, reporting, accounting and customer service. In 2019, salary expenditures of BSCF member companies amounted to over €824 million, employees paid €136 million in income tax to the state budget, and the total levies of companies and employees reached well above €400 million. Since 2016, the sector has recorded an average year-on-year increase of 3.6 percent in salaries (the current average monthly salary is €1,850) while the number of employees in the sector is growing by an average of 3.3 percent year-on-year.

Not only Bratislava

In the six years of its existence, AmCham BSCF as an umbrella association of business service centres has conducted a fair dialogue with the

government as it has a functioning governmental support strategy adopted by the cabinet in July 2016 and an official register of BSCs at the Economy Ministry. Large centres not only fill capacities in Bratislava, but also expand throughout the country. Besides Košice, shared service centres are already appearing in Nitra, Žilina, Prešov, Komárno, Banská Bystrica, Nové Zámky, Považská Bystrica and other locations.

It has been more than 10 months since business centres that were able to immediately shift their operations to remote working conditions asked all of their employees to remain home and continue business operations remotely for an indefinite period of time. So many times since March 2020 we have heard from technological firms, administrative offices and business centres that “the future is happening right now”. The new normal leads to new challenges.

Challenges of home office

The benefits of working from home are evident: we can spend more time with family, save money on transport since we do not have to leave the comfort of our home, and adapt the day's schedule to what is most suitable to our preferences.

But is permanent home office as effective of a solu-

tion as it sounds? The pandemic might remain with us longer than we originally anticipated and plenty of shared service companies find themselves in a revolving process of deciding how long to expand their “new normal policies” for the foreseeable future. While many of us enjoy the “luxury of quietness” while working from home, the dark side of the story reveals more and more employees are reporting increased levels of anxiety, loneliness, and the inability to maintain relationships in the new virtual work environment.

Biggest social change since 19th century

In parallel to vibrant corporate discussions on how long their office space will resemble a ghost town, representatives of the Slovak government have adopted the “small” amendment of the Labour Code with home office regulations being on top of the priority list. Businesses with operations in Slovakia highly appreciate the willingness of policymakers to start adopting the labour-related legislation in response to the business reality of the 21st century.

However, the biggest social change since the 19th-century industrial revolution is happening now: modified business models, new types of jobs, a revolutionary change in

employment relationships and the accelerated need for new skills have a major impact on how people, businesses and the state will function. The lack of required skills intensifies the global struggle for talent. Slovakia is no exception.

In the current business environment, 98 percent+ of BSCF members' employees work from home using modern technology while maintaining daily operations. Flexibility and adaptability are in the DNA of business centres, but even the most innovative ones obviously learn a lot from an economic shock like the current pandemic. As the old corporate cliché puts it, the greatest value of businesses are their employees. Firms need qualified experts and flexibility in employment which can only be achieved by a more flexible and modern Labour Code that respects the openness of the Slovak economy. Legislation in the field of labour and remuneration of employees must be flexible and attractive for maintaining existing operations and alluring new high-value investment to the Slovak market. Flexibility and simplification of the Labour Code should relate in particular to the start and termination of employment, flexible forms of employment, the organisation of working time, the setting of the employer's social policy and collective labour relations.

Modern labour code

The Labour Code is perceived by business centres and technology-driven corporations as a necessary condition for maintaining employment and further growth of Slovakia's competitiveness. The sought-after home office regulation, effective as of March 1, 2021, should streamline necessary changes towards a modern and more balanced Labour Code.

The shared service industry as such has demonstrated a high level of resiliency towards negative external developments and has proven that the Slovak economy can strongly rely on its stability and employment growth rate. Despite the paradigmatic change in society, it's crucial to focus on exploiting the full potential this sector can bring to the national economic framework. If Slovakia aims to climb up the value chain, it must amend the content of education at secondary school and university levels, significantly simplify the inflow of foreign experts from non-EU countries and reform the system of taxes and levies. Let's be more demanding in 2021 and help Slovakia increase its competitiveness!

Peter Rusiňák is AmCham Senior Policy Manager & AmCham BSCF Coordinator

A response to crisis: remote work and digital transformation

BUSINESS service centres (BSCs) and shared service centres (SSCs) have shown flexibility due to and resistance towards the crisis.

As much as 97 percent of them continued in their activities while keeping high labour productivity during the coronavirus crisis without any significant restrictions. At the same time, up to 84 percent of them have not asked for any state aid.

The sector, which is the third-largest in Slovakia, kept growing in 2020, with the number of employees going up by 3.5 percent compared with the previous year. The labour market in this field remained stable, with three in 10 centres planning further recruitment of staff due to their expansion plans in the following months.

On the other hand, one in 10 centres admitted they will have to reduce the number of their employees.

This stems from a poll carried out by the Business Service Center Forum (BSCF), running under the American Chamber of Commerce (AmCham) in Slovakia, between January 1 and July 31, 2020, among its members.

"Business centres in Slovakia fared well also during the pandemic," said Gabriel Galgóci, chair of the BSCF, during the annual BSCF conference held on September 24, 2020 in Bratislava. "Companies proved their resistance towards negative impacts and the ability to adapt to changed conditions."

Employers in the BSC and SSC sector still support the flexibility of labour and technology solutions, while it is less required to have a concrete employee present in the workplace. Home office requires less commuting and the reduction of office spaces. The biggest challenge in the coming years will be the availability of talents with high-quality digital skills as well as the automation and robotisation of processes, the poll showed.

What do the centres look like?

Currently, there are 65 BSCs in Slovakia employing some 37,000 people.

The 32 centres surveyed in the poll employ more than 34,000 people. The average age is 34 years and almost three-quarters of employees hold a university degree. The average monthly salary amounts to €1,850.

BSCs and SSCs have a lean management structure as only 9.6 percent of the staff works in management positions. They also employ predominantly Slovak citizens. Only 11



Most business centres are situated in Bratislava, but some have been built in other parts of the country.

Photo: Sme

percent of foreigners make up the staff, whereas those from the EU make up the majority (64 percent).

Moreover, for the first time, BSCF member companies employ more women than men: 50.5 percent of all FTEs have been females.

The centres are still located predominantly in Bratislava and Košice, but investors have also opened some in Nitra, Žilina, Prešov, Komárno, Banská Bystrica, Nové Zámky, and Považská Bystrica.

If Slovakia wants to remain attractive for investors, it needs to change its structure of education, simplify the process of recruiting foreigners, and change the system of taxes and payroll taxes, Galgóci said.

More people work from home

In about one-quarter of BSCs and SSCs, home office is a preferred option, while 41 percent said they expect at least one to two days at the office and three to four days at home. Only about 28 percent of BSCs and SSCs claimed their staff has full flexibility based on the teams' needs.

Only 13 percent of respondents encourage their staff to spend the majority of their time at the office.

The introduction of home office as a fully-fledged type of work in the 21st century should also be part of the Labour Code amendment that was discussed at the BSCF conference.

Less commuting and less time spent at the office will also influence the plans of the centres when it comes to using office spaces. While 41 percent said they do not plan any major changes, 53 percent said they are thinking about reducing office space as more employees are expected to work from home. Only 6 percent said they will need more space because of health and safety regulations.

Education important

The quality of education was also discussed at the conference. The Institute for Educational Policy, running under the Education Ministry, estimated that 52,000 primary and secondary school students did not participate in distance education during the first coronavirus wave, which represents 7.5 percent of all pupils.

If schools close again, teachers should undergo training to improve their digital skills, the report suggests.

Education Minister Branislav Gröhling (SaS) stressed during the conference that the education sector needs mass digitalisation.

"We need to invest in technology for schools, help parents who cannot afford computers, and define the position of the network administration," he added, stressing that automation will also have an impact on education. "Many pupils and students will work in positions that do not exist now. Their education needs to reflect on this."

Education will also be important for the development of BSCs and SSCs. However, digital transformation has proven more difficult than expected, according to Tom Bangemann of The Hackett Group company, one of the main speakers at the conference.

"The real problem is not technology, but the lack of talent," Bangemann said.

Automation will continue

The coronavirus pandemic has introduced several trends to the BSC sector in the central and eastern European region, according to Adam Jamiol of PwC Poland. This includes new ways of thinking, a bigger focus on innovation, automation and digital transformation.

"A new trend will be the transition of BSCs from transaction services to services with higher added value with less bureaucracy and a focus on bringing value to the customer," he said, adding the BSCs will focus more on automation by introducing, for example, new chatbots, robots and data mining.

The poll suggested that 78 percent of respondents focused on introducing automation for data reporting and process automation in 2020, while 63 percent implemented RPA solutions and 47 percent chatbots. As for their plans for the next two to three years, 19 percent of respondents said they plan to extend the auto-

mation or robotisation of relevant processes or functions by more than 20 percent, while 25 percent said they want to extend it by 10-20 percent and 6 percent by less than

10 percent. As much as 41 percent have no specific targets yet.

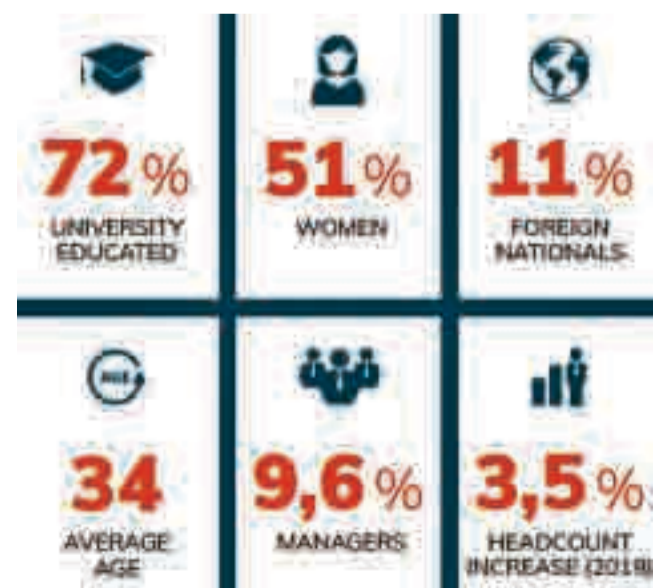
Compiled by
Spectator staff

Types of business centres

A **Shared (Business) Services Centre, or SSC (BSC)** is an organisational unit responsible for the execution of specific tasks (e.g. Finance & Accounting, IT support, HR) supporting the core activity of the company.

Business process outsourcing (BPO) involves contracting of the operations and responsibilities of specific business processes to a third-party service provider.

Source: BSCF 2020 Survey



Source: BSCF 2020 Survey

The pandemic drives appetite for

Business centres will not return to state before the coronavirus outbreak

BY JANA LIPTÁKOVÁ
Spectator staff

SHARED service centres (SSCs) and business service centres (BSCs) have operated online from their very inception. This digital DNA makes them extremely flexible and better prepared for crises. The current crisis, caused by the COVID-19 pandemic, forces these centres to search for new forms of work and collaboration, and to speed up digitalisation and robotisation.

"Pandemics and crises force companies to look more intensively for ways to increase their extent of adaptability to new conditions," Peter Rusiňák, AmCham senior policy manager and AmCham Business Service Center Forum (BSCF) coordinator, told The Slovak Spectator.

Based on a BSCF survey conducted in the first half of 2020, as much as 44 percent of its member companies plans to automate more than 10 percent of their processes during the following two to three years, while 41 percent of the centres surveyed have not set any goal in this respect.

"These numbers, in principle, highlight the premise that automation has been a natural part of the life of business centres," said Rusiňák.

He pointed out that compared with 2019, the share of centres without a concrete goal in automation increased by 11 percentage points. He ascribes this change to an increase in the number of companies that focus, because of the pandemic, on other goals besides automation.

"What remains un-



After Bratislava, Košice is the second-most popular destination for business service centres in Slovakia.

Photo: TASR

changed are the types of automation and robotisation member companies of AmCham BSCF implement in the long term - from automation for data reporting, process automation, RPA solutions up to the automation of internal processes and the development of chatbots," said Rusiňák.

Rusiňák is certain that the business centre sector will not return to the state before March 2020 and that this is true for all aspects of their operation.

"Automation and digitalisation will continue to accelerate decision-making processes, improving their competitiveness and decreasing their dependence on physical performances and operations because the share of employees working re-

motely will continue to grow," said Rusiňák.

A natural challenge during the automation of processes is that it requires new skills from affected employees. Individuals also need to be willing to increase their competences so upskilling is successful across all levels of employees in a proper scope. The drive of the parent company in the field of automation - especially to what extent it pushes to streamline processes throughout the corporation - plays a role, noted Rusiňák.

Virtual coffee breaks and brainstorming sessions

The first reaction of most BSCs to the pandemic and the lockdown was to shift from working in the office to work-

ing at home. That increased the usage of tools, which were already a part of day-to-day activities before, like teleconferencing, screen sharing, remote brainstorming, shared whiteboards, etc.

"The positive impact was very evident when companies learned to shift their all-staff meetings, informal sessions and larger-scale events to the virtual space," Martin Džbor, chief strategy & technology officer at Deutsche Telekom IT Solutions Slovakia (DT ITSO SK) in Košice, told The Slovak Spectator. "Digitisation certainly helped the BSC sector to respond fast and efficiently, and essentially continue their operation without disrupting the customer."

Henkel's Bratislava-based business centre has estab-

lished a decent IT infrastructure and developed more than 300 robotic process automation solutions over the last few years. Thanks to this level of maturity, the pandemic did not have a negative impact on its digital transformation and robotisation.

"The necessity to switch to remote collaboration drove the digital upskilling of all employees," said Christian Schulz, CEO of Henkel Slovensko and head of GBS+ Bratislava. "In addition to well established digital collaboration tools, we explored new ways of interacting in areas where we previously had face-to-face meetings. For example, we replaced face-to-face brainstorming sessions with Microsoft Teams meetings that include collaborative white board functionality."

David Reilly, Bratislava SSC site leader at Lenovo Slovakia, noted that many of their teams connect daily, with webcams on, for virtual coffee hours in the morning. They also have online team buildings. Through their Global Learning and Development organisation, they have provided their managers and employees with several education packages on how to effectively lead and work in a remote environment.

The prevalence of home working and isolation during the pandemic led to new ways of leadership - to emphasise employees' mental health and well-being, and to prevent a sense of isolation, noted Paul Burt, location leader and managing director of IBM International Services Centre.

At IBM's centre the pandemic accelerated digital transformation, which was

already in the works. IBM has been deploying AI and automations to make workflow more intelligent and to enable new methods of working.

"In the future, there may be support for more flexible - hybrid models of on + off workforce sites," said Burt.

Robotisation, on the other hand, also has the potential to take over some of the routine transactional workflow. That happened in DT ITSO SK as well as in other companies in the sector.

"However, in cases where digitisation may be a less well-fitting remedy, support for creative work, innovations and related activities, like hackathons and coding bootcamp, is present," said Džbor. "That could be a reason why digitisation and digital tools need to go hand in hand with a new culture, new employee attitudes, new practices, processes, etc."

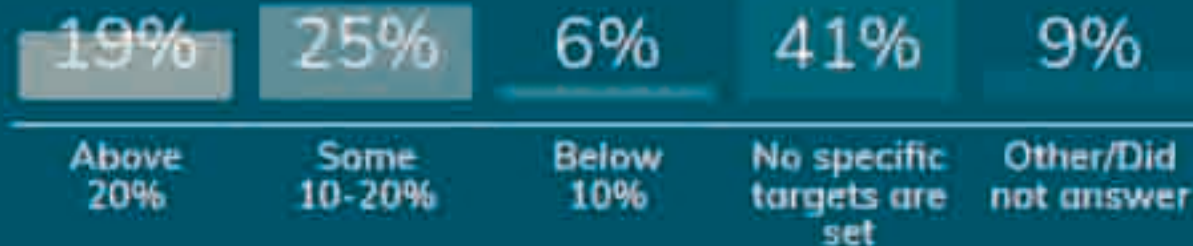
Pros of the pandemic

At Lenovo, their digital transformation includes changes from within their supply chain to how they do their daily work and communication.

"We've adapted our strategy by having a digital transformation mind set," said Reilly.

One of their leading examples is their "Channel First" strategy, done through the Lenovo Partner Hub. It is designed to help their partners deliver a better experience for their customers by providing them with insights, tools, and pricing to deliver superior solutions in less time with greater value.

What is the planned extent of automation/robotization of relevant processes or functions in BSCF companies in next 2-3 years?



Source: BSCF 2020 Survey

automation and robotisation

They support other businesses in their digital transformation journey as well.

“Ducati and Lenovo may initially seem like a strange pairing, but Ducati manufactures beasts of speed and Lenovo was the choice for facilitating Ducati’s leap into the 21st century,” said Reilly.

Henkel is continuing its RPA programme with the backbone of a mature operational model focusing on smart robotics and hyper automation. Further core elements of its digital transformation programme are the creation of a digital expert network and the exploration of new digital tools and opportunities.

One area where digitisation had a highly positive impact in this sector was in digital upskilling and continuous learning. The latter has moved from an older model of classroom-based learning to individual, self-managed learning.

“To that extent we implemented new offerings and tools for our employees, so that they can develop future skills using worldwide programmes, lectures and even certifications,” said Džbor. “Our new Percipio tool made it easier and more attractive for employees to study new topics, with leading learning content providers and also to get certified in new areas – and all that in times that fitted individual employees the best.”

Related to that was the introduction and integration of training and breakout support tools for the mainstream teleconferencing platforms. These enabled more natural collaboration, especially in larger teams and projects.

“Furthermore, the pandemic triggered some interesting innovations such as the automated, AI-enabled real-time translation of a teleconferencing session,” said Džbor.

Big data, data mining, AI and more

“The big advantage of business service centres is the large scope of processes and solutions they are dealing with,” said Schulz. “This provides the opportunity to implement true end-to-end process optimisation and combine the data of various sources in new applications, e.g., big data and AI.”

Džbor of DT ITSO SK adds that as the business centres work largely with data – processes, events, requests, observations and so on – data analytic competencies seem to come naturally to this data-centred world. DT ITSO SK sees the potential data mining and data analytics has in discovering patterns in their operational data, for instance. These insights enable what is called predictive or smart maintenance of the entrusted processes, infrastructure, and solutions.

At Lenovo, they believe that one big component of digital transformation success is the end-user devices implemented in businesses.

“It’s not about transforming for the sake of digital transformation; it’s about enabling new use cases that can offer a



Meetings have moved into the virtual space during the pandemic.

Photo: Courtesy of Henkel Slovensko

“Translated to simpler language it means the intelligent system would be capable of recognising and alerting us to a potential disruption, danger, conflict and so on well before it actually happens,” said Džbor. “Preventive action may thus allow us to increase customer satisfaction, reduce time spent fixing the issues, and invest more time into innovation for our customer.”

AI can help internally by replacing or complementing help desks, service desks or internal support teams, for example. More interestingly, AI can also contribute externally – for example, it can complement existing infrastructural or application solutions with some smart capabilities and thus open new markets for BSC companies, noted Džbor.

Other potential areas where DT ITSO SK explores the use of data analytics and AI include the discovery of expertise within the informal organisational networks crossing teams and divisions, the automated evaluation of customer requests for changes to the services they receive from them, stronger, more natural linguistic capability, and the integration of a “speech” component into user interaction and user experience models.

At Lenovo, they believe that one big component of digital transformation success is the end-user devices implemented in businesses.

“It’s not about transforming for the sake of digital transformation; it’s about enabling new use cases that can offer a

better user experience,” said Reilly. “When you care about customer experience, you achieve profitability. You have streamlined processes, and in the future, customer experience will be enhanced as well.”

Challenges of GDPR

While the General Data Protection Regulation (GDPR) greatly improved the European privacy landscape, one of the underlying reasons this regulation was established was to enable companies with multiple footholds in the EU to easily interact with only one single Data Protection Authority (DPA) instead of 27, noted Burt of the IBM International Services Centre.

“But harmonisation of GDPR rules and their diverging interpretations remain one of the big hurdles, as member states are still able to develop their own rules, for example on sensitive data such as health data,” said Burt, adding that DPAs issue guidance on several topics such as cookies, mandatory risk assessments (DPIAs), and the use of employee health data to determine whether it is safe for them to return to the workplace.

Divergences among EU member states’ recommendations add a layer of complexity, which should be avoided by improving cooperation between DPAs and with stakeholders. Guidance from the European Data Protection Board also makes a difference.

“New privacy laws – such as the proposed European e-Privacy regulation – should take this into account and strive for a strong alignment with GDPR rules to avoid further fragmentation and legal uncertainty,” said Burt.

Chasing digital dragons

The pandemic made business centres do things differently, but it has not slowed them down in their automation and robotisation plans.

“Lenovo will continue to leverage Big Data and AI to allow us to deliver an outstanding user experience to our customers and partners,” said Reilly, adding that from a BSC standpoint, digital transformation creates opportu-

ities for them to increase both the skill sets of our employees and the value proposition to our stakeholders.

IBM will focus on its open hybrid cloud platform, which represents a \$1 trillion market opportunity. Building on IBM’s hybrid cloud foundation, the company acquired Red Hat to unlock the full value of the cloud for clients, further accelerating the adoption of the platform.

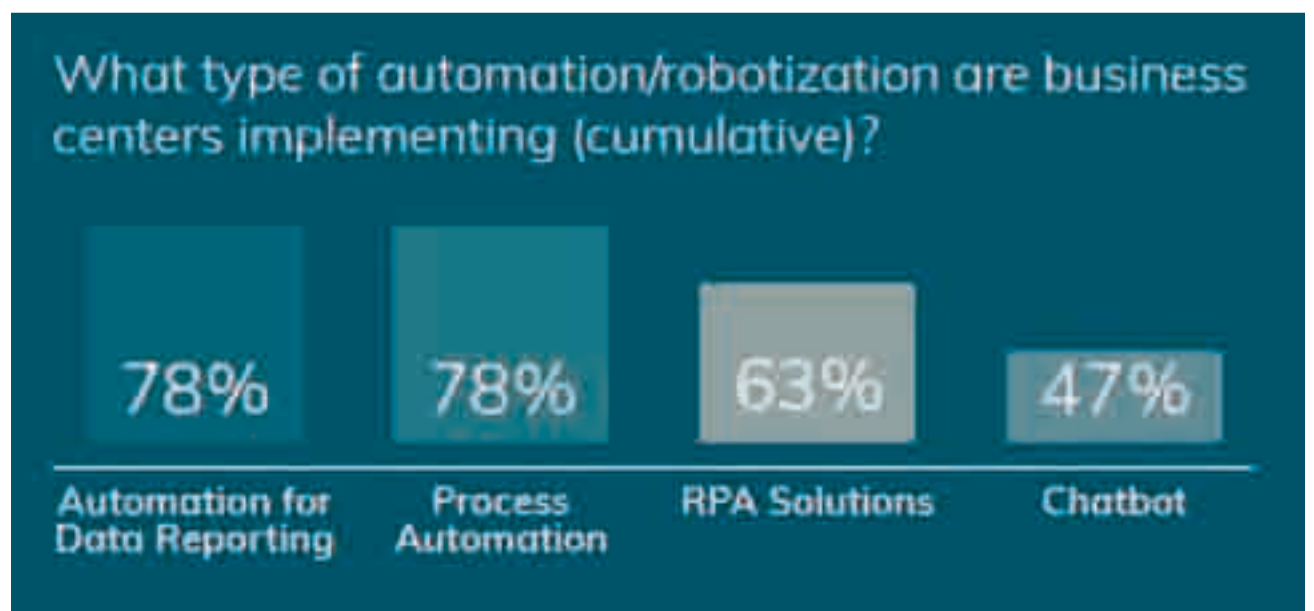
“This platform facilitates the deployment of powerful AI capabilities to enable the power of data, application modernisation services, and systems,” said Burt.

In DT ITSO SK, the different teams work on different aspects of digitisation while they share one objective: to use digitisation to broaden their portfolio for end customers. They plan to introduce 5G and Edge solutions, especially for the public sector, and to support smart cities and smart communities.

“We see a potential to share our experience in applying digital infrastructure alongside analytics and AI for the healthcare sector in Slovakia, where the demand for telemedicine and smart solutions grows,” said Džbor.

At the same time, DT ITSO SK would like to strengthen its culture – to make it more innovation and product development oriented, and thus encourage their employees to take up the various challenges of their customers proactively, with out-of-the-box ideas. A big challenge is to combine this innovative capability with the acceleration of product development, the time to value and the time to market.

“If we want to compete, we need to look beyond the corporate world and compare our product delivery capability with that of digital startups and so-called digital dragons,” said Džbor. “To succeed in the new digital worlds, we need to get our innovative products out within three to six months, rather than years.”



Source: BSCF 2020 Survey

Henkel's SSC in Bratislava transforms into Global Business Solutions⁺

What started in 2006 with 20 employees providing transactional finance services only has grown into Henkel's largest center, covering more than 30 language requirements in Europe and globally. Christian Schulz, President Henkel Slovensko and Head GBS⁺ Bratislava, explains how this change reflects the company's growth over the past 15 years and what the organisation aspires to become.



Your organisation has a new name: Global Business Solutions⁺. Why did Henkel decide to change it from Shared Services?

Our new name Global Business Solutions⁺ is the logical consequence of our continuous evolution from performing transactional activities to providing comprehensive expert solutions.

To give some examples for GBS⁺ Bratislava: We established centers of excellence and concentrated expertise in multiple areas along the value chain, e.g. in sourcing, supply chain, controlling, robotic process automation, human resources, and tax & foreign trade.

That sounds interesting. Can you give some more insights?

Of course, just to name three areas out of many:

Our Ideation-to-Launch team is responsible for the integrated end-to-end steering of master data management for new product implementation, leading to a significant acceleration of time-to-market.

Transport planning activities for all of Europe are concentrated at GBS⁺ Bratislava. Besides the operational cross-divisional optimisation of more than 5,000 deliveries per day the transport management team acts as a centre of excellence that supports transport planning teams in other regions, performs optimisation analysis based on big data and shapes the effectiveness and efficiency of transport planning processes.

Our consumer and shopper insights team, together with Global Market

Research at our headquarters, captures insights from social media listening to adjust our brand and go-to-market strategies in response to shifting consumer habits and value perceptions. For example, the dynamics of suddenly growing or declining categories due to lockdowns caused by the coronavirus pandemic have been captured in regular COVID-19 insight newsletters, enabling Henkel to quickly respond.

All these initiatives are accompanied by our digital journey. Meanwhile, we apply more than 300 robotic process automation (RPA) solutions. All of them were developed by the experts of our centre of excellence (CoE) automation. We leverage existing RPA bot solutions by connecting them with intelligent technolo-

gies, e.g. AI (artificial intelligence) and OCR (optical character recognition). We already have several solutions in place, for example in OTC (Order-to-Cash) for smart account receivables management and in master data management for automated visual checks of artworks.

How is Global Business Solutions⁺ organisationally embedded within Henkel?

Global Business Solutions⁺ with more than 3,000 employees is part of the finance organisation and consists of five Henkel-operated and two outsourced centres covering all time zones and all language requirements around the globe.

GBS⁺ Bratislava is the biggest location with more than 1,600 employees cov-

ering Europe and, in many areas, global responsibilities. GBS⁺ provides solutions along the entire value chain for all divisions and functions of Henkel in more than 60 countries.

GBS⁺ Bratislava continues to be a part of Henkel Slovensko taking advantage of the synergies between the teams working for the Slovak market and GBS⁺. Staying part of our established legal entity means that the change of our name does not affect any contracts or legal relations.

Our new name Global Business Solutions⁺ is the logical consequence of our continuous evolution from a company that performs transactional activities to one that provides comprehensive expert solutions.

What are the strategic priorities of GBS⁺ for the following years?

Our GBS⁺ strategy 2025+ is an integral part of Henkel's strategic framework of purposeful growth and Henkel's Finance strategic priorities.

We will contribute to drive powerful financial performance through mergers and acquisitions (M&A) synergy realisation, comprehensive GBS⁺ risk mitigation plans and by leveraging our expertise in AI, analytics etc.

We continue providing excellent business solutions, e.g. within the marketing team managing digital customer touchpoints (e.g. social media, e-commerce) and operating as an internal

agency with experienced designers who create artworks as well as e-content across business units. Thanks to this in-house approach we meet business demands with high agility.

By further leveraging our strong Quality Management System, which includes our ISO 9001 certification, we will ensure compliance and continuous improvement in all our operations.

Corporate social responsibility (CSR) is part of Henkel's culture. During the next five years we will further intensify our activities in CSR, supporting more local and global community activities and providing our highly engaged employees with multiple opportunities to contribute to CSR through volunteering activities

Digital transformation is another priority of ours; driving automation further, leveraging new technologies, boosting digital process management, and establishing the foundation of a CoE Analytics are on our agenda.

Designing lean and simple processes and driving continuous improvements in all areas of our operations is one of our strategic priorities.

And, of course, we will continue our strong focus on our people, our culture and learning and development.

Can you provide some examples of your focus on learning & development?

The knowledge and skills of our employees are the source of our success, which is why providing comprehensive learning opportu-



CSR and volunteering activities are an integral part of the GBS+ Bratislava strategy. In Slovakia we focus on helping senior citizens.

nities, including digital upskilling trainings, are of key importance for the success of our teams and the individual development of each of us. Consequentially, we are providing a very comprehensive learning and training offer, enhancing Henkel's rich global training offer through local external trainings, webinars as well as a broad offer of in-house trainings provided by employees to employees.

We want to ensure that our employees are truly in the driver seat of their professional development.

The key factor for a successful and engaging development experience is the transparent and consistent

linkage of development and career paths. We want to ensure that our employees are truly in the driver seat of their professional development.

The pandemic changed the way people working significantly. What are your experiences and how will they influence work life after society returns to normal?

Fortunately, we were well prepared to change from working in the office to working from home, as all our employees are equipped with laptops including telephony. Everybody was already used to working from home thanks to our well-established home office culture. I am proud of our teams for now carrying out activities remotely, that

were usually performed in the office, for example the onboarding of new hires. This agility enabled us to realise our planned growth by 150 new positions in 2020.

On top of that, our teams showed great creativity by establishing digital innovation workshops, virtual knowledge-sharing and team building sessions. We all learned a lot about the capabilities of digital collaboration tools but also the limitations of being reduced to remote cooperation. That is the reason, why we put a dedicated focus on "mental health" with a comprehensive offer of webinars, panel discussion and e-learning.

Once the limitations due to the pandemic end, we will take the "best out of two worlds". We will further focus on work-life flexibility

as the last months showed that lots of activities can be performed from home, but collaboration in person at the office will continue to play an important role.

You are celebrating the 15th anniversary of GBS+ Bratislava this year. If you compare the early years with the current situation, what changed the most?


When we started in 2006, we were providing transactional finance services only and were dependent on the expertise of global and regional headquarters. During the first years, senior management positions were staffed with experienced colleagues assigned from abroad.

Today, we are a mature organisation that covers basically all business processes with a strong expert community and leaders, who developed and were promoted within our organisation. In addition, GBS+ Bratislava as well as our other GBS+ locations are a talent pool for Henkel globally. Every year, around 60 colleagues develop into positions in our divisions and functions.

Or to put it in a nutshell: While at the beginning we imported expertise and talent, we are now exporting it.

What is your ambition for the coming years?

With our clearly defined strategic priorities we already triggered multiple



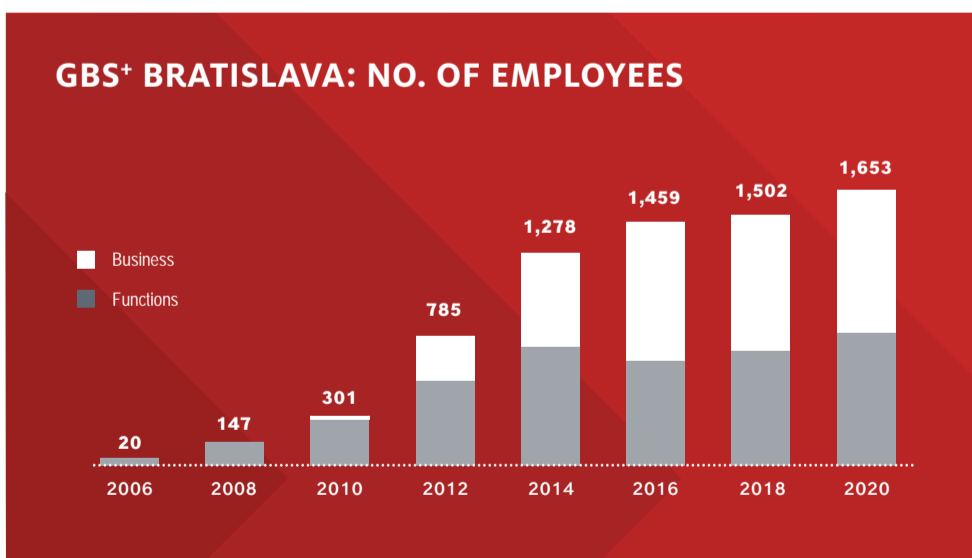
GBS+ BRATISLAVA PROCESS SCOPE:

- ▶ Controlling
- ▶ Foreign Trade
- ▶ General Administration
- ▶ General Accounting
- ▶ Human Resources
- ▶ Innovation-to-Launch
- ▶ IT Services
- ▶ Marketing & Sales
- ▶ Master Data Management
- ▶ Order-to-Cash
- ▶ Regulatory
- ▶ Source-to-Pay / Purchasing
- ▶ Supply Chain
- ▶ Tax

initiatives which will ensure that we continue our successful path of the last 15 years.

As our key assets are the skills and capabilities of our employees, we will con-

tinue to focus on all aspects of employee experience, especially in the area of learning and development. We strive to be the employer of choice for those who want to grow professionally.



FURTHER INFO ON GBS+ BRATISLAVA:

- 

Nr. of employees:
1,670
- 

Nationalities:
47
- 

Average age:
32 years
- 

Share of female employees:
63%

Business service centres proved their

The coronavirus prompted BSCs to come up with new solutions

BY RADKA
MINARECHOVÁ
Spectator staff

BUSINESS and shared service centres are used to working remotely and use the latest technology in their operations. The pandemic has thus not been as much of a blow as in other sectors, say the people who represent the sector in Slovakia.

The Slovak Spectator spoke with David Reilly, Bratislava SSC Site Leader at Lenovo Slovakia; Christian Schulz, CEO of Henkel Slovensko and Head of GBS+ Bratislava; Paul Burt, Location Leader and Managing Director of IBM International Services Centre; Martin Džbor, Chief Strategy & Technology Officer of Deutsche Telekom IT Solutions Slovakia in Košice; and Martin Bednár, Senior Vice President of Dell.

The Slovak Spectator (TSS): What impact did the coronavirus pandemic have on the business service centres (BSC) sector in Slovakia and your company in particular?

David Reilly (DR): The BSC sector groups multiple business functions together, which allows knowledge sharing, teamwork and the development of corporate culture. With the majority of staff working remotely, you need to find creative ways to replicate the benefits of the office environment. As the situation was very dynamic, we continued to adjust to the pressure of the pandemic. From the first moment, we continued to prioritise the health of our employees and support our communities around the world as best as we can. Our employees were required to work remotely. We managed to optimise and to adjust our business operations around the world to the given conditions. Our teams have shown they are able to keep our partners and customers informed and ensure our operations are running as smoothly as possible.

Christian Schulz (CS): We met the expectations of our business partners by keeping or exceeding the performance levels. In addition, we satisfied the top demands caused by the pandemic, like ad hoc reporting, inventory management, demand and supply planning. We put a strong focus on communication in this work set-up to ensure all employees are well informed and aligned, e.g. through newsletters or frequent alignment calls.



Many employees had to turn their homes into offices during the pandemic.

Photo: Unsplash

In the field of learning and development, face-to-face training has been adapted to an online form. Employees showed an increased interest in e-learning, which led to an agile adaptation of the e-learning offer. We put a strong focus on team collaboration, spirit and motivation through online team meetings, brainstorming, organising mental health days, online yoga sessions and much more. We are continuing with CSR activities, which we converted to remote formats.

Paul Burt (PB): Thanks to a high level of digitalisation even before the pandemic, we have been able to keep providing all services to our customers. The closing in the first quarter was the first test and we passed it.

Martin Džbor (MD): Quick adoption of remote working was one of the first decisions taken by many company boards. This was a more realistic response in the services sector than in the industrial sector. In autumn, some sectors, especially industrial factories, returned to their usual routines, but many employees in the business and IT services sector are still working from home. In the BSC sector, the pandemic had the potential to disrupt all established prac-

tices, including our processes, engagement, and culture. However, many players in the sector, both worldwide and in Slovakia, saw the remarkable resilience of their operations. In fact, the BSC sector has come out of the first wave as the least affected, and it is maintaining its positive momentum during the second wave as well. The new way of working has had no negative impact on the quality of provided IT and business services.

Martin Bednár (MB): The pandemic has paradoxically brought new stimulus to technology companies for digital transformation and many new business opportunities. Of course, we've experienced a pressure on costs. While the first wave affected all countries the same, the next wave creates the opportunity to acquire new competences and thus chances for countries that are competitive in terms of costs.

TSS: Do you expect these changes to be permanent?

CS: Firstly, a better working time and location flexibility does not impact the capability to deliver high performance and hence will persist. Secondly, the share of virtual meetings will remain higher after the pandemic too.

MD: More than 90 percent of IT staff temporarily became home workers when internal health safety measures were implemented. An action theoretically noted in business continuity management plans became reality and brought unprecedented changes to the fine-tuned working patterns and processes, with all leaders suddenly managing remote and distant teams. In many teams, "a-ha" moments arose when the specialists realised that they do not need to be permanently located next to their colleagues to deliver excellent results. Individual specialists, the teams, and the entire staff learned to perform even more efficiently when permitted to combine an on-site presence with remote mode.

MB: In the technology business, constant changes are part of our life. The pandemic has accelerated some processes or opened our eyes to questions that we thought we had already answered. Work from home is one significant change. The pandemic will probably also bring more focus on talent management and more opportunities for the best talent as locality is no longer an obstacle.

TSS: What impact did the pandemic have on the lack of qualified labour force the BSCs in Slovakia have been complaining of?

CS: We see a twofold impact. For domestic recruitment, the quality of profiles of candidates increased and the hiring time decreased. On the other hand, recruitment from abroad became more challenging due to lockdowns, border closings, etc. For candidates from EU countries it is basically manageable, for candidates from non-EU countries the pandemic is causing significant difficulties and delays.

MD: The pandemic situation will not have a lasting effect on the workforce shortages. What is likely to help our sector and our company is the fact that the pandemic accelerated the acceptance of remote work, which has a potential to deliver comparable outcomes, especially in terms of service quality, time of delivery and operational reliability. The jury is still out on what kind of impact this will have on creative roles and activities.

The acceptance of remote work as a pattern enables BSC players in Slovakia to look beyond their natural, region-

al hiring circle. One can more easily imagine having a worker hundreds of kilometres away from the operational hub, in other regions of Slovakia, in a rural area, or even in a different country. Teleworking and dominant work from home may help motivate a new potential target audience to consider working for individual BSC companies, but it is unlikely that it will suddenly resolve the talent and expertise shortage, mainly because similar strategies will also be applied in higher-cost countries, in other near- and off-shore countries.

MB: We'd all been growing in employment in the past years, which was reflected in an aggressive labour market. The situation has calmed down since last March. There are fewer opportunities, but talented people can find their placement. Home office will certainly be used more than before, but everything depends on the type of job, the superior and other factors. I personally consider a working week model of two to three days in office and two to three days at home an optimal solution. The face-to-face interaction is crucial, particularly in more complex tasks.

resilience during the pandemic

TSS: What challenges will the BSCs face in the near future when it comes to, for example, the interest in their services, education, the rental of office spaces, lacking social interactions among employees due to home office, or corporate culture?

DR: During the pandemic, the challenges are different for every employee. Some have to balance working from home with childcare and education, while others may be struggling to cope without the social interaction the office environment provides. Lenovo has provided a wide range of tools to help managers and employees through these unprecedented times. As well as offering an extensive Employee Assistance Program, our employees can also take advantage of flexible working hours to allow them to balance both family and job responsibilities. Back in mid-March 2020, Lenovo released a research study among employees from companies in EMEA, where 87 percent of responders said they are ready to make the shift to working from home if required. It means that if this remote working will become a likely

scenario, technology can enable companies to keep moving forward.

CS: We see ongoing challenges driven by administrative procedures stipulated in Slovak legislation, leading to excessive paper documentation and difficulties linked to the necessity of signed hard copies, instead of state-of-the-art digital solutions.

Besides our continued focus on training and development, we concentrate on the mental health of our employees in this challenging situation and will continue to do so in the future.

PB: The health and safety of our employees is and still will be our top priority. To ensure that, we have put in place procedures that sometimes exceed the procedures given by the government. One of them is allowing our employees to work from home when possible. This physical separation brings some challenges. We try to support them every way possible, from online coffee chats, regular online meetings with the top management, regular physical exercise or meditation, up to the 24/7 mental health helpline available for every IBMer and every person over 18 who lives

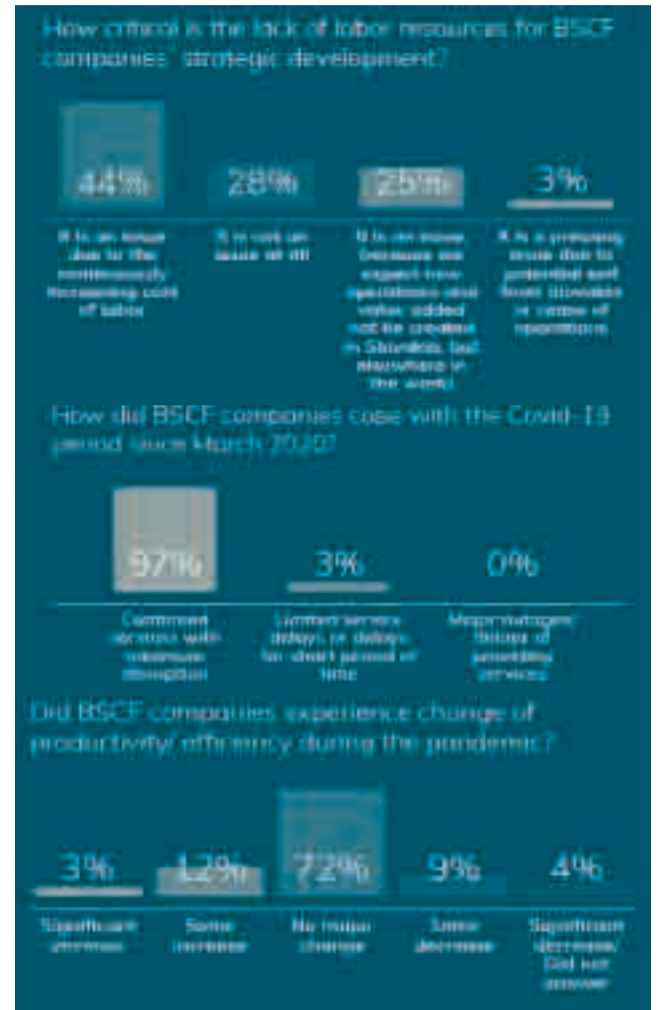
with an IBMer in the same household. Many online courses were available before the pandemic and this new situation brought more possibilities to transform other courses into the online space. Generally, I think people have emotionally come closer together as a result of physical separation. In some ways, the pandemic has created even more of a sense of community within our teams; people are in this together and will help each other to see it through.

MD: Companies will have to alter their existing, no-longer-effective office design elements that contradict the designs of the future ways of working. Three main types of future working modes have emerged from our design exercise, which represent the different needs of different audiences: the teleworking mode allowing on average one day on-site and four at home; the office mode requiring four days on-site on average; and the hybrid mode roughly requiring employees to spend half their working time on-site and half remotely. Investment is likely to be needed into the physical building infrastructure, digital infrastructure and collaboration

toolsets. More subtle areas where we also need to invest include what we would call “employee experience” features. We need to ensure, for example, that the connectivity of our employees from their homes is reliable. We need to think of investing into the ergonomics of home IT equipment, in particular, and home offices in general.

One portion of the overall “employee experience” is the creation of a new culture. All the implementation of workplaces that includes co-working and collaborative spaces in various sizes, open and private concepts, meeting, conference and co-creation rooms, as well as individual desks, is one side of the coin. A much greater challenge will be to use all these new means to foster collaboration, promote learning and sharing among employees, and in consequence, nurture an even stronger and effective culture and attitudes among employees.

MB: I think the new normal set by a more frequently applied home office will verify everything. It will impact the requirements for office spaces, the form of social contacts and corporate culture.



Source: BSCF 2020 Survey

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- ✓ Check
- ✓ Change
- ✓ Go

The home office genie was let out of the bottle in 2020

Changes reflect changes brought by the COVID-19 pandemic

BY JANA LIPTÁKOVÁ
Spectator staff

AFTER the novel coronavirus and anti-pandemic measures hit Slovakia in March 2020, home office has become the new norm for those with jobs that can be done outside of their offices. The government has responded to the new situation with a so-called small revision to the Labour Code, redefining the institute of working from home, the rights and duties of employers and employees as well as the self-employed while working from home.

"We needed to adjust the concept of home office because an increasing percentage of people and employers use this way of working in the pandemic," said Labour Minister Milan Krajniak in early November 2020, as cited by the TASR newswire.

Parliament advanced the draft revision to the Labour Code to the second reading on November 26. The proposed changes modernise the legislation in terms of domestic work and telework in order to reflect the latest trends in digitisation. While the changes should become effective as of March 1, 2021, the parliament is expected to



The new legislation will grant employees the right to disconnect.

Photo: TASR/DPA

pass the revision later in January.

The aspects addressed by the revision include a definition of how employers and employees can agree, for example, that the concept of home office does not have to mean working exclusively from home, but from anywhere in the world. The second important aspect is the right to disconnect. This means that a person working from home, for example after 19:00, does not have to consider an employer's request, because the employee also has the right to rest, specified Krajniak.

The revision differs between work done from home irregularly and regularly, while the latter contains a special type of domestic work - telework, i.e. work performed regularly at home using information and telecommunication technologies (PC, laptop, internet, etc.). The new legislation does not directly use the term home office, while this term is usually applied only for work done from home irregularly.

Based on the draft revision, employers will be obliged to provide the employee with working means for per-

forming work from home, while the employer is obliged to cover the costs of the employee linked to the performance of work from home regularly if the employee is using his or her accessories.

The revision also requires employees working from home to be neither preferred nor put at a disadvantage compared with employees working from the office. It further prohibits an employer from ordering an employee to work from home regularly while the employee cannot decide on their own whether they will perform work from home. The revision additionally enables an agreement upon the scope of work done from home or in the workplace in the work contract.

Home office not just a benefit any more

"The home office genie has been let out of the bottle and it will not return," Ladislava Molnárová, talent acquisition partner at Amrop Jenewein, told The Slovak Spectator. "Home office has become the new norm overnight and has ceased to be seen as just an employee benefit."

It is expected that home office will be a flexible form of work after the pandemic is over as well, and that it can even significantly contribute to the reduction of costs on the side of employers.

Sebastián Nemčok, branch manager at the HR company Manuvia, agrees, pointing to the increased willingness of employers to enable their employees to work from home, when there were already possibilities for this even before the crisis.

Among positive changes he lists the obligation of the

employer to excuse the absence of an employee from work in the case of quarantine or isolation. A negative feature is the employer must check on the time worked, often leading to unpaid overtime work or increased pressure on employees, noted Nemčok.

Already before the coronavirus pandemic hit some companies had enabled their employees to do part of their work from home, when this was understood as a benefit. At that time this led to indistinctiveness on whether it was regular or irregular work from home, as some regulations of respective legislation do not pertain to irregular work from home.

"Employers would welcome obliging employers to customise occasional work from home within the inner regulation of the employer," said Ivan Zizič, managing director of Elanor Slovakia, a company providing the outsourcing of wage and administrative personnel services in Slovakia.

The Federation of Employers' Associations (AZZZ) points out that long-term work from home has many negative features, for example the isolation of employees, loss of productivity, unclear boundaries between work and private life, and others. This is why companies often combine it with work in the office.

"In general, in comparison to western Europe, we may lag behind in the field of working from home, due to the structure of our industry, where not all jobs allow the use of the home office concept," said Miriam Filová, spokesperson of AZZZ.

The AZZZ has already registered a new trend where

some employers are paying special surcharges to employees covering their increased costs, for example for higher consumed electricity, the internet, more comfortable outfits or a drinking regime.

"Of course, there is always room for improvement [in the Labour Code], but at this stage we welcome the fact that new rules, which will be decisive for crisis situations in the future, have been defined," said Filová.

The Confederation of Trade Unions (KOZ) points out that until the pandemic hit, only about 3.5 percent of employees used to work from home. It expects that now when this share is increasing, it is necessary to adapt labour legislation and conditions for working from home, Martina Nemethová, spokesperson of KOZ, noted for The Slovak Spectator.

Business service sector welcomes the changes

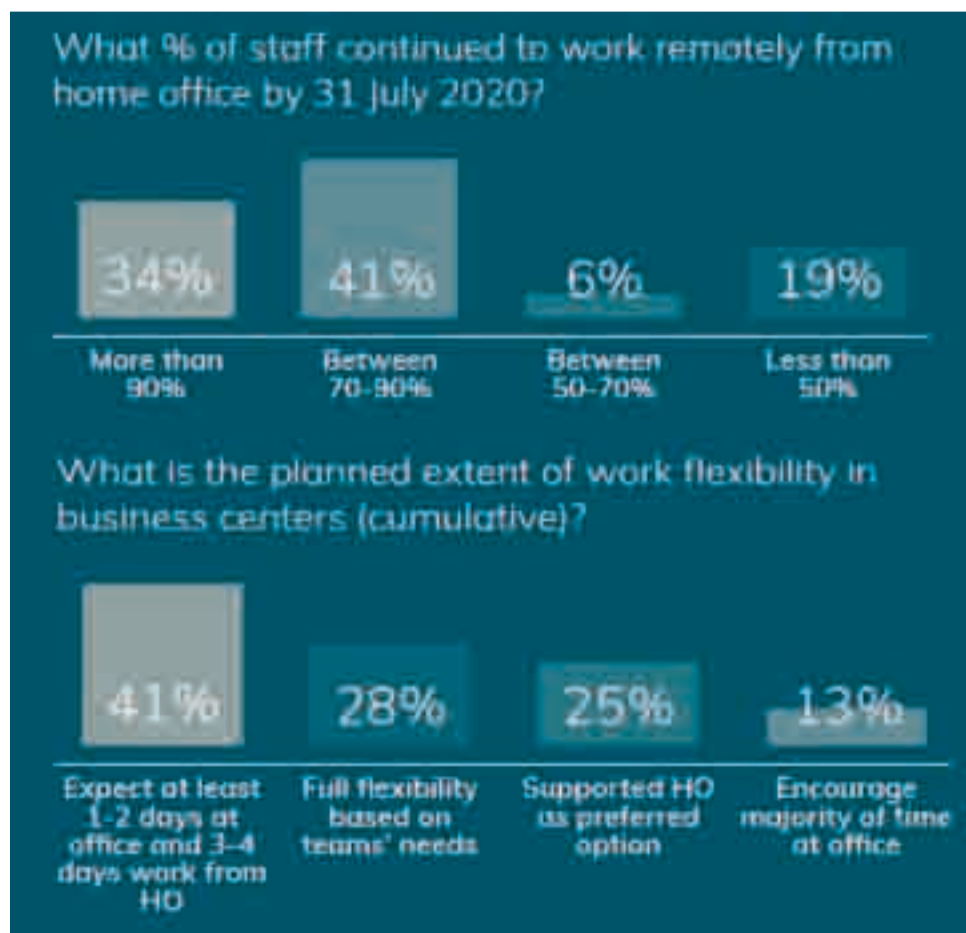
The business service sector is the third strongest pillar of the Slovak economy, directly employing more than 37,000 people and contributing more than 3.3 percent of all income and payroll taxes. Of these 70 percent at least work from home daily, while this share commonly increases to 90 percent some days.

The Business Service Center Forum (BSCF) at the American Chamber of Commerce (AmCham) in Slovakia welcomes the proposed changes, but considers them to be a little ambitious due to the effects of the pandemic on the labour market in Slovakia as well as in the rest of Europe.

"It is certain now that not only the business service sector, but also other sectors will not return to original pre-pandemic conditions," Peter Rusiňák, AmCham policy officer and coordinator of the Business Service Center Forum (BSCF), told The Slovak Spectator. "So we believe that it is necessary to pay long-term attention to this phenomenon and set up employment legislation so that it is really flexible and reflects significant changes in the labour market."

The BSCF proposes addressing other modern flexible forms of employment in the revision, like irregular distribution of work time, platform employment, a concentrated work week, flexible work time or part-time work as well as the sharing of work.

BSCF hopes that, along with the representatives of other significant sectors of the Slovak economy, they will be invited to participate in the large revision to the Labour Code planned for the second half of 2021.



Source: BSCF 2020 Survey

Johnson Controls to lay off hundreds in Bratislava

AT&T will probably follow suit

TWO Bratislava branches of international companies announced the dismissal of some of their employees.

American company Johnson Controls plans to lay off hundreds of employees from its Bratislava-based shared service centre and AT&T will probably follow suit.

“There will be an absolute reshuffle of several departments in the upcoming months,” said Ivana Marinčáková of the communication department of Johnson Controls, as quoted by the Index economic magazine.

Organisational changes will impact 532 of the 1,366 people employed by the company.

Who will lose their job?

The business service centre sector is the third-biggest sector of the Slovak economy, after the automotive and electrotechnical industry. It employs 37,000 people overall.

Johnson Controls will make changes to financial and accounting positions, which will make other main trade operations more effective, according to the company’s statements.

Rumours of mass dismissal were confirmed by the labour office. Spokesperson Marianna Šbová did not specify the name of the employer but she confirmed that the jobs of 532 employees are endangered.



Johnson Controls has been operating in Slovakia since 1993.

Photo: JCI Careers

The company said the re-organisation should start in the upcoming weeks and should finish by the end of April.

The services provided by Johnson Controls in Bratislava should be partly overtaken by a similar centre in Pune, the Indian city of seven million people near Mumbai.

“This centre will cover all internal financial and accounting functions that were

done in the Bratislava Business Centre until now,” Marinčáková confirmed for Index.

Cheaper alternative

Johnson Controls is not leaving Slovakia completely; about 800 people will stay and continue to work in the company. These are work positions in non-financial functions and regional customer service.

The company did not explain why they replaced some of their employees in Bratislava with capacities in India.

“Johnson Controls, unfortunately, only strategically moved employees to areas with a better perspective for the company,” Marinčáková told Index.

Johnson Controls said it needs higher effectiveness while maintaining the quality of the services it offers. In other words, the labour force in

India is skilled in languages but also cheaper than in Slovakia.

Johnson Controls has been operating in Slovakia since 1993. It gradually built five plants in the automotive seating business here. More than three years ago it span off this business as part of its multi-industrial strategy focused on making investments in the company’s core growth platforms around buildings and energy.

It decided to open its financial centre in Slovakia in 2007. It employed more than 1,300 people, the Aktuality.sk news website wrote.

300 people at AT&T

Another business centre that plans to dismiss employees in Slovakia is AT&T Global Network Services Slovakia. It will cancel about 300 positions, trade unions said, which is about 10 percent of the overall number of employees.

The pandemic decreased the demand for services that the American telecommunication company offers, the Reuters news agency reported.

The company stated that it is trying to limit the negative impact on employees. Planned savings are part of the earlier announced steps and not only the result of the current crisis, the company claimed.

It wants to focus on growth areas and respond to lower demand. The preferences of clients changed after pandemic, the firm noted.

AT&T Global Network Services Slovakia did not confirm the number of positions that will be eliminated.

The company arrived in Slovakia in 2002. It opened four centres focused on client support here. Three of them are in Bratislava and one in Košice.

During the AT&T’s height, it employed more than 3,100 people in Slovakia, Aktuality.sk wrote.

Compiled by Spectator staff



The location of BSCs in Slovakia

Source: BSCF 2020 Survey

LARGEST BUSINESS SERVICE CENTRES IN SLOVAKIA

The ranking of the largest business service centres was impacted by the following criteria: number of employees in 2020 (80%), sales revenue from services provided within the corporation in 2019 (15% weight); number of new jobs created in BSC in 2020 (5% weight)

Rank	Name of the centre Address City, Postal Code E-mail	www Phone Head representative	Year of establishment of centre in SR Accounting year starts	Centre provides services for clients from these continents						2019: Sales revenue from services provided within the corporation Country of origin	Provided services						No. of permanent employees in SR in 2020 / Centre operates in these Slovak cities / E-mail or www for job seekers	Available positions for high schools graduates	Available positions for non-Slovak speakers
				Europe	Asia	North America	South America	Australia	Africa		Finances & accounting	ICT	Human resources	Marketing	Legal services & procurement	Customer services			
1	IBM International Services Centre																		
	Krasovského 14 Bratislava - Petržalka 851 01 paul_burt@sk.ibm.com	www.ibm.com/sk-sk +421(0)2 4954-2418 Paul Burt	2003 1. 1.	•	•	•	•	•	•	248,301,000 EUR USA	•	•	•	•	•	•	4,732* Bratislava www.ibm.com/sk-en/employment/	•	•
2	Deutsche Telekom IT Solutions Slovakia																		
	Žitná 13 Košice - Staré Mesto 040 01 fmb_tssk_communication@t-systems.com	www.deutschelekomitsolutions.sk +421(0)55 785-3566 Andreas Truls	2006 1. 1.	•						153,450,996 EUR Germany	•						4,008 Košice telekom.jobs/careers-sk-en	•	•
3	AT&T Global Network Services Slovakia, spol. s r.o.																		
	Einsteinova 24 Bratislava - Petržalka 851 01 infoslovakia@att.com	www.att.com/emea +421(0)2 6925-7211 Gabriel Galgóci	2002 1. 1.	•	•	•	•	•	•	172,378,562 EUR USA	•						3,500 Bratislava, Košice www.att.jobs	•	•
4	Dell s.r.o.																		
	Fazuľová 7 Bratislava - Staré Mesto 811 07 NA	www.dell.com +421(0)2 5750-8040 Stephen Caulfield	2003 1. 2.	•	•	•	•	•	•	147,261,033 EUR USA	•	•	•	•	•	•	2,600 Bratislava kariera@dell.com	•	•
5	Accenture Advanced Technology Center and Business Process Services Center																		
	Plynárenská 7/C Bratislava - Ruzinov 821 09 robert.belavy@accenture.com	www.accenture.com/sk-en +421(0)2 5929-0290 Tomáš Volek	2003 1. 9.	•		•				87,747,858 EUR NA	•	•					1,836 Bratislava, Košice joinus.sk@accenture.com	•	•
6	Henkel Slovensko Global Business Solutions* Bratislava																		
	Záhradnícka 91 Bratislava - Ruzinov 821 08 henkel.slovensko@henkel.com	www.henkel.sk +421(0)2 3331-9111 Christian Schulz	2006 1. 1.	•	•	•	•	•	•	81,406,518 EUR Germany	•	•	•	•	•	•	1,590 Bratislava recruitmentslovakia@henkel.com, www.henkel.sk/kariera	•	•
7	JOHNSON CONTROLS INTERNATIONAL spol. s r.o., Bratislava Business Center																		
	Pribinova 19 Bratislava - Staré Mesto 811 09 reception.bratislava.bbc.co-eur-sk@jci.com	www.johnsoncontrols.com +421(0)2 4828-0199 Alejandro Montoya Blanco	2007 30. 9.	•	•				•	90,835,000 EUR USA	•	•	•	•	•	•	1,366 Bratislava johnsoncontrols.referrals.selectminds.com	•	•
8	Amazon /Slovakia/ s.r.o.																		
	Mlynske nivy 10 Bratislava - Staré Mesto 821 09 BTS-reception@amazon.com	www.amazon.com +421(0)2 3232-4012 Mária Malovcová	2011 1. 1.	•	•	•				51,789,229 EUR USA	•	•	•	•	•	•	1,190 Bratislava www.amazon.jobs/en	•	•
9	Adient Bratislava Business Center and Trenčín Technology Center																		
	Štúrova 4 Bratislava - Staré Mesto 811 02 reception-bbc-sk@adient.com	www.adient.com/slovakia +421(0)2 5727-1111 Barbora Záhradníková	2007 1. 10.	•	•	•	•	•	•	49,640,000 EUR USA	•	•	•	•	•	•	1,270 Bratislava, Trenčín adient.wd3.myworkdayjobs.com/External	•	•
10	DXC Technology Slovakia s. r. o.																		
	Galvaniho 7 Bratislava - Ruzinov 820 02 NA	www.dxc.technology +421(0)2 5752-5555 Michal Sevěk	2004 1. 4.	•	•	•	•	•	•	78,106,011 EUR USA		•					1,050 Bratislava jobs.dxc.technology	•	•
11	Siemens - Kompetenčné centrá																		
	Lamačská cesta 3/A Bratislava - Karlova Ves 841 04 kontakt.sk@siemens.com	www.siemens.sk +421(0)2 5968-1114 Vladimír Slezák	2001 1. 10.	•	•	•	•	•	•	57,805,635 EUR Germany	•	•					1,008* Bratislava, Žilina, Košice hr.sk@siemens.com	•	•
12	Lenovo (Slovakia) s.r.o.																		
	Landererova 12 Bratislava - Staré Mesto 811 09 balenovo.sk@lenovo.com	www.lenovo.sk +421(0)2 6868-8001 David Reilly	2006 1. 4.	•	•	•	•	•	•	53,305,426 EUR China	•	•	•	•	•	•	820 Bratislava balenovo.sk@lenovo.com	•	•
13	Deutsche Telekom Services Europe Slovakia																		
	Legionárska 10 Bratislava - Staré Mesto 811 07 hr.dtss@telekom.com	www.dtse.sk +421(0)2 5564-0104 Marek Rešovský	2009 1. 1.	•						35,469,700 EUR Germany	•						876 Bratislava, Košice www.dtse.sk/en/jobs	•	•
14	ING Business Shared Services B.V., organizačná zložka Bratislava																		
	Plynárenská 7/B Bratislava - Ruzinov 821 09 sharedservices@ing.com	www.ing.jobs/sk +421(0)2 5934-6498 Shoshannah Bramlett	2013 1. 1.	•	•	•	•	•	•	NA the Netherlands							850 Bratislava jobsGSO@ing.sk	•	•
15	UNIQA Group Service Center Slovakia spol. s r.o.																		
	Palánikova 3 Nitra 949 01 office-gsc@uniqa.at	www.uniqa-gsc.sk +421(0)37 776-0111 Reinhard Böck, Thomas Brustbauer, Tibor Zalabai	1996 1. 1.	•						22,249,668 EUR Austria		•					613 Nitra, Prešov www.uniqa-gsc.sk/volne-pozicie/	•	•

* estimated

Compiled by The Slovak Spectator team

10 LARGEST BUSINESS SERVICE CENTRES BY NUMBER OF EMPLOYEES ¹⁾	
1. IBM International Services Centre	4,732*
2. Deutsche Telekom IT Solutions Slovakia	4,008
3. AT&T Global Network Services Slovakia, spol. s r.o.	3,500
4. Dell s.r.o.	2,600
5. Accenture	1,836
6. Henkel Slovensko Global Business Solutions* Bratislava	1,590
7. JOHNSON CONTROLS INTERNATIONAL spol. s r.o.	1,366
8. Adient	1,270
9. Amazon /Slovakia/ s.r.o.	1,190
10. DXC Technology Slovakia s. r. o.	1,050

¹⁾ number of employees in 2020; * estimated

10 LARGEST BUSINESS SERVICE CENTRES BY NUMBER OF NEW JOBS ¹⁾	
1. Accenture	254
2. Deutsche Telekom IT Solutions Slovakia	152
3. Amazon /Slovakia/ s.r.o.	110
4. Henkel Slovensko Global Business Solutions* Bratislava	74
5. Orange Business Services	63
6. DXC Technology Slovakia s. r. o.	50
7. JOHNSON CONTROLS INTERNATIONAL spol. s r.o.	33
8. Deutsche Telekom Services Europe Slovakia	24
9. UNIQA Group Service Center Slovakia spol. s r.o.	12
10. AT&T Global Network Services Slovakia, spol. s r.o.	2

¹⁾ difference between number of employees in 2019 and 2020 (only centres with > 400 employees)

10 LARGEST BUSINESS SERVICE CENTRES: SALES REVENUE FROM SERVICES PROVIDED WITHIN THE CORPORATION ¹⁾	
1. IBM International Services Centre	248,301,000 EUR
2. AT&T Global Network Services Slovakia, spol. s r.o.	172,378,562 EUR
3. Deutsche Telekom IT Solutions Slovakia	153,450,996 EUR
4. Dell s.r.o.	147,261,033 EUR
5. JOHNSON CONTROLS INTERNATIONAL	90,835,000 EUR
6. Accenture	87,747,858 EUR
7. Henkel Slovensko Global Business Solutions* Bratislava	81,406,518 EUR
8. DXC Technology Slovakia s. r. o.	78,106,011 EUR
9. Siemens - Kompetenčné centrá	57,805,635 EUR
10. Lenovo (Slovakia)	53,305,426 EUR

¹⁾ 2019