

From Shared Services Centers to AI Value Centers

Emanuel Carvajal, Fressie Brenes

Today we will be discussing...

01 | Why Change Now?

Service Centers at an Inflection Point

02 | The Autonomous Enterprise

Understanding the Future Operating Model

03 | From Shared Services to AI Value Centers

How Work, Talent and AI Evolve Together

04 | Building the Workforce of the Future

Skills, Change Management and Leadership

Meet the team

- Kyndryl Consult, Costa Rica Collaborative Center



Emanuel Carvajal

Sr Managing Consultant - Application Modernization
Solutioning Leader



Fressie Brenes

Sr. Program Manager - Kyndryl Consult

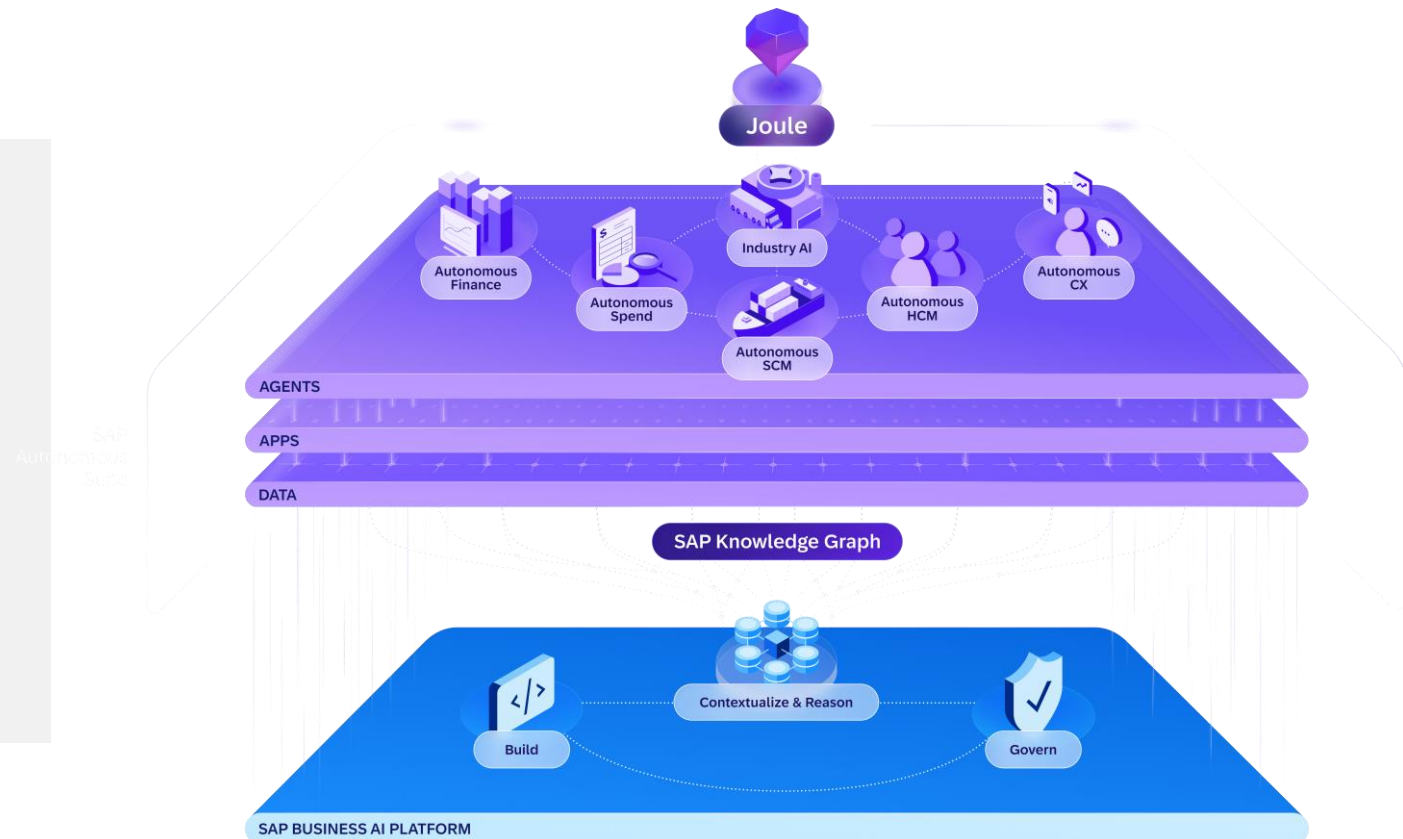
Autonomous Enterprise

- The future is not doing more with less. It is creating more value with the same capacity.

*"The real question is not whether **AI will transform our industry?** ...The question is whether **Costa Rica will lead that transformation** by developing the skills, leadership and change mindset required to build the next generation of AI Value Centers."*

What Is an Autonomous Enterprise?

- ✓ An Autonomous Enterprise is an organization where **humans define intent, priorities, policies and controls**, while intelligent platforms and AI agents **execute, coordinate** and continuously **optimize** an increasing portion of business operations.



Service centers are at an inflection point

- Three forces are changing the value contract with the business.

01 Structural pressure

- ✓ More speed
- ✓ Higher productivity
- ✓ Better experience
- ✓ Scarcer talent

02 Intelligent ERP

- ✓ Embedded AI
- ✓ Contextual assistants
- ✓ Agents that execute
- ✓ Connected data

03 New mandate

- ✓ From SLAs to outcomes
- ✓ From transactions to decisions
- ✓ From execution to innovation
- ✓ From cost to value



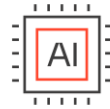
What does an autonomous enterprise mean?

- It is not an enterprise without people. It is an enterprise where intent, execution and control work as one system.



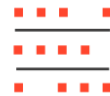
HUMAN INTENT

Defines priorities, policies, boundaries and expected outcomes.



INTELLIGENT EXECUTION

Assistants and agents coordinate end-to-end tasks and workflows.



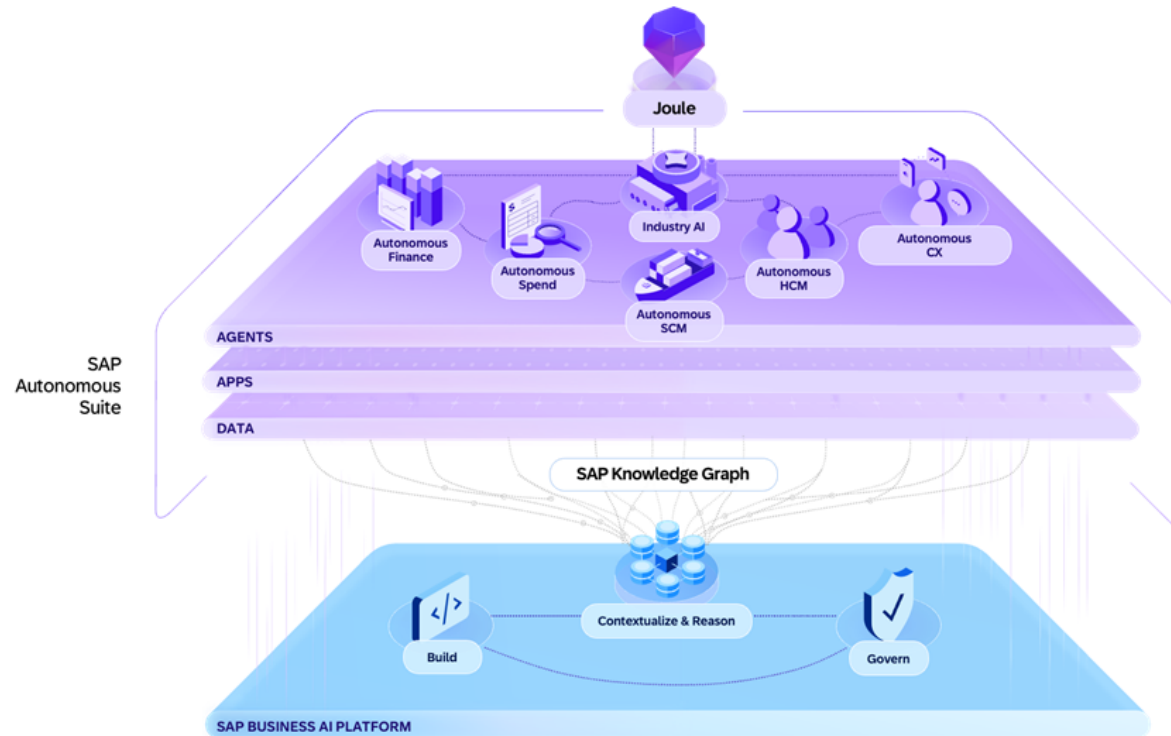
GOVERNED FOUNDATION

Data, context, security, compliance and traceability.

Autonomous Enterprise Key Elements

- The SAP Case

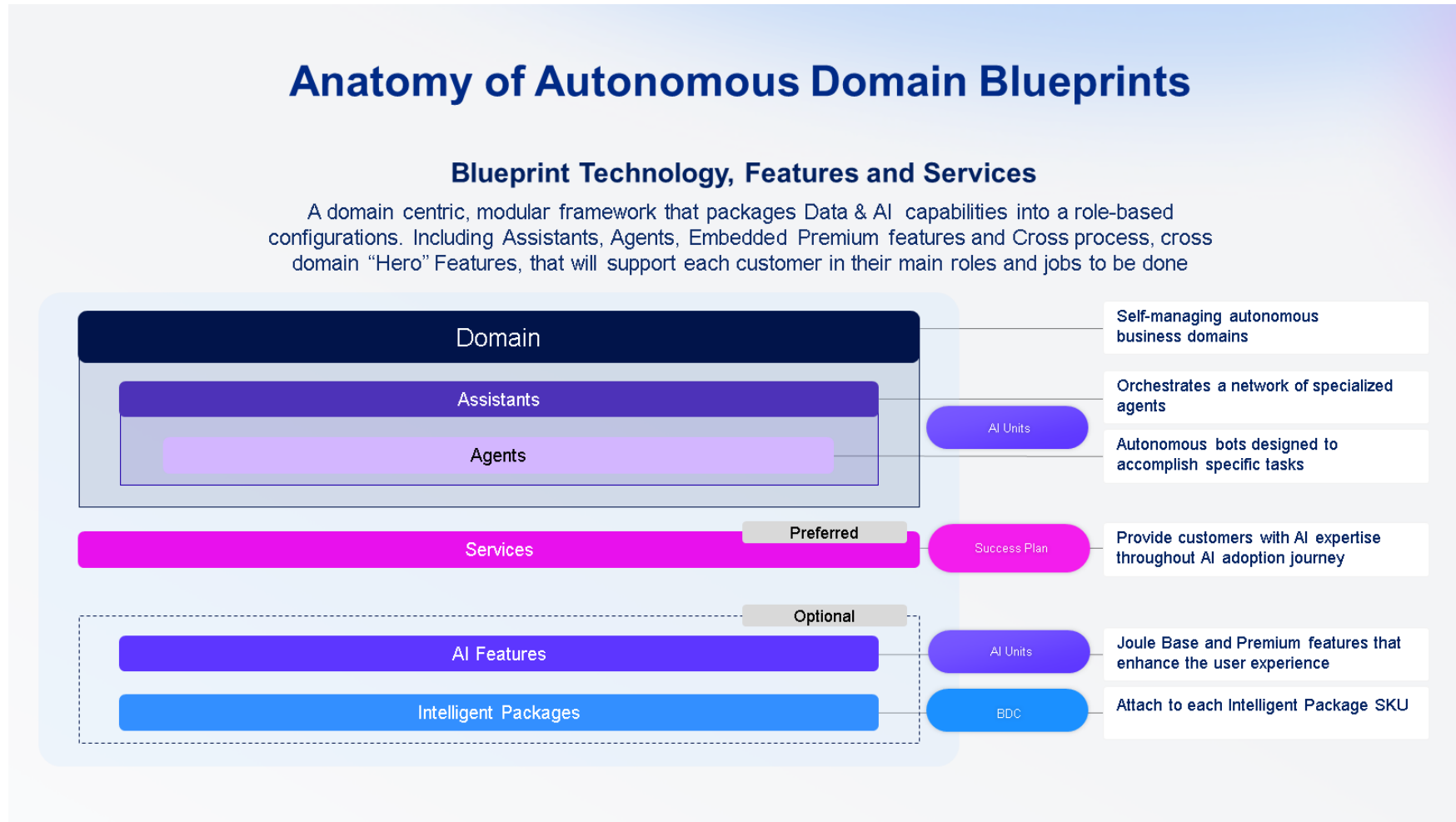
Key elements of the Autonomous Enterprise



- 1 Joule as the new engagement layer, bringing together data, workflows, and agents across SAP systems and beyond
- 2 SAP Autonomous Suite to reinvent how enterprises run, based on AI assistants and agents executing work E2E
- 3 Industry AI embeds the process knowledge, compliance rules, and data models specific to your industry
- 4 SAP Business AI platform delivering business context, unified data, models, and enterprise-grade governance
- 5 Accelerate the evolution to an Autonomous Enterprise with agent-led transformation, delivered through RISE and GROW.

Autonomous Enterprise Blueprint

- The SAP Case



ERP moves from recording work to orchestrating it

- AI moves from an external tool into the daily operational workflow.

Detects

Events

anomalies & priorities

Reasons

Context

rules & options

Acts

Execute tasks

Coordinate Workflows

Escalates

Exceptions



Sensitive decisions

Learns

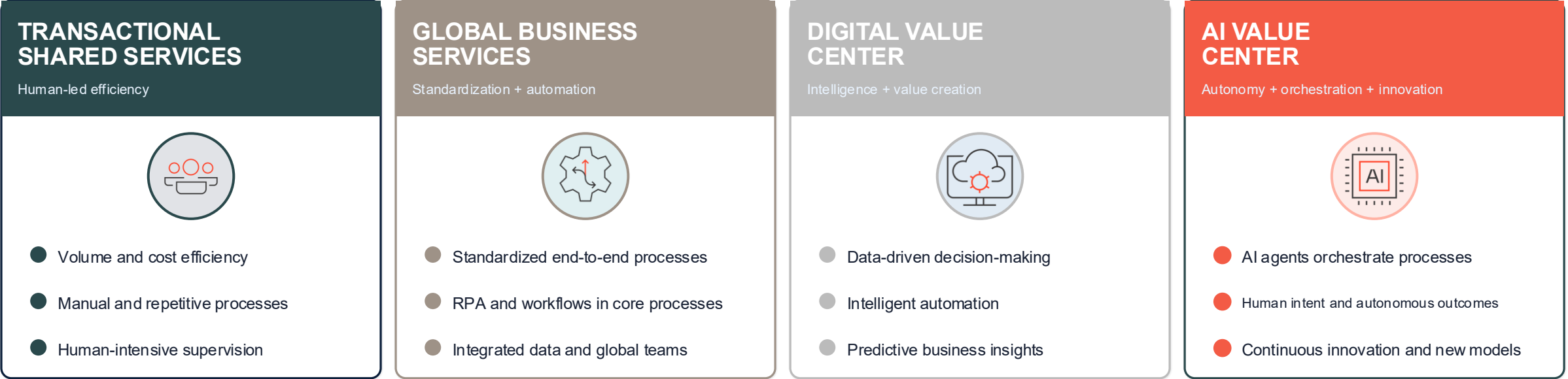
Feedback

Continuous improvement



From Share Services Centers to AI Value Centers

- Evolving from transaction execution to autonomous value creation through talent, data, and AI agents

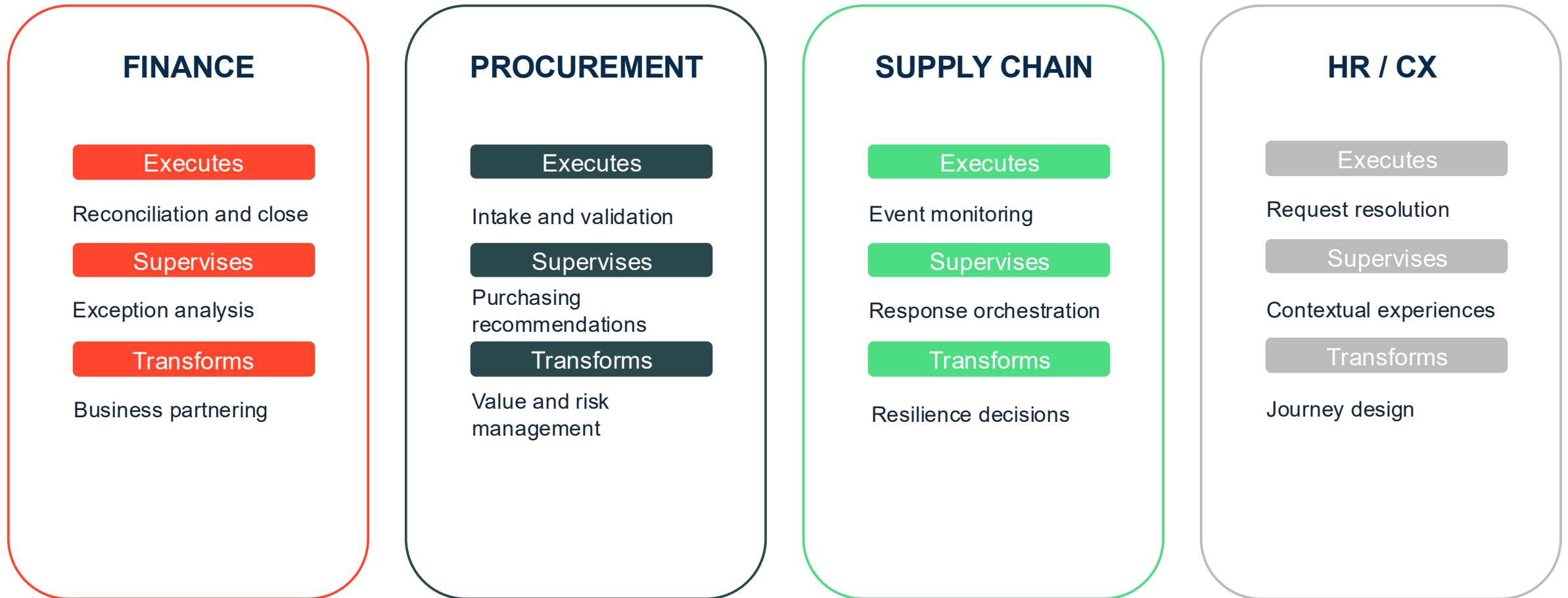


THE EVOLUTION ACROSS FOUR DIMENSIONS



How does work change across corporate functions?

- Agents absorb routine coordination while people elevate analysis, judgment and improvement.



Human-in-the-loop: autonomy needs better controls

- Human oversight does not disappear. It focuses where impact, risk and ambiguity are highest.

AI executes

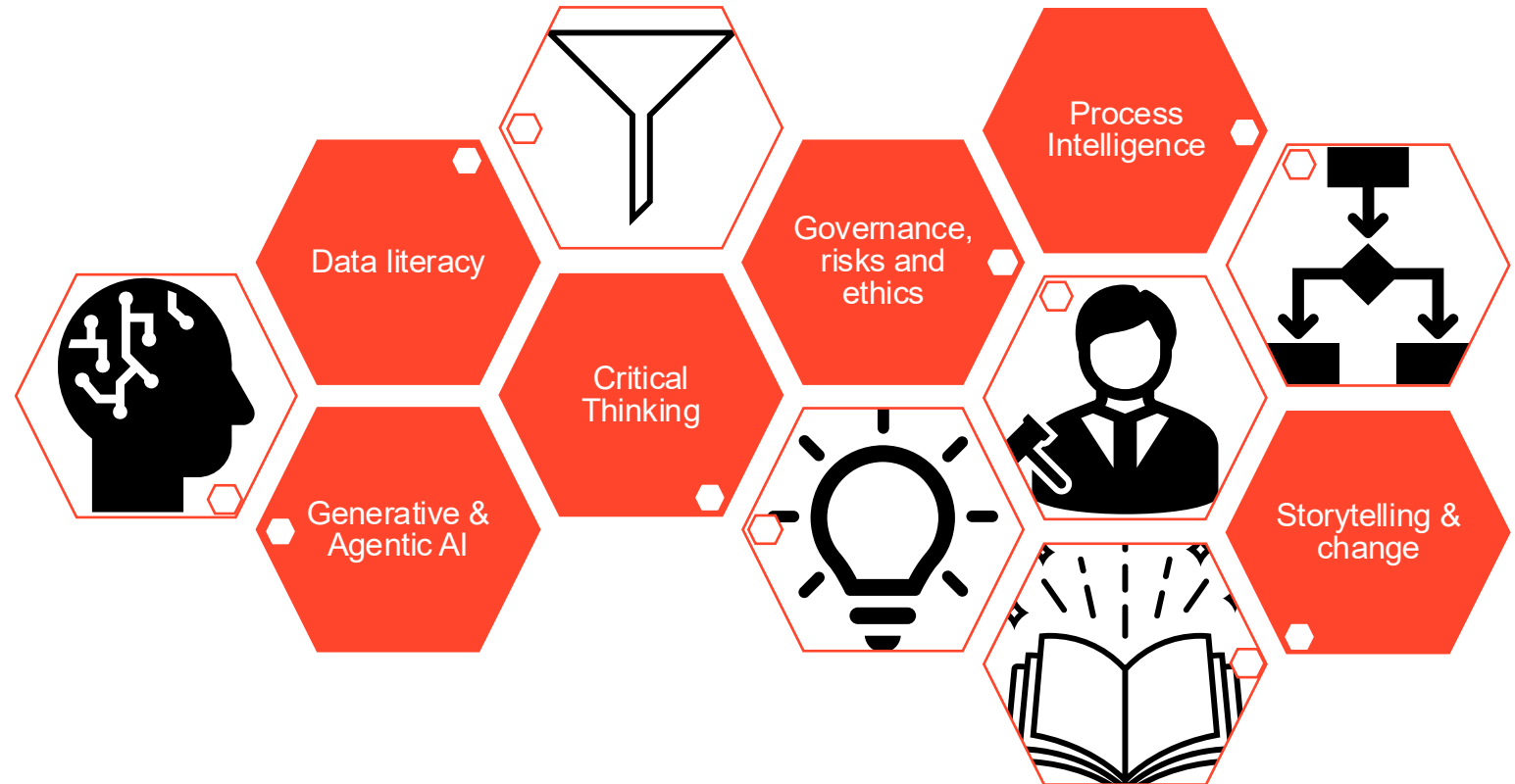
Volume, repetition, speed and consistency.

People decide

Exceptions, risk, ethics, context and relationships.

Together they improve

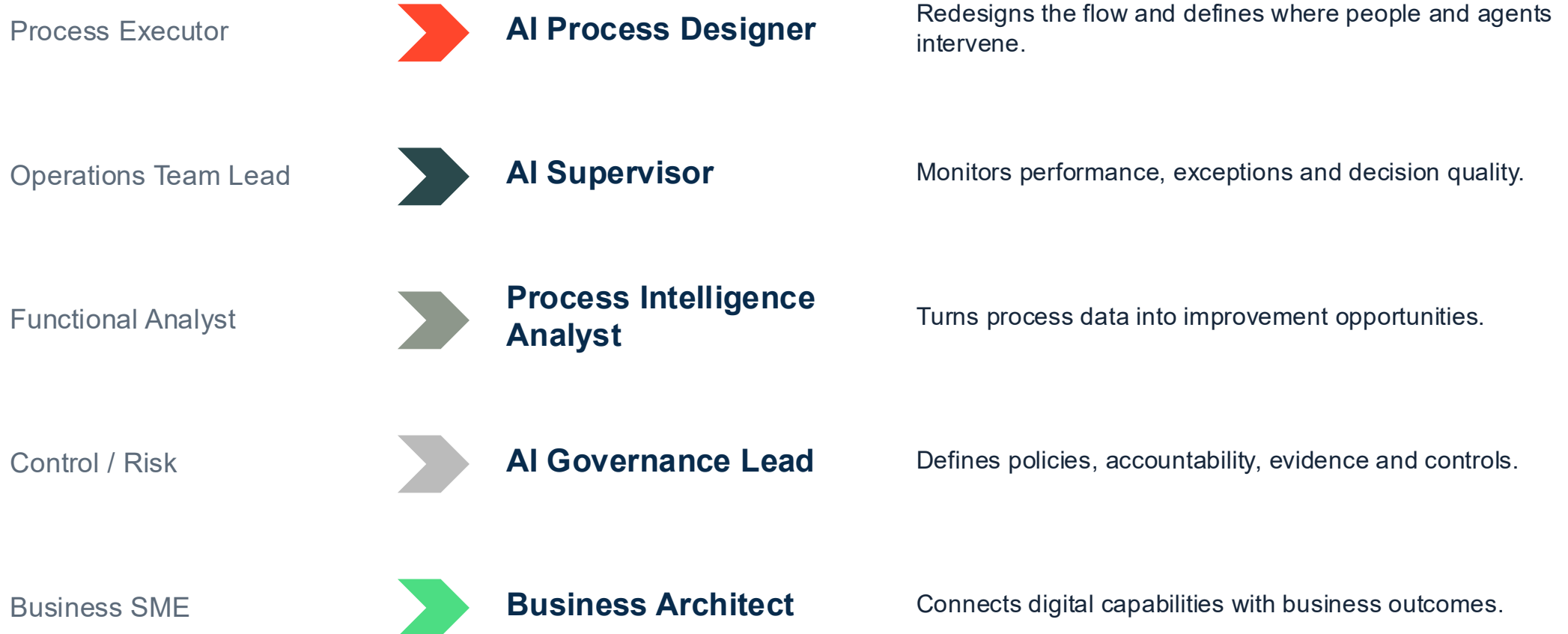
Feedback, learning, redesign and sustainable value.



*The new competitive **advantage** is a hybrid skills portfolio*

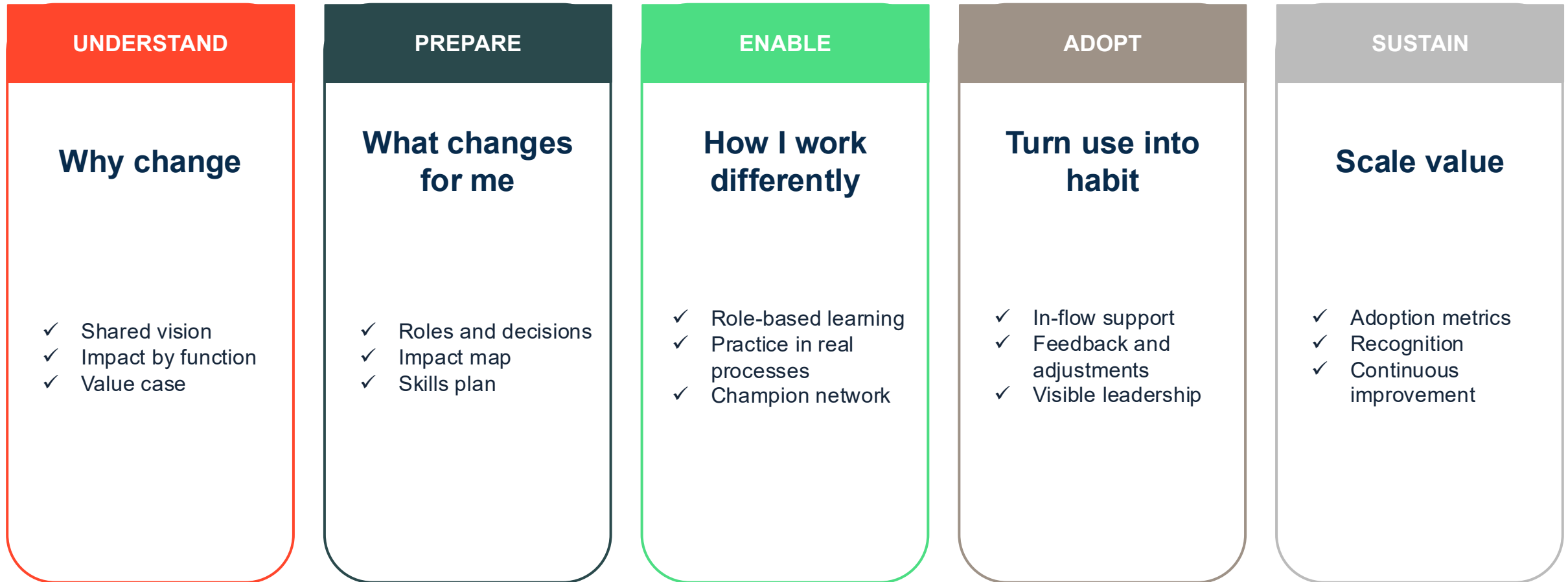
Talent does not disappear. It moves toward new layers of value.

- The challenge is to build bridges from current roles to augmented capabilities.



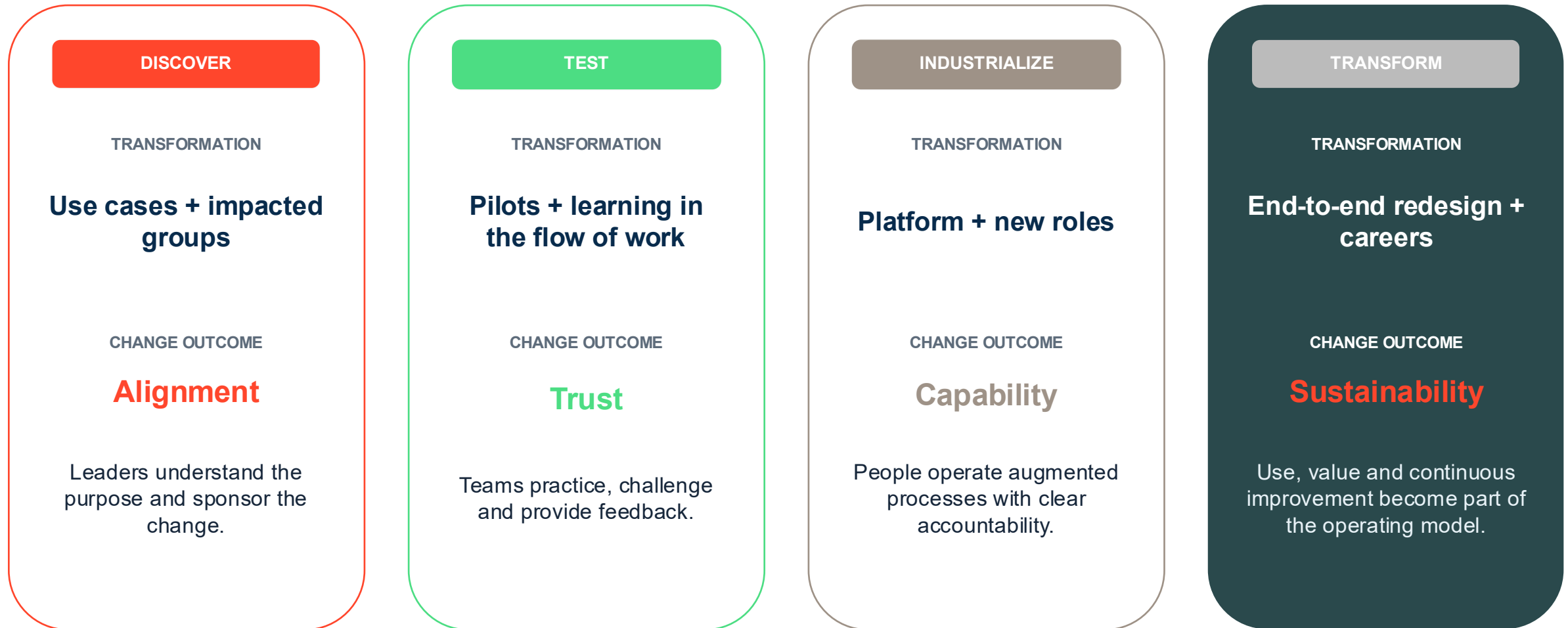
Change management turns technology capability into adoption

- An AI Value Center is built through new behaviors, roles and reinforcement mechanisms.



Change must be integrated into the roadmap, not added at the end

- Every technical phase needs a verifiable human outcome.



The call to action

- Do not wait for the role to change. Start designing the role that comes next.

Choose

- One repetitive task you should stop executing manually.

Redesign

- One process where people and agents can create more value.

Learn

- One skill that enables you to collaborate better with AI.

An aerial photograph of terraced rice fields. The fields are arranged in a series of curved, parallel ridges and furrows. The vegetation is a mix of vibrant green and bright yellow, creating a rhythmic, striped pattern across the landscape. The lighting suggests a low sun, casting long, soft shadows that emphasize the contours of the terraces.

Questions?