



**Chazey
Partners**
A QX Global Group
Company



From SSC/GBS to AI-Powered Value Centers

How Leading Organizations Are Creating the Next Generation of Business Services

SEPTEMBER 2026

www.chazeypartners.com

We focus on

3

service lines



Business
Transformation



Agentic & Digital
Transformation



Business Process
Outsourcing
FLEXBPO

AI Creates Opportunity and Pressure at the Same Time

THE OPPORTUNITY

-  Higher productivity
-  Capacity for higher-value services
-  Better and faster decisions
-  GBS as a platform for AI-enabled operations

THE PRESSURE

-  Transactional work loses differentiation
-  Labor arbitrage becomes less decisive
-  New capabilities require investment
-  Pilots struggle to scale

The outcome will depend on how quickly the GBS model evolves

“AI will be able to do any job better than any person can do that job.”
— Elon Musk, The Economist, July 2026.

Session Objective:

Answer

4

Key Questions



Impact

What does AI change in GBS, and what remains fundamentally human?



Regional opportunity

Which services and capabilities gain value, and what does this mean for Costa Rica and Latin America?



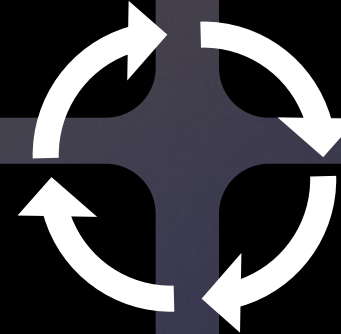
Action

What can we start doing now, practically and responsibly?



Readiness

What must change in processes, talent, leadership and culture to capture the opportunity?





Where Is Your Organization Today in Its AI Journey?

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1

Exploring
and learning

2

Running
pilots

3

Implementing
use cases

4

Scaling
solutions

5

Operating
autonomous
workflows

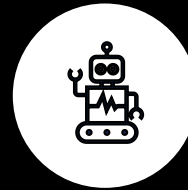
The technology changes. The business objective remains the same

One Blocked Invoice. What Does Each Capability Contribute?

 **BLOCKED INVOICE**

Invoice amount	USD 180,000
Variance vs. PO	+4%
Issue	Adjustment approval not found in system
Payment due	2 days
Impact	Risk of delivery interruption

Goal:
Resolve correctly and on time.
Prevent recurrence.



RPA

Checks and flags

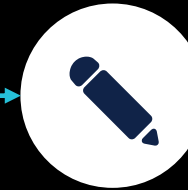
Rules-Based Automation. Executes predefined steps



PREDICTIVE & ANALYTICAL AI

Identifies likely causes

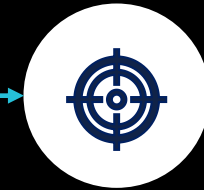
Recognizes patterns and recommends



GENERATIVE AI

Explains the issue and drafts a message

Creates and synthesizes content



AGENTIC SYSTEMS

Coordinates actions to resolve or escalate

Uses tools, plans and acts toward objectives



PROCESSES

Define what resolution means and how to prevent recurrence



DATA

Provides invoice, PO, receipt, policies and history

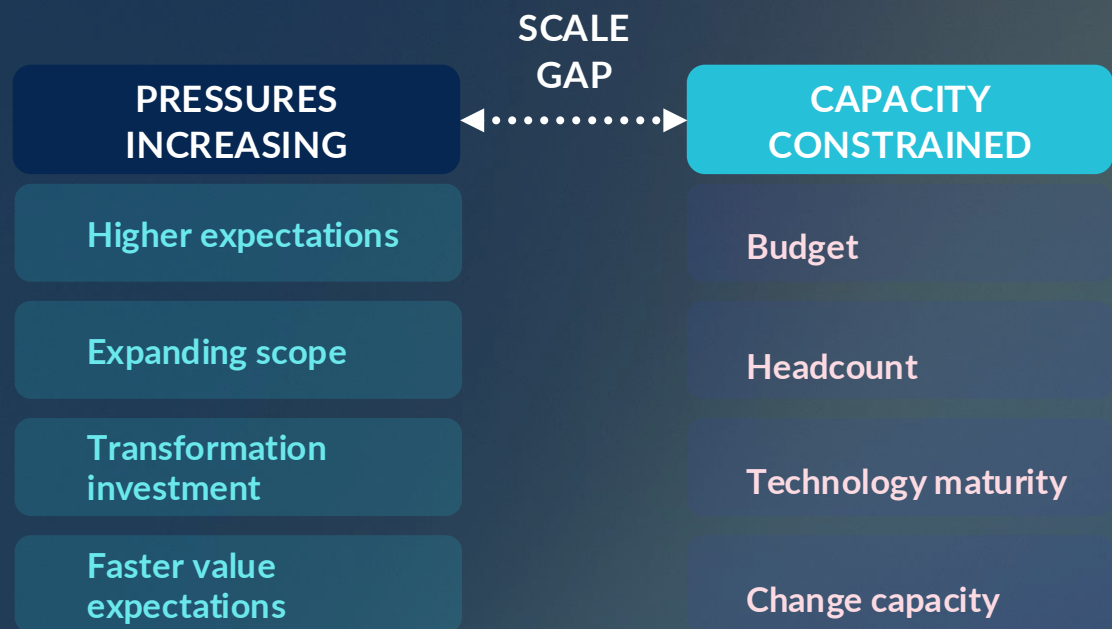


GOVERNANCE

Defines limits, approvals and accountability

Closing the GBS Scale Gap Requires More Than Technical Potential

Demand is growing faster than capacity, but technical potential does not automatically become value



Demand is growing faster than capacity

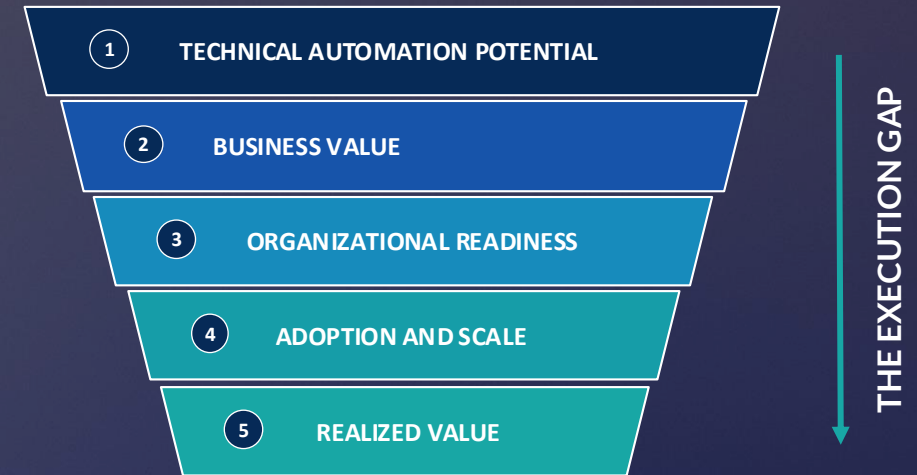


57%

of current work hours in Latin America could technically be automated

Technical feasibility, not a forecast of adoption or job losses

FROM TECHNICAL POTENTIAL TO REALIZED VALUE



46% of recent AI initiatives are on track for positive ROI within 12 months

37% of AI initiatives are live and delivering value

AI Transforms Activities and Decisions Before It Transforms Entire Roles

Start by understanding what work is made of

Every job is a combination of **execution**, **decisions**, **interactions**, and **accountability**.



66%

of skills are used across both automatable and non-automatable work



2.5x

Human-intensive skills are growing 2.5x faster in AI-exposed roles

EXECUTION

Search, record, calculate, compare

DECISION

Interpret, prioritize, recommend, approve

INTERACTION

Explain, communicate, negotiate, serve

ACCOUNTABILITY

Supervise, authorize, own outcomes

The goal is the right combination of automation, augmentation and human expertise

Not All Work Will Have the Same Destination

The goal is not maximum automation. It is the right allocation of work

22%

of AI projects target a fully autonomous end state. Most adoption remains augmented, not fully autonomous

AUTOMATED

Technology executes the standard route

Clear rules, Low variability, Manageable risk

EXAMPLES

- Data extraction, Routine validation

HUMAN FUNCTION

- Monitors performance and handles exceptions

AUGMENTED

AI prepares or recommends. People interpret and decide

Context required, Judgment required, Meaningful decisions

EXAMPLES

- Forecasting, Exception investigation

HUMAN FUNCTION

- Validates context and owns the decision

HUMAN-INTENSIFIED

Value concentrates in human judgment and relationships

High ambiguity, Stakeholder trust, Material accountability

EXAMPLES

- Business partnering, Negotiation

HUMAN FUNCTION

- Leads the interaction and owns the outcome

Building on proven strengths to deliver higher-value capabilities

What Should Latin America Be Known For Next?

PROVEN DELIVERY STRENGTHS

- Talent and languages
- Competitive delivery
- Time-zone proximity
- Operational quality
- Global service experience



THE CAPABILITY BRIDGE

End-to-end ownership

Trusted data and knowledge

Digital and functional expertise



From delivery capacity to
enterprise capability

EMERGING VALUE OPPORTUNITIES

- Decision intelligence
- Data and knowledge services
- Intelligent operations
- Risk and trust
- Complex and specialized services

Traditional advantages remain relevant
They are no longer enough to differentiate on their own

From Executing Activities to Operating Enterprise Capabilities

Greater responsibility creates greater enterprise value



When Work Changes, Talent, Leadership and Culture Must Change Too

New work requires new roles, skills and leadership



11x

AI fluency demand grew in Latin America between 2023 and 2025.

FROM		TO
Execute activities	»	Supervise outcomes
Follow procedures	»	Manage exceptions
Prepare information	»	Interpret and challenge
Measure volume	»	Measure value
Own a task	»	Own an outcome

AI does not replace human value.
It shifts where human value makes the biggest difference

WHAT LEADERS MUST DO	
	GIVE PURPOSE
	REDESIGN ROLES AND METRICS
	BUILD NEW TALENT PATHWAYS

We cannot ask people to adapt while keeping roles, metrics and career paths unchanged

A Blocked Invoice:

How Far Should AI Be Allowed to Act?

Let's decide the appropriate level of authority

THE SITUATION

A strategic supplier has a blocked invoice

☰	INVOICE AMOUNT	USD 180,000
⚖️	VARIANCE VS RECEIPT	+4%
⚙️	ADJUSTMENT APPROVAL	Not found in the system
📅	PAYMENT DUE	In 2 days
⚠️	RISK	Risk of delivery interruption

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1

INFORM

Gather and summarize the evidence

2

RECOMMEND

Analyze the case and propose an action

3

PREPARE FOR
APPROVAL

Complete the analysis and prepare the action

4

EXECUTE WITHIN
DEFINED AUTHORITY

Act automatically when predefined conditions are met

Do not think only about technology.
Think about process, data, risk, controls and accountability

The Right Authority Level Depends on Context

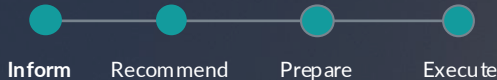
1 SCENARIO 1



Lower risk and high clarity

- Complete evidence
- Clear policy
- Below materiality
- Recoverable action

SUGGESTED AUTHORITY



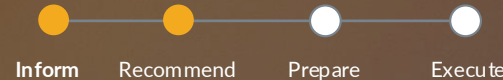
2 SCENARIO 2



Higher risk & incomplete context

- Incomplete evidence
- Conflicting policies
- Material amount
- Difficult recovery

SUGGESTED AUTHORITY



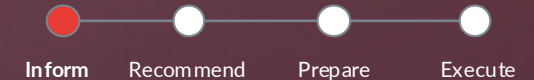
3 SCENARIO 3



High business impact

- Strategic supplier
- Operational disruption risk
- Customer impact
- Negotiation required

SUGGESTED AUTHORITY



DECISION CRITERIA

1. Process Clarity
2. Data Reliability
3. Decision Predictability
4. Risk and Materiality
5. Reversibility and Recovery
6. Accountability and Controls

The right authority level is not the maximum technically possible. It is the maximum responsible level for the context.

AI Changes the Tools. We Decide How GBS Evolves

The biggest risk with AI is not
moving too fast. It's waiting
too long to start



Impact

Break Down One Job

1. *List its tasks, decisions and exceptions*
2. *Mark what AI can do and where people must decide*
3. *Remove one unnecessary step*



Regional opportunity

Move One Service Up the Value Chain

1. *Choose one service GBS already performs well*
2. *Add analytics, data or exception management*
3. *Measure the business result, not only the volume*



Action

Run One Real Experiment

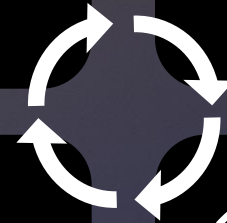
1. *Pick one measurable outcome*
2. *Test it with clear limits*
3. *Decide within 90 days: scale, redesign or stop*



Readiness

Get One Process Ready

1. *Name one business owner*
2. *Check the process, data and controls*
3. *Fix the biggest obstacle first*





We are here to help!



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