

Inside

The transformation magazine of Siemens Global Business Services

Recruiting

Matching open positions and job candidates with AI

»

Future Factory

How to automate factories' administrative processes

»

Generative AI

A closer look at the opportunities of artificial intelligence

»



SIEMENS



4

Recruiting

With the help of AI, Eightfold raises the recruiting and application process to a new level.

Generative AI

Artificial intelligence offers huge productivity and savings potential across industries. Siemens GBS is exploiting the full potential of this impactful technology.



8



12

Future Factory

GBS' digital solutions for factory administration help to reduce manual planning effort up to 40%.

Contents

2

3 Foreword

Unlocking boundless possibilities of digitalization.

4 It's a match

Artificial intelligence takes recruiting and applicant management to a new level.

8 A new era of business transformation

Why generative AI might be a transformation as influential as the industrial revolution.

12 Digital solutions to factories' pain points

Using digitalization to drive factory efficiencies and increase productivity.

14 Agility in engineering projects

How to deal with volatility, uncertainty, and constant change in engineering tasks.

18 Leading to success

Sales is all about strong leads. A new process delivers high-quality contacts.

20 New order management is DINO-mite

A smart solution to reduce efforts in order management and customer communication.

24 Bridge building in India

SETU means bridge in Hindi – and is the perfect name for a new tool to manage goods receipt notes.

26 New one-stop shop for customer insights

Researching customer information and buying history within minutes.

28 Streamlining Purchase-to-Pay processes

NextGenP2P, an innovative digital platform from GBS, redefines order and invoice processing.

30 Teaching tech and bridging the gap

How Siemens GBS mentors contribute to empower young girls in Africa to pursue a career in tech.

Imprint

Publisher Siemens AG Global Business Services (GBS), Otto-Hahn-Ring 6, 81739 Munich, [siemens.com/gbs](https://www.siemens.com/gbs). For the purposes of German press law, editorial responsibility held by: Günter Baumgartner **Editor in Chief** Flavia Coman (GBS CM) **Editors** Carla Mather (GBS CM), Florian Hückelheim, Christian Raschke (Solutions by Handelsblatt Media Group GmbH) **Layout** Aurelia Herrmann (Solutions by Handelsblatt Media Group GmbH)

Unlocking **boundless** possibilities of digitalization

Not long ago, when tech futurists predicted that artificial intelligence (AI) would be everywhere, many of us imagined that future, expecting the technology to become increasingly personalized and to impact businesses and the way we work. Have our expectations been exceeded with the public adoption of generative AI? The fact is that we can now delve into a transformative realm of innovation and efficiency. The current edition of our “Inside” magazine explores the influence that AI, particularly generative AI, is having on optimizing processes and enhancing operational effectiveness.

AI’s ability to analyze vast volumes of data, learn from patterns, and make informed decisions in real time has revolutionized the way companies approach various aspects of their operations. Along with other technologies like robotic process automation, advanced analytics, or low code, AI plays a significant role in accelerating digital transformation. Generative AI takes digital transformation to an entirely new level. With the power to generate content, designs, and solutions that mirror human creativity, generative AI is reshaping how organizations approach tasks that demand ingenuity and innovation. From crafting personalized customer experiences to automating intricate design processes, generative AI is proving to be an invaluable ally in pushing the boundaries of what’s possible.

Given this context, we have focused the current issue of “Inside” on success stories of seamless integration of AI technology into our customers’ and our own operations, elevating efficiency, and productivity to new heights. Therefore, I invite you to discover how AI skill-based matching creates a better hiring experience for all parties involved, enabling you to recruit and retain the right people in a complex labor market. Explore our “Future Factory” initiative, with which we are responding to a growing demand for factory digitalization and process automation with a 360° solution approach and over 30 tailored yet scalable digitalization

products and services, many of which are AI-based. Read about the powerful benefits that the fusion of intelligent automation and profound process expertise has on the purchase to pay processes. Furthermore, you can find out how our team is using generative AI to augment existing GBS solutions as well as to create new ones based on six microservices.

We know how important it is for our customers to develop and maintain excellent customer relationships with their own customers. This inspired our Regional Process Office in Turkey to develop a digital solution that supports sales teams across Siemens in improving customer relationship management. Adding AI algorithms and machine learning will only enhance it. In the area of inbound logistics, most activities are highly manual in nature, which can lead to delays and errors. So, one of our teams patented an innovative portal-based, digital end-to-end solution that speeds up processes and create efficiencies. When it comes to lead generation and order management, I hope you’ll enjoy reading about the power of collaboration and a customer-centric mindset at Siemens. As you delve into the pages of this magazine, discover other inspirational stories that underpin our mission: creating value for you. ■

Eckard Eberle
CEO Siemens Global
Business Services

photo credit: Stefan Köppei

It's a match – recruiting with artificial intelligence

4

Text Carla Mather

Skills shortage and rapidly changing expectations on the one hand. Endless possibilities and unspecific offers on the other. When it comes to employment, recruiters and applicants face similar challenges – so what if the answer lies in the same solution?



This is Sara

Sara is a top recruiter at Siemens, and has just arrived at her office. Armed with a steaming cup of coffee and a hopeful smile, she settles into her desk, ready to take on the day's topics.

Recruiting talent is no easy feat. The competition is fierce, yet the demand for skilled candidates has never been higher. Sara first takes up on reviewing the influx of résumés that she has received overnight. But where's the perfect match? Sara feels the weight of responsibility on her shoulders. The demands and expectations from hiring managers are high. And Sara's goal is to be the perfect matchmaker for everyone involved. Despite the workload, from interviews to endless reviewing of CVs, she is determined and the passion for her work remains unyielding.

This is Alex

Alex has dreamed of working at an innovative company for as long as they could remember. Armed with a new degree and a passion for technology and modern solutions, they embarked on the challenging journey of finding their dream job.

Their first step is to navigate the labyrinth of job portals. Endless websites greeted them, each promising an array of opportunities. Alex creates multiple accounts, meticulously filling out profiles, uploading résumés, and crafting cover letters that showcase their skills and enthusiasm. They spend hours and hours scrolling through job listings, hoping to find the perfect match.

→

"Looking for a job and looking for a candidate is both like searching for a needle in a haystack. Our task was to simplify the process."

Björn Helbling,
Head of Global
Talent Solutions
GBS Hire-to-Retire

And then there is Eightfold

Have you noticed that the career portal at Siemens has recently been renovated? The new underlying provider is Eightfold – and this is how it was created: One of the missions at Siemens People & Organization (P&O) is to facilitate the recruiting and career process and make it future-proof. Being a technology driven company, innovations that create a better tomorrow are at the core of any solution. In this context that means: A new, innovative recruiting platform had to be created – by partnering with GBS Hire-to-Retire (H2R).

GBS H2R is one of the business lines at Siemens Global Business Services. It focuses on employee experience and drives digitalization along the entire process of employees' life cycles – from onboarding to pension services. So, improving the recruiting process by using new technology falls into its expertise. For Eightfold, Björn Helbling, Head of Global Talent Solutions at GBS H2R, and his team this task was as important as it was exciting:

"Looking for a job and looking for a candidate is both like searching for a needle in a haystack. And even if you've found something, it remains unclear whether job and requirements really match. Our task was to simplify the process. The underlying question: How can technology help P&O talent acquisition to become the perfect matchmakers? The answer: an AI-based platform

optimized for skill-based matching. With Eightfold we could create value for all sides: applicants, recruiters and Siemens in its job market position," says Helbling.

Eightfold's premise

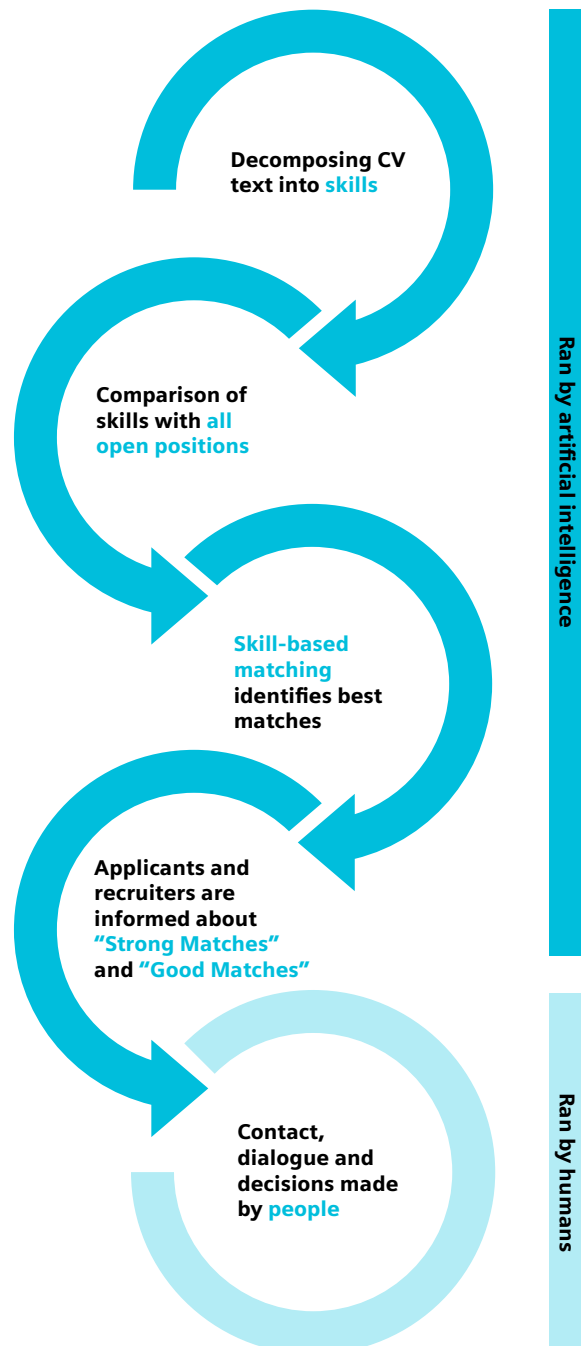
Positions and candidates are automatically matched based on required skills – skill-based matching. This minimizes time-consuming manual tasks for candidates and creates a more comfortable and efficient hiring experience. With its underlying artificial intelligence, Eightfold filters candidates from a pool of over three million applications per year (FY 2022). By shining a light on the most fitting candidates this enables recruiters to identify talents, even those that might have gone unnoticed. Additionally, recruiting may profit from diversity and inclusiveness by using hidden sociodemographic information in the first round and eliminating language barriers.

Thanks to a continuously trained matching algorithm, the content of candidates' résumés is reliably translated into skills. In doing so, the system doesn't just use fixed keywords; it also considers related skills, even across different languages. This results in an efficient comparison between candidates' skills and skills required for any open position.

Advantages of Eightfold at a glance

- 1. Optimized employment** journeys for all parties involved
- 2. Effective skill** to position matching
- 3. Time-efficiency** and proactive sourcing
- 4. Inclusive process** that fosters diversity
- 5. Successful recruiting** that helps Siemens remain competitive on the market
- 6. Leveraging** candidates' growth

Important steps in the AI-based hiring process:



This is Alex now

Wow! What a simple job portal where it is easy to have a clear overview. The only thing Alex needs to do is upload their CV. No need for endless searching and thinking of new keywords which might fit the job. And even after the upload, the portal continues to search for positions. "Remember me for other fitting job opportunities?" "Yes please!" Alex thinks. By matching all positions with skills and experience instead of only selecting a few, they gain a broader view and consider positions that would have been missed otherwise. And there is always a chance to be discovered by hiring teams via the global talent pool.

This is Sara now

Thanks to Eightfold, the manual workload has significantly been reduced. Candidates and jobs match automatically! And even if there are positions that have trouble finding the perfect match, Sara can use AI-based tools that suggest how to adapt jobs descriptions to gain better matches.

It doesn't take long until a new notification from Eightfold pops up: "Matching skills for job 248: Strong Match" sounds promising, Sara thinks. Thanks to the provided datapoints and focus topics it becomes easy to initiate a dialogue with Alex.

Just a couple of months later, Alex has started the journey at Siemens – contributing greatly to their new team with an innovative and motivated mindset. And Sara holds her title as the perfect matchmaker. One tool, another perfect match made, multiple winners.

So, what could come next? P&O and GBS H2R are working on AI-based skill matching becoming a part of the employment journey for Siemens internal candidates. This feeds into growth mindset, encourages employees on their learning journeys, and supports in achieving career goals. For more information and updates on Eightfold visit the [GBS H2R website](#). ■

Our expert
Björn Helbling,
Head of Global
Talent Solutions
GBS Hire-to-Retire

Get in touch!



Generative AI and a new era of business transformation

Text Flavia Coman

Some experts believe that the AI, and particularly the generative AI, technological wave is likely to be a transformation as influential as the industrial revolution and the rise of the Internet. Let's take a closer look.

Compared to the adoption of the Internet, which was slower at first, the spread of generative AI has proven to be much quicker. Only two months after its launch, ChatGPT reached 100 million users. The public adoption of this generative AI tool reinforces its immediate impact on the way organizations work. As research shows, there is huge productivity and savings potential across industries.

How is Siemens Global Business Services riding the generative AI wave? In a nutshell, by setting up the technical foundations, by augmenting the existing service offering, and by introducing new solutions powered by generative AI.

GBS AI Assistant

A team of cross-functional experts at GBS Digital Solutions are working to increase value for the customers' and the organization's own productivity by establishing a range of microservices – the GBS AI Assistant – to apply the generative AI functionalities to the GBS portfolio and services. The microservices as a technical foundation leverage an ecosystem of internal and external partners to enable effortless integration of this new technology.

Currently, the services are all based on large language models (LLM), like ChatGPT, which generate text from amounts of unstructured text. The purpose of the GBS AI Assistant is to accelerate use case development and to open up a new AI chapter at Siemens Global Business Services.



Increased labor productivity

Average **increase of productivity** with GenAI tools forecasted to be between

14% and **25%**

Labor productivity growth combined with other technologies up to

56%

\$2.6 trillion to \$4.4 trillion

total estimated value of new generative AI use cases

Up to **\$7.9 trillion economic impact** predicted with worker productivity as one of main value drivers in GenAI applications

Total AI economic potential

\$17.1 trillion to \$25.6 trillion

After evaluating a large number of use cases, the team classified six clusters and built the microservices accordingly:

- 1. Information extraction:** Content, intent, and key information or FAQs can be extracted from documents, service tickets, emails or surveys, for example.
- 2. (Document) search:** This function enables semantic searching across different documentation, internal and external data to facilitate knowledge management and increase user experience.
- 3. Assistants / copilots:** Based on internal and external data sets, the digital assistants or copilots suggest the best next steps, specific contents or contacts, or learn based on previous resolutions.
- 4. Response / content creation:** Individual responses can be generated based on bullet points or defined input such as emails, ticket responses, or documentation.
- 5. Chatbots:** Chatbots are used for asking questions based on pre-defined content. With generative AI, the intent is to create a more human-like interaction and to reduce training/learning of the model.
- 6. End-to-end automation:** This service enables the automated handling of specific tasks and triggering of the next process steps based on entities and intent, as well as automated content creation.

“What we are building on top of existing LLMs is a set of microservices to bring generative AI to customers faster and more efficiently,” says Alina Engbert, Innovation Manager at Global Business Services. She adds: “With a multimodel approach, solutions from several providers – including but not limited to OpenAI – can be integrated.” The microservices are reusable for different products and services. In other words, your own product or service can be enhanced with generative AI, too.

On the portfolio level, the digital experts at Siemens GBS are using generative AI capabilities and the microservices either to augment existing products and services or to introduce new ones based on customer needs.

As an example, let’s see how generative AI capabilities are being integrated into two solutions: an existing solution called the Bionic Agent and a new solution called PAL.

Augmenting the Bionic Agent

One of the existing products that has been augmented with generative AI is the Bionic Agent. It is a cloud-based solution which interacts directly with your existing customer support system by using natural language processing and large language models to handle the unstructured data from incoming requests and automate these processes end-to-end. The Bionic Agent was already a success, having had an accuracy of up to 90% in entity extraction. So how did generative AI augment the Bionic Agent?

In a nutshell, it now offers: improved accuracy – up to 97% with entity extraction; further automation possibilities through LLM functionalities with attachments handling and automatic response creation; shorter implementation time and higher adaptability and scalability, which translates into easy implementation for different use cases and customers.

A very efficient PAL

What if you could have a cutting-edge digital expert colleague to converse with anytime, anywhere, on any device, making your work more productive? The experts at GBS Record-to-Report together with GBS DigiLab have brought

it to life. The solution “Productivity through Automation and Learning” (PAL) is a chatbot combining LLM and automation functionalities. It is a digital assistant that can be accessed easily through Microsoft Teams. It has a variety of functions ranging from Robotic Process Automation (RPA) process triggering to providing the ability to “chat” with your own documents. All of this is powered by ChatGPT.

So, what makes PAL a good companion in your daily work? “The key features of PAL are that it is easy to access, it has innate knowledge of many different IT tools and systems, like Power BI, Excel, and Tableau,” says Elliot Fairbairn, Global Digital Expert at GBS. “With the document modules, various documents can be uploaded to PAL and then made accessible to users so that knowledge previously stored in user guides is now chat-able,” explains Fairbairn. PAL is like a one-stop shop for knowledge about different systems, like SAP, the company-wide framework for project management, financial reporting guidelines, and the list goes

on. PAL empowers users to access Siemens company processes instantly and speeds up processes for knowledge sharing and learning.

Deeper into the world of generative AI

Perhaps the most inspiring thing about generative AI is its versatility. One can generate not only text, but also pictures, video, audio, and synthetic data. In addition to LLMs, the digital team at GBS is exploring vision language models (VLM), which understand images and pictures as well as text input. These models can understand the users’ text input, interpret the visual information, and generate the appropriate response. Alina Engbert and her team are busy researching use cases that would benefit customers and increase the users’ own productivity. In the fast-paced world of AI, we expect such use cases to come quicker than we think. Because if generative AI has taught us anything, it is that we have only scratched the surface of what is possible. ■

Our expert
Alina Engbert,
Innovation Manager
GBS Digital Solutions

Get in touch!



The GBS AI Assistant’s microservices



Free Prompt

A zero-shot prompt that generates answers, content and responses for multiple use cases.



Entity Extraction

Extract entities from a prompt using a set of guidelines.



GenAI Assistant

I’m GenAI, a sophisticated form of human-AI interaction in which I am able to reason and decide on different tools to better help you.



Summarize Documents

An option to upload a document and get a summarized version of it.



Translator

AI translator equipped with state-of-the-art natural language processing capabilities.



Document Search

A way to do semantic search and ask questions about content in documents.

Digital solutions to factories' pain points

12

Text Louise Anderson

Digitalization is in high demand across the manufacturing sector, yet previous solutions did not truly automate factories' administrative processes. Siemens GBS is now tackling that problem with Future Factory solutions which drive efficiencies and increase productivity.

Industrial customers have long been demanding new digital solutions for their factories. Yet the vision of a truly digitalized Future Factory is still some way off. In order to make that vision a reality, experts at Siemens GBS came up with a new approach to adapt existing solutions – and develop completely new ones. The aim is to make customers' support processes more efficient and drive productivity.

Future Factory solutions have the potential to automate and digitalize administrative processes in Siemens' factories around the world by addressing a wide range of pain points. Behind this initiative, there is a small, agile team working towards solving customer demands.

Thomas Köhler is one of the team members of the "Future Factory by GBS" taskforce. "This initiative puts the customer at the very center of what we do," he said. "It is about problem-solving with digital solutions across support processes ranging from logistics and controlling to order management and accounting. We generate value for the customer by addressing pain points across those support processes with digital solutions."

Customer focus

The Future Factory taskforce reduces complexity for the customer by offering a small contact team which can identify inefficiencies and offer digital solutions to them. The team's first step is to search for a solution from more than 30 which have already been developed. If necessary, the team adapts these existing solutions to the customer's needs. If no suitable solution exists,

the team works with the customer to develop something completely new.

“Our focus is on listening to what the customer says is the most urgent pain point. Then we decide whether to use or adapt an existing solution – or to develop something new in a very systematic way. This is not about selling, it is about problem solving for the customer,” explains the Future Factory team.

For a deep understanding of each problem, the team ensures the right expert gets involved. It then takes an agile, holistic approach to problem-solving by deploying and testing digital solutions, then readjusting and improving them. The objectives always focus on the customer’s needs. The results are usually saved time and cost, improved quality and transparency. All thanks to smart decision-making based on data.

Automating processes

Three successful examples of Future Factory solutions so far are: Inventory Recommender, Purchase Order Prioritization, and Paper2Data. GBS Inventory Recommender tackles the time-consuming material planning process that incurs high inventory costs due to surplus stock. It is a cloud-based tool which taps into the customer’s SAP system and uses artificial intelligence (AI) algorithms to transform inventory-related data into knowledge that can optimize inventory levels.

This customer-friendly tool predicts vital information such as: expected raw material demand, supplier lead times, and safety stock levels. It even has a Web-based dashboard where users can monitor and interact with inventory information. This solution reduces manual effort by up to 35% and improves planning accuracy by more than 30%, leading to reduced inventory storage and lower costs.

Another GBS digital solution is Purchase Order Prioritization, which cuts the manual effort required to check all materials and their respective stock requirement lists. Manual amendments to purchase order delivery dates are vulnerable to human errors and delays.

GBS digital solutions for factories already provide significant value-added:



Improvement
of forecasting
accuracy up to

50%



Reduction
of inventory
value by up to

30%



20%

Productivity
gains of 46
assembly workers
in one factory



50,000

Hours automated

That inefficiency is tackled with this GBS digital process that brings delivery dates forwards or postpones them and provides a weekly protocol explaining the changes. Automating these manual processes leads to fast and responsive purchase order adjustments and decreases error rates.

Thirdly, the GBS Paper2Data solution tackles the need to manually register, validate, and process different suppliers’ delivery documents. It uses AI to automatically extract PDFs, then reformat and transfer them to the target system. This automated data capture reduces manual work and cuts costs.

Adding value

Once GBS digital solutions have been implemented in factories, they are closely monitored and assessed using KPIs (key performance indicators) to quantify their tangible added value. The numbers speak for themselves. For example, with Inventory Recommender, the manual planning effort has been reduced by up to 40%, the planning accuracy has increased by up to 50% and the reduction of raw material inventory went up by 15 to 30%. Or with the Purchase Order Prioritization solution, the number of automated hours per year is up to 4,500 with just one robot.

Looking to the future, the scope for digitalization is huge. The Future Factory taskforce aims to scale its successful solutions where needed across 140 factory locations worldwide. Not only that, but the GBS experts also see potential for some digital solutions to be combined into modular toolsets that would create further efficiencies and drive productivity.

Köhler said: “We want to prioritize the bigger problems that affect multiple factory locations. Scaling our digital solutions for commonly occurring problems will have a big impact and generate savings for customers.” ■

Our expert
Thomas
Köhler,
Future Factory
Taskforce

Get in touch!



An **agile DNA** – for your engineering projects

14

Text Carla Mather

From international dependencies and political uncertainties to unstable supply chains, sudden market changes, and evolving customer expectations. Indeed, we live in a “VUCA” environment – volatility, uncertainty, complexity, and ambiguity.

How do you maneuver in an ever-evolving complex world? It might be natural to wish for more predictability. However, the solution lies in sufficient flexibility, as the GBS Engineering (GBS ENG) team has experienced. Thanks to tailored expertise, speed, adaptability, and a more sensible use of resources, the lean and agile approach makes engineering services more efficient and uncomplicated for customers and the organization itself. These advantages are especially helpful in a VUCA environment.

GBS ENG is an engineering provider specialized in off- and nearshoring of engineering tasks. Its focus: supporting Siemens businesses internally with individual engineering competencies and covering the complete end-to-end process. From technical sales support to remote commissioning.

Ready, set, go:

The case of GBS ENG

How do you build a highly innovative organization with about 900 people? One that acts intelligently, efficiently, and quickly adapts to change? And all of that within one and a half years during a global pandemic? “The case of GBS ENG shows that it’s possible,” says Eckard Eberle, CEO of Siemens GBS: “Setting up a whole organization in an international environment was one of the largest transitions within GBS. One that required agility, flexibility and the right people. With an impact- and solution-driven mindset, GBS ENG was the perfect fit. By creating continuous improvement and increasing value for our customers, we’ve become a trusted partner and will continue to do so.”

Remember 2020? Nothing was ordinary. So, an extraordinary launch of GBS ENG was just the right thing.

GBS Engineering is the internal Siemens engineering provider specialized on off- and nearshoring engineering tasks.

820

employees

1.2 million

engineering hours capacity

9.2 out of 10

is the average user satisfaction index score

The idea Creating an organization that is as lean as possible, tailored to quickly changing customer requirements. Impossible if decision paths are dependent on bottlenecks as in traditional organizational setups.

The conclusion Agile methods need to be at the core of this organization, ensuring fast decisions and actions. This requires a specific mindset within the management – one that is shaped by empowerment and detached from silos.

For example In a flexible organizational structure, roles are interchangeable. As long as someone has the competencies, they can take up tasks even if they don’t fit their defined role. Therefore, the GBS ENG management may proceed with similar projects at the same time. Additionally, when rigid structures break down, all resources (including knowledge) become available to the entire organization. With the right cooperation across projects, budgets and knowledge move freely to where they are needed. In such a setup, redistributing budgets or team members becomes common.

With a framework like this, nothing stood in the way of a **successful organizational quick start**.

Our expert
Patrick Teepker,
Head of GBS
Engineering
Services

Get in touch!



Agile & lean – the underlying concepts

Lean and agile practices work hand in hand to optimize project delivery and maximize value. This is how GBS ENG has incorporated these concepts into its setup:

Agility is an iterative process framework that focuses on collaboration, people engagement, and adaptability. Here are three examples of how GBS ENG works agile:

1 Embracing change and continuously adapting
With a flexible setup, resources can be moved to where they are needed. A new requirement has come up in one project? In transparent alignment, a different team that is ahead of time takes over – ensuring timely and high-quality delivery.

2 Defining teams with cross-functionality
When teams are self-organized, decision-making becomes quicker and knowledge-sharing becomes more prominent. Being defined by expertise and not by an org-box results in cross-collaboration, higher transparency and more flexibility, leading to an ideal team setup for each project.

3 Accelerating all processes
Speed when it comes to responding to customers: Since GBS ENG is used to an agile setup, it can adapt to evolving requirements and quickly react to customers' questions – ensuring adaptability and fast action when needed.

Lean is an approach to optimize processes by eliminating redundancies and maximizing value at the same time. Let's have another three examples showing how GBS ENG translates lean principles into its work:

1 Optimizing the workstream
In the ideal workstream, unnecessary steps are eliminated. At GBS ENG, the reasoning behind each step is simple: Does it add value? If not, there is no need for it.

2 Sensible use of resources
Acting lean means getting rid of waste. Wherever it is possible, resources are spared and used interchangeably. That ensures a cost-efficient setup of GBS ENG and a competitive offering.

3 Driving efficiency and continuously learning
An empowering culture of continuous learning, collaboration and improvement drives efficiency and quality. That is why at GBS ENG, competence management and training are important to stay up to date.

By adopting a lean and agile approach, GBS ENG has enhanced the customer experience, built stronger relationships, and gained a competitive edge by consistently delivering value and meeting customer expectations. Especially in a VUCA environment, this adaptability is vital.

Customer benefits are co-created by

- Leveraging synergies across all Siemens businesses
- Bundling engineering expertise and know-how in a single unit
- Driving optimization through centralized outsourcing of knowledge
- Utilizing the global GBS footprint (like locations or access to talents)
- Enabling effective and efficient utilization of the workforce
- Building a basis for standardization and harmonization of tools, processes, and portfolio

The agile DNA of GBS ENG

If the management of an organization has an agile mindset, this trickles down to the entire team. GBS ENG has incorporated agile and lean into its culture. It is part of its DNA. Fast decision paths, project-based work, and flexibility regarding task distribution do not only shape internal processes. Customers also greatly benefit from this mindset in their projects.

Let's take technical drawing as an example

Imagine you are involved in a project that requires a lot of planning, modeling, but also innovative thinking for development. It could be in the infrastructure/building sector. Or something completely different – maybe the automotive industry. Being the smart perfectionist that you are, you would like to put all your energy into developing and optimizing your strong ideas. Unfortunately, the creation of engineering drawings consumes most

of your time. What if experienced professionals took up these time-consuming yet vital tasks?

At GBS ENG, the synergies within Siemens are covered: like CAD drawings for Digital Industries or Smart Infrastructure. Being cross-trained, the engineers from GBS cover a large variety of services. Due to this large pool, experts are available where and when they are needed – ensuring the perfect fit for customers' projects.

An additional advantage: Thanks to the largely networked community and its agile mindset, GBS ENG is capable of close collaboration with partners. This enables a sufficient expert workforce with a rapid reaction time – speeding up your project on the one hand and giving you enough time for developmental tasks. In this example, leaving your technical drawings to GBS ENG offers the best possible outcome for your engineering project.

Benefits for customers at a glance

GBS ENG accelerates projects for its customers thanks to its highly efficient setup that bundles expertise for a wide range of projects. By taking over time-consuming engineering tasks with the best possible reaction time, customers can entirely focus on development. Therefore, value creation for customers is always at the core of GBS ENG. ■

17



Siemens GBS ENG supports customers in the creation of technical drawings and digital twins.



Do you want to learn more about GBS ENG and its services that make your life easier?
Visit the website now and start to focus on what matters most to you.



Leading to success

18

Text Louise Anderson

Strong leads are vital for successful sales – but it's not always clear if a contact is truly promising. Until now, sales professionals followed up the prospective lead. Now, a new Siemens GBS solution verifies the quality of lead contacts before the very first sales call is made!



Selling products and services is about good lead contacts. They are the life-blood of successful sales that becomes more and more digital and remote. But how can sales professionals quickly find out if a contact is truly interested in their product or service? Together with the Smart Infrastructure (SI) communications and sales teams, GBS developed a solution called “lead qualification powered by GBS” which now can help busy sales teams around the world.

Ralf Spanheimer, Smart Infrastructure Sales Foundation, explains: “We all know that sales people have a lot on their plate. The better a lead, the easier it is for them to reach out and have a meaningful conversation with these potential new customers.”

The question remains: Is it possible to assess whether a lead is promising before the all-important first call from Sales? The Siemens GBS solution which includes quality checks and tele-qualification was tested in a six-month pilot scheme during which call center agents were briefed and trained.

Improving quality

“The tele-qualification pilot showed what is possible when our call center teams were able to effectively identify high-quality leads and pass their details to the best possible sales person,” says Stephan Volmer from SI communications.

Contact forms, webinar registration forms, LinkedIn forms, and other options are ways prospective customers can reach out to Siemens. Campaigns that deploy so called lead scoring models – some supported by AI – help to proactively identify interesting leads that are then passed on to GBS for verification. In the new tele-qualification process, call center agents contact those leads via telephone or email to assess their short-term and long-term sales relevance. This initial contact is made in one to two days and follows a thorough orchestrated process.

Ideally, the caller finds out if the lead has a real interest in Siemens’ offering as well as other key information such as: the lead’s project description,

“We all know that sales people have a lot on their plate. The better a lead, the easier it is for them to reach out and have a meaningful conversation with these potential new customers.”

potential budget size, timeline, whether the lead is already a Siemens contact, and what authority the contact person has to influence buying decisions.

After tele-qualification the findings are registered with notes in SieSales, the corporate Customer Relationship Management application for Siemens. If the lead is “sales relevant” they are assigned to a sales representative. If not, they are forwarded for standard request handling.

This new process also includes steps for finding the best possible sales teams: the call center agent will call and email a potential sales representative to create awareness of the opportunity.

Future vision

During the six-month pilot of six campaigns, a total of 430 leads were qualified via phone or email. Of those, 120 qualified and enriched leads were sent to sales representatives.

Following the successful pilot, Siemens GBS is now striving to scale the process across business units and countries. Currently SI and DI (Digital Industries) together with GBS are implementing tele-qualification in the US. “Our vision is a global roll-out that ensures all leads handed over to sales colleagues are sales relevant and enriched with helpful info”, Volmer adds.

The team has developed a global framework that retains local and business flexibility, with qualification taking place in regional hubs with multiple languages. In fact, Boston Consulting Group even estimates that a top-notch customer-focused campaign approach that creates high-quality leads could generate a 5% revenue increase. ■

Ralf Spanheimer,
Smart Infrastructure
Sales Foundation

The way to a marketing qualified lead (MQL) through lead tele-qualification:

Quality check

- Existing customer
- Sales contact
- Budget
- Authority
- Need and timing

Contact Lead

- LinkedIn contact
- Contact via phone or email

Data cleansing

- Spelling check
- Contact data

Data enrichment

- IFA (customer ident.)
- Open opportunities
- Business unit
- Sales area code

Our expert **Thomas Klein,**

Head of Center of Expertise
First Line Contact Siemens


Get in touch!



New order management ecosystem is **DINO**-mite!

Text Alex Williamson

An interdepartmental project transforms order management. Customers can track and change orders without phone calls or emails. Order managers, sales, and distributions have access to all order information at any time. Estimated time saved: 55,000 working hours per year.



Time is tight. You ordered an essential part for a big project, and your deadline just got moved up. Based on the scheduled delivery date, you should be fine. But is everything really on track? To ease your mind, you have to be sure – but what if your order manager is not available? That one absence means it'll take more calls, emails, and time to get the answer to a simple question: Where is my order?

→

Customers want quick responses to basic queries, and companies want customer experiences to be as intuitive and transparent as possible. This is how a collaborative project between Siemens Digital Industries (DI) regions, Digital Industries Logistics (DI LOG) and Global Business Services (GBS) came to life. This project is called Digital Industries NextGen Order Management (DINO) and it has created an ecosystem aimed at digitizing and optimizing the process of order management.

Where did it hurt?

Placing and fulfilling orders involves many parties – salespeople, customers, order managers, and distributions. Previously, getting access to an order's full history or real-time status was a challenge. Therefore, in 2021

21

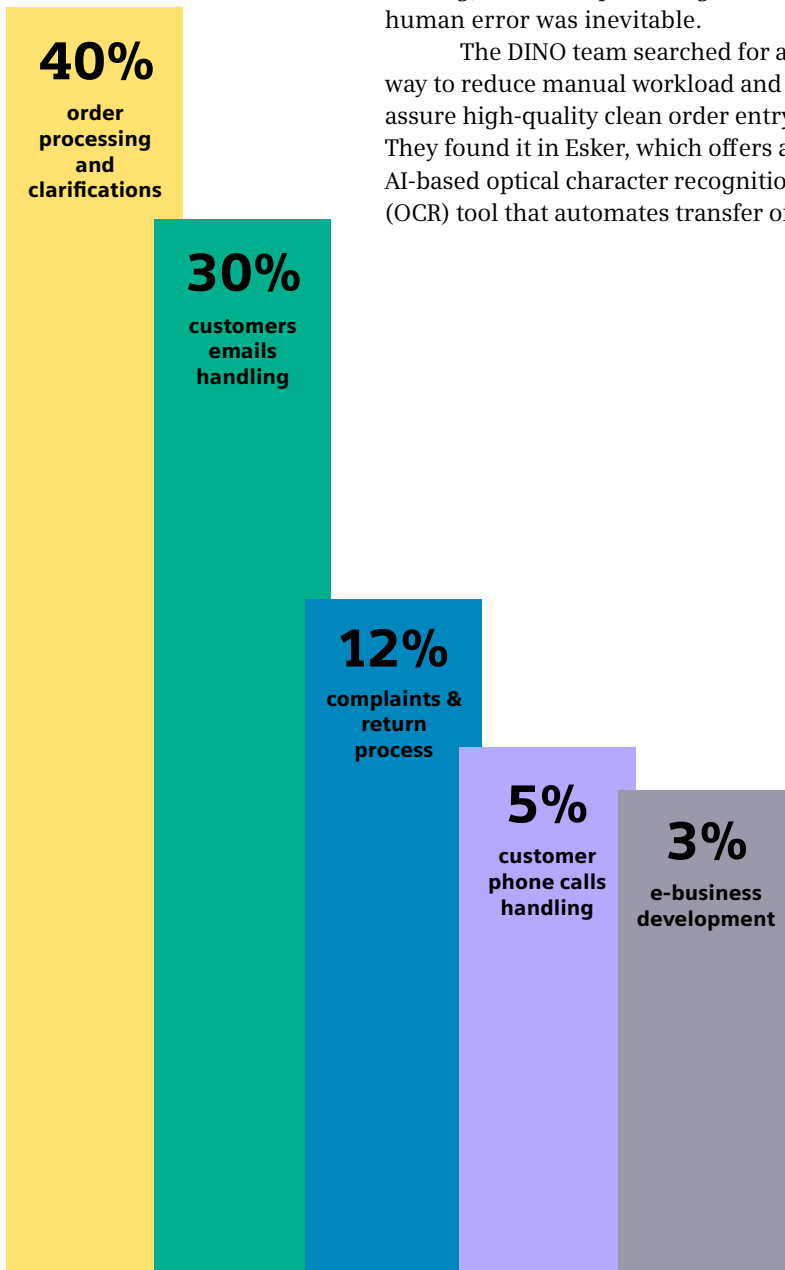
"This project is one of the best examples of co-creation and collaboration by DI and GBS."

Tony Yan,
DI Project manager
for DINO

DI teams from European countries started talking about improving the status quo.

Their main goals were to assure orders enter the system error-free and with minimal manual intervention. To create a one-stop interface for all information and communication about an order. And to connect all entities and systems involved in placing and fulfilling an order into a seamless end-to-end process.

DINO aims to reduce efforts in order management and customer communication. Main effort drivers in the previous process are:



Cleaning up order entry

The first step is to ensure that customers get exactly what they expect when they need it, and making sure every detail of their orders is correct. When order managers entered customer orders manually, it was time-consuming, and some percentage of human error was inevitable.

The DINO team searched for a way to reduce manual workload and assure high-quality clean order entry. They found it in Esker, which offers an AI-based optical character recognition (OCR) tool that automates transfer of

order information. “If you have the PDF of the customer’s order, you can teach the system to go to the different fields and pick up the information you will need to process the order,” said Catarina Simões, Head of GBS Opportunity to Cash for Western Europe and Africa and project manager for DINO. Voila! Sparkling clean order entry and fewer finger cramps for order managers.

Increasing transparency, reducing touch rates

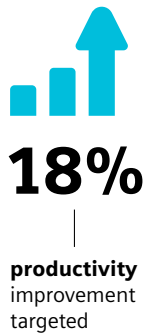
Along with solving issues on the front end of the order process, the team developed a one-stop interface that enables all information and communication about an order transparent for customers as well as salespeople, order managers, and distributions. This interface gives customers the autonomy to accomplish a lot without a single call or email, such as: check an order’s real-time status, make changes to orders and priorities, track order delivery, and raise inquiries.

It also lets those facilitating and fulfilling the order see all information in one place. This guarantees that no single person’s absence denies others access to key information and reduces disruptions and information gaps in the order management (OM) process. Mendix, a Siemens-own low-code platform that helps unite information from various systems, was key in the creation of this interface.

Connected end-to-end experience means increased efficiency for all

Though they had fixes to many problems in the previous OM process, the team knew those solutions wouldn’t work as intended unless they were

DINO's impact on businesses so far:



integrated. It would be like building a new highway but forgetting a few key bridges. By using Esker (AI-based OCR application), Mendix (self-service portal), and Pega (case management system) the team left no bridge unbuilt. Even the open question of how to efficiently handle inquiries from customers when they can't find what they are looking for online was addressed.

The answer lies in an integrated case management system that connects all possible use cases: from regions to headquarters. All in a state-of-the-art Web service including generative artificial intelligence. This integrated case management supports the order managers to identify urgent requests, generate automatic replies, and summarize requests faster. In that way, regions and headquarters can access the same information that is synchronized within an integrated ecosystem.

"By relying on state-of-the-art cloud technology, we built a future-proof, connected, and sustainable ecosystem," said Tony Yan, Global Order Management Development and DINO project lead in Siemens Digital Industries. This interconnection also allows data analytics tools to quickly identify trends and issues in the OM flow. That was virtually impossible when communication about orders'

statuses was scattered across various email inboxes. "The power you get when you have full end-to-end transparency is huge," said Tony Yan. "We have an enormous possibility to improve the delivery chain for the customer and for Siemens." It took cross-functional collaboration to realize DINO's missions. The success of this project wouldn't have been achieved without the strong partnership and cooperation between order management experts in the regions in 19 European countries, three hubs, DI Information Technology, DI Sales Finance, DI Logistics, and Global Business Services.

"This project was one of the best things I've experienced at Siemens," Catarina Simões said. "It was working towards the needs of the end-customer and the business without really thinking in terms of departments."

It seems the DINO project has connected more than previously disparate aspects of OM processes. It has connected Siemens team members, too. The solutions these teams created will save an estimated 55,000 hours per year, and they'll soon be used in more European markets. ■

Our expert
Catarina Simões,
Head of GBS
Opportunity to
Cash for Western
Europe and Africa

Get in touch!



Bridge-building in India

Text Alex Williamson

5 steps to handle shipments between suppliers and Siemens

1

Log into the portal

The supplier is logged into the portal, accessing open purchase orders. Intelligent algorithms check the shipment details' accuracy. The validations verify quantity, price and other crucial factors to eliminate errors and discrepancies.



Aiming to post goods receipt notes for suppliers more quickly, GBS and Siemens Infrastructure (SI) India end up creating a tool that's saving time, increasing transparency, and cutting costs throughout the supply chain.



2

Create a QR code

Upon successful validation, an automatic notification ID was assigned to the shipment, marking it approved. Also, the system generated a QR code that held all the vital info of the shipment.

These days there are many existing solutions for businesses hoping to enhance essential processes. But when GBS and SI India searched for ways to shorten turnaround time for issuing goods receipts notes (GRNs) to suppliers, nothing seemed quite right for the job.

Instead of settling for a partial fix, the two teams decided to innovate. Their first-of-its-kind solution called SETU has not only reduced wait times for GRNs but also minimized touch-points, increased efficiency, and decreased costs for suppliers, vendors, Siemens, and customers.

Taking "a step back" to see the way forward

Before SETU, SI India's suppliers and vendors shipped goods, and the person receiving the goods at Siemens had

to inspect them and manually enter information about what they found. When something seemed off, it often took a chain of calls and emails to clear up the issue. After dealing with discrepancies and manually entering any new information, the inspector then manually posted a GRN.

The process was time-consuming, and all that manual data entry made it likely to produce errors. Additionally, suppliers and vendors weren't sure what stage their shipments had reached.

"Many times when the supplier was dispatching the goods, they were in a black hole," said Sreedhar Nayani, Head of Purchase to Pay (P2P) India at Siemens GBS. "Nobody knew where the goods were. Were they in transit? Were they sitting in the Siemens

office waiting for someone to inspect?" Siemens, too, could be left in the dark if an expected shipment hadn't arrived on time, and this lack of transparency was costing everyone more time with back-and-forth communication.

Clearly, there were plenty of reasons for GRN wait times, and the team behind SETU decided that tackling just a few of them wouldn't suffice. "Instead of looking only at boosting the one GR process, we went a step back and studied the entire process," said Vivek Sarkar, Head of Accounts Payable at P2P India.

A portal to efficiency

Not wanting to reinvent the wheel, SI India and GBS scoured the market for a preexisting fix to the GRN backups. When their search didn't turn up a tool that could resolve every issue, they set to work creating one that would. The result is SETU, a portal-based solution that allows suppliers, vendors, and Siemens to update and access information about shipments in real time. Here's how it works:

Suppliers and vendors use the portal to generate a QR code for a shipment. They attach the QR code to the deliverables before sending them to Siemens. The shipment arrives at Siemens and the QR code is scanned. Everyone can now see in the portal that the shipment has arrived. Just before inspection begins, Siemens' Material Receiving Team scans the QR code again, which updates the shipment's status for all to see. Either it is option A: the shipment passes inspection and is accepted. The inspector can immediately generate a GR that is accessible in the portal, allowing for invoice payment. Or it is option B: something about the shipment is different than expected. The inspector can alter information about the order in the portal, and the supplier or vendor can see the alterations. Once all changes are made, a GR can be generated based on the new information. With this new process, no party is unsure about a shipment's status, and the easy access to information has made it much simpler to spot and rectify problems.

During the pilot phase at SI India, with 345 vendors onboarded, SETU is putting up impressive numbers. "We are very happy with the way we are ramping up the rate of engagement for suppliers in SETU. Until now we have received very promising feedback from vendors and Siemens users," said Mishra Ashish, Head of Procurement and Logistics at Siemens Energy India. Turnaround time involving these processes went from averaging 12 days to just four – a 70% reduction. Additionally, invoice clarification time went down by 66%. Perhaps the most eye-catching stat is that SETU dropped transaction prices 86%.

"A major feat"

In Hindi, the word setu means "bridge." Siemens' SETU spans what used to be a massive information gap that was hindering efficiency. Since the tool is unique in the market, its creators have applied for patents – currently in India and the United States.

Siddharth Kumar Kasera, Head of Finance SI India, praised the "efforts, dedication, and commitment" of the SETU team and called their work "a major feat." He believes the team is up to the challenge of getting ever more suppliers and vendors on board with the new process.

The CFO of Siemens India, Daniel Spindler, was excited about the "great collaboration between GBS and SI" that resulted in SETU, and he's "looking forward to get it rolled out into other businesses." ■

3 Scan the code
The supplier must affix the QR code to the package. This digital seal is key to unlock the Siemens gate. Authentication begins when the gatekeeper scans the QR code.



5 Confirm & complete
Siemens inspects the shipment to ensure it matches the purchase order. After the physical verification, the receiver confirms the shipment's accuracy via the portal. The SAP system generates a goods receipt note (GRN), updating the status as complete.



4 Authenticate
Only after successful authentication does Siemens grant entry for further scrutiny. Simultaneously, a notification of the shipment's arrival is sent to the receiver. This prepares the receiver for physical verification.

Our expert
Jeetendra Kang,
Customer Demand
Manager
GBS Purchase-to-Pay

Get in touch!



Siemens' new one-stop shop for customer insights

It used to take up to half a day to do this kind of sales research. But now it only takes ten minutes, Burak Yildiz says proudly. Yildiz, Business Excellence Manager at Siemens Global Business Services' Regional Process Office in Turkey, is talking about the new Customer Insights dashboard he and his team helped create and which went into use in January 2023.

The dashboard, which works on Microsoft's Power BI platform and is accessible via employees' own computers, allows Siemens' sales agents to call up all the information they might need before visiting a client. That includes everything from the obvious – such as products previously ordered, financials, contact names, and numbers – as well as less apparent but equally important material, like products the client didn't take up and which other sales agents have visited recently as well as the latest news from the client's official website and social media channels. "It's literally a one-stop shop for sales research before heading out the door," Chandan V. Kumar explains, who contributed to the project as Snowflake developer.

Saving hours of research

Previously Siemens sales teams had to research that sort of information themselves. That usually meant consulting multiple sources

Developers at Siemens GBS have created a time-saving database that features all the information sales agents would need before they head out to see customers.

Text Cathrin Schaer

in different places, websites, and platforms. “Before they’d go to call on a customer, they would spend a lot of time to update information on that client,” says Yildiz. “So they make phone calls, they search their emails, they log into sales to check the data there, and then they log into SAP to get the financial data. If there is a project ongoing, they even need to log into another portal.”

Because of their previous experiences, the team knew this could take anything from two hours to half a day. Özüm Takir Demirbugan, project manager in Yildiz’s team, explains why the new Customer Insights dashboard was so necessary. “Basically, it was time-consuming and also very demotivating for them. And if they missed something important, then they might also miss out on an opportunity. I feel like our sales staff want to be spending time on creating the best possible sales strategy for their customers, not researching and telephoning all day long.” Happily, the new Customer Insights dashboard means this is no longer necessary. All of that information is now in one place, on one screen. But it wasn’t necessarily easy getting it there.

The first challenge for the team was to collect gigabytes of data in many different formats and then get it into a format that could easily and quickly be added to the Customer Insights dashboard.

“It wasn’t easy to get it all moving at the same speed,” Hilal Küçükboştancı explained. She was involved as Lead Data Analyst. “The first time we had to wait 16 hours for a result,” she says. But that challenge was overcome. “And now it all shows up instantly and it’s live updated, too.”

Transparency is key to success

The second serious challenge was more personal. “We wanted to try and let people know about the idea and explain the technology,” says

Yildiz. “But there was some resistance – mainly because some people were more comfortable making phone calls or doing the research themselves. There was also some hesitancy about security, and concerns about sharing too much information. We were often asked, ‘but who’s going to see my customer’s data?’”

After further consultations with senior management, it was decided that the Customer Insights dashboard needed to be as transparent and open as possible because that, in fact, would bring far more benefits.

Now the team is happy to say they have already been getting great feedback from dashboard users. “Last week, one of the sales guys called me and told me he’s going to visit a client here, one of the biggest oil companies in Turkey”, Data Analyst Gamze Adibelli recounts. “So we made him a quick demo and showed him how to use the dashboard. He told us ‘I can see everything here, and in just five minutes.’ I just thought, that’s it, that’s the reaction we want,” Adibelli says.

At the moment, Yildiz and his team are working on adding more tools to the Customer Insights dashboard. One might involve an algorithm that notifies sales agents that it’s been a while since they last checked in with a certain client, he explains. Another might even remind sales agents to send their clients a birthday card.

Furthermore, using AI algorithms and machine learning, the team are planning to add another type of insights, namely recommendations of the potential risks and opportunities for sales scope to a specific customer. Also, they will add insights about customer satisfaction or dissatisfaction according to data at hand. “After all, it’s all about getting closer to the customer and creating more opportunities,” Yildiz concludes. ■

Salespeople spend

~2

hours before customer visits to collect data.

SieSales has

+25,000

global users.

Customer Insights is expected to save

15,000
hours per year.

27

Our expert
Burak Yildiz,
Business Excellence
Manager
GBS Opportunity-
to-Cash

Get in touch!



Streamlining Purchase-to-Pay processes with automation

Text Carla Mather

28 Imagine a world where incoming invoices are seamlessly interpreted and effortlessly assigned to the appropriate workflow. From automated orders to AI-supported invoice translation. Welcome to the next-generation Purchase-to-Pay platform (NextGenP2P).

GBS Purchase-to-Pay (P2P) manages order processing in purchasing and invoice processing in accounts payable for the entire Siemens organization. Accelerating this complex task begins with an evaluation of the end-to-end process – including the dissection of underlying systems. GBS P2P’s introspection revealed the need for a streamlined solution. Instead of having data sets distributed across variant systems, an entirely new one was developed. A dynamic platform, capable of seamless integration and effortless scalability in a complex global environment. One that enhances existing systems, acts as the single reliable

source of information and enriches employee and client experiences. So, NextGenP2P came into life.

And this is how it works:

Example: NextGenP2P in accounts payable services

- The platform recognizes and accepts data from incoming invoices.
- Data flows into the platform through a standardized interface.
- The application’s intelligence identifies invoices and links them to the corresponding workflow, considering variables such as tax law variations due to language differences.
- The application validates the accuracy of invoice data.
- AI translates invoices into the required language.
- Depending on the result of the troubleshooting, the workflow is either continued, the invoice is returned to the supplier, or the error is corrected manually.
- The automatic run of all further approval steps is started.
- The software triggers the invoice’s posting and transfer to underlying systems.

"We think of NextGenP2P as a strategic tool that will help us to continuously decrease our cost per invoice and that will bring flexibility and agility to MANN+HUMMEL's payment processes."

Nicole Schuler,
Group Vice President Integrated
Business Services MANN+HUMMEL

Customizing and co-creating with customers

The innovative digital platform increases customers' automation rate and process efficiency by managing purchasing and invoice processes automatically. It centers on collaborative workflows, harnessing digital technologies on an adaptable IT architecture. NextGenP2P is capable of learning according to the needs of customers. Being a flexible, multi-client platform, it stands as a customizable cloud solution that seamlessly integrates and expands to accommodate evolving needs. By using artificial intelligence, the platform stays flexible to changes and eliminates errors as well as manual work. The platform's flexibility allows it to be tailored using standardized templates. As a successful example, NextGenP2P has been adapted to the needs of MANN+HUMMEL, a leading global company in filtration technology, which went live with NextGenP2P in May 2023. Nicole Schuler, Group Vice President Integrated Business Services MANN+HUMMEL, states: "We think of NextGenP2P as a strategic tool that will help us to

continuously decrease our cost per invoice and that will bring flexibility and agility to MANN+HUMMEL's payment processes."

Since customers often have unique needs for their processes, the implementation of customer-specific requirements is not always easy. However, NextGenP2P is based on an innovative PEGA Business Process Management technology, allowing highly flexible and efficient process design and control. This applies to individual customer requirements, but also to country-specific needs.

The Next Generation for NextGenP2P

NextGenP2P signifies a paradigm shift in financial operations. As a flexible end-to-end automation application that ensures quality across financial processes, it enables people to be informed at all times – while reducing manual effort. This fusion of automation and digitalization transforms the way people work in the dynamic world of finance.

GBS P2P will extend the platform to purchase order pro-

cessing in direct material and services and including the strategic purchasing process. Data analysis and AI support will be at the core of NextGenP2P's predictive and prescriptive process control – ensuring the most intelligent solutions for all purchase-to-pay processes. ■

Benefits in a nutshell

- **High automation rate and efficiency**
- **Reduced manual workloads**
- **Highly scalable and flexible processes**
- **True end-to-end collaborative workflows**

Our expert
Robert Kraus,
Head of GBS Purchase-to-Pay

Get in touch!



Teaching tech and bridging the gap

30

Text Cathrin Schaer

Past participants of the African Girls Can Code Initiative say learning about coding and the digital world changed their lives. This year's participants are being supported by Siemens, including by mentors from Siemens GBS.

Among business professionals, there's no doubt that mentoring offers many positives, both for the person doing the mentoring and their mentee. Yet at the same time, according to research conducted by polling company Pew, 63% of female professionals have never even had a formal mentor.

This was true for Siemens GBS team leader Petra Čapáková. "I never had such an amazing opportunity during my studies," she admits. "Most of the professionals I knew were too busy to share much with me." But that's also why Čapáková is determined to do things differently. She has volunteered to be part of the Siemens EmpowerHER program, a follow-up program of Siemens' cooperation with the African Girls Can Code Initiative, or AGCCI, which has been supported by Siemens since early 2022. Besides mentorships from experienced professionals like Čapáková, Siemens has provided €780,000 (about \$846,000) worth of hardware, laptops, training materials, and technical assistance.

Empowering future experts

The AGCCI was first started in 2018 by UN Women, the African Union Commission, and the United Nations' International Telecommunication Union. The initiative aims to empower thousands of young African women, aged between 17 and 25, "to become computer programmers, creators, and designers, placing them on track to take up studies and careers in the information, communication and technology, education, and coding sectors."

Siemens' contributions are being used to help train over 600 young women from Kenya, Rwanda, Senegal, South Africa, and Uganda over the next two years. The first projects kicked off this June and saw candidates attending two-week-long software coding camps in their respective countries.

Following that, the women had the opportunity to participate in the EmpowerHER Africa program, which links with Siemens' own mentoring program, Siemens EmpowerHER. The latter is an initiative created by Siemens South

Siemens GBS team leader Petra Čapáková and her mentee Mbali Maria Lesotho at the initiative's kickoff in Johannesburg.



Africa to connect the young women on the courses with experienced female mentors from different Siemens locations right around the world.

This was why Čapáková travelled to Johannesburg, South Africa, in June. She was there for a week to take part in the first stage of the AGCCI mentorship program, which included personal meetings between the mentors and their prospective mentees.

“To be honest, when we first met, she was very shy,” Čapáková recounts about her mentee Mbali Maria Letsholo, who is from South Africa. “I found myself having to ask her lots of questions about what she wanted. We talked mostly about her dreams of being a surgeon, our families and our working lives.”

Petra Čapáková is an expert in data and process optimization and wanted to try and make these topics more approachable for the mentees, so that they, too, would eventually be able to deliver their own solutions, no matter what career path they took.

“My colleagues and I shared our knowledge of things like data transformation, more agile approaches, and data visualization, all things that could help the women in their studies or maybe their professional lives later, really just showing them all the options,” she explains. “Even if some of the girls don't end up working as developers or data analysts, this gives them the chance to explore what we do and find out more about the kinds of things they'd be doing if they worked for us.”

Developing professional goals

With the insights from the exchange with the girls, trainings can be tailored to their needs. An app for the mentorship program, which will facilitate better communication and networking, is expected to be launched soon. But for now, the pair are keeping in touch via WhatsApp. Online, the shyness fell

away and the conversation got more lively after she left the country, Čapáková admits. She was even able to put her young mentee in touch with other Siemens professionals who had studied different topics pertinent to the younger woman's own professional goals.

The mentorship has also been inspiring for Čapáková. She learned much about the different cultures in Africa, she says, and gained insights into professional life on that continent. “Everybody was so welcoming and friendly and I also felt it was so important to be an active listener, to really understand the circumstances in which they are working and living, so that I was better able to offer advice and recommendations.” Having never had a mentor herself, Čapáková feels her responsibility keenly. “I want to support the younger generation there, the young women who have to orient themselves,” she explains.

And, of course, the mentoring program is also one that will benefit Siemens GBS. A 2022 CNBC survey on workplace happiness found that mentorship brings multiples benefits, including more job satisfaction, higher staff retention rates and better employee engagement. “I really like the fact that Siemens is open to this initiative because it's crucial to share our knowledge,” Čapáková concludes. “We're building confidence in people who will one day be part of our professional world, and that's an investment. These young women have fresh ideas, they have something to add, and if they eventually come to work with us, it's going to be a lot easier to bring such individuals into our own teams.” ■



Five of 600 girls who are trained in the initiative and supported in starting a career.

Our expert
Petra Čapáková,
Team leader at GBS
Project Services &
Transformations

Get in touch!



"Let's explore the influence that AI, particularly generative AI, is having on optimizing processes and enhancing operational effectiveness."

Eckard Eberle
CEO Siemens Global
Business Services

Thank you to all experts contributing to this issue:

Gamze Adibelli Data Analyst **Mishra Ashish** Head of Procurement and Logistics Siemens Energy India **Özum Takir Demirbugan** Project Manager **Alina Engbert** Innovation Manager **Elliot Fairbairn** Global Digital Expert **Björn Helbing** Head of Global Talent Solutions GBS Hire-to-Retire **Thomas Köhler** Future Factory Taskforce **Robert Kraus** Head of GBS Purchase-to-Pay **Hilal Küçükbostancı** Lead Data Analyst **Chandan V. Kumar** Snowflake Developer **Siddharth Kumar Kasera** Head of Finance SI India **Dirk Masurat** GBS Engineering **Sreedhar Nayani** Head of P2P India **Vivek Sarkar** Head of Accounts Payable P2P India **Nicole Schuler** Group Vice President Integrated Business Services MANN+HUMMEL **Catarina Simões** Project Manager for DINO **Ralf Spanheimer** Smart Infrastructure Sales Foundation **Daniel Spindler** CFO Siemens India **Stephan Volmer** SI communications **Tony Yan** Global Order Management Development **Burak Yildiz** Business Excellence Manager