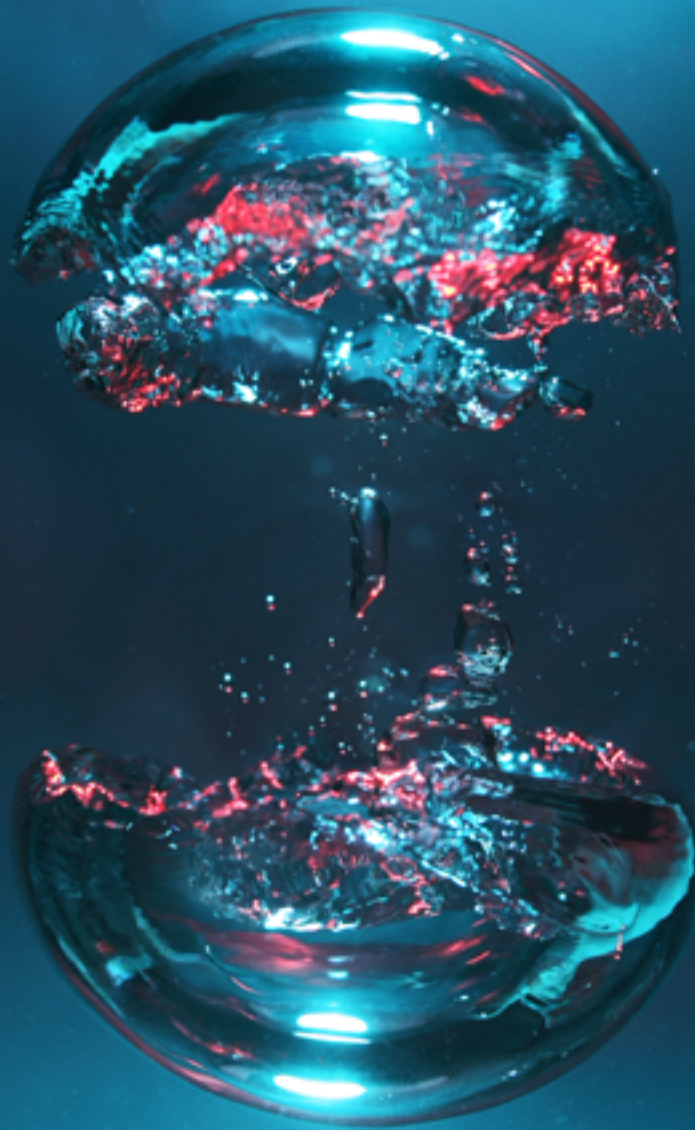


Inside

02 | 25

THE TRANSFORMATION MAGAZINE OF SIEMENS GLOBAL BUSINESS SERVICES

Sustainable by



Design

Social factors

The rising driver of long-term business success.

Fresh perspective

The key to staying competitive in a changing world.

Lead the change

A role model for complex transformations.

SIEMENS

What's

4 **Foreword**

Sustainable transformation requires a holistic approach.

innovate

5 **"Productivity is at the core of everything we do"**

Siemens Managing Board Member Veronika Bienert talks about transforming business through people, process, and AI.

8 **Sustainability drives transformation**

How service providers can become drivers of sustainable and successful business practices for their customers.



12 **"Forget about just being compliant"**

Why sustainability is moving to the center of strategic corporate management.

18 **KPIs made transparent**

Businesses need to know that their efforts are not just well-intentioned but also impactful.



collaborate

20 **Driving the clean hydrogen transition**

How Siemens GBS supports customers along the entire hydrogen value chain.

24 **Transforming together: The new age of people experience**

Providing a digital people experience helps build a more agile, future-oriented organization.



28 Taking stock with the Inventory Recommender

Saving time, cutting costs, and protecting our planet – all at once.

30 Engineering the transformation

How GBS Engineering assists customers' transitions into more modern, efficient operations.



inspire

34 A specialist in complex changes

A profile about an IT Manager who navigates between worlds and builds bridges between them.



38 The Sustainable Travel Initiative at a glance

Smart solutions to make business travel more sustainable.

40 Real estate rebooted

How the digital transformation in real estate is cutting costs and boosting performance.

43 Tailored finance automation

Intelligent automation is also the answer when it comes to the increasing volumes of financial information.

Inside?

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** Laura Donnemiller, Carla Louise Mather (GBS CM), Björn Larsen, Christian Raschke (Solutions by Handelsblatt Media Group GmbH) **Layout** Svenja Christiansen, Sandra Schulte (Solutions by Handelsblatt Media Group GmbH)

Dear Readers,

The corporate sustainability landscape is at a critical juncture. According to PwC's latest research, 84 percent of companies are maintaining or increasing their climate commitments, with 37 percent actively raising their ambitions. However, organizations still face complex challenges in implementation, particularly with the EU's Corporate Sustainability Reporting Directive now requiring extensive disclosures. The S&P Global research on climate adaptation plans shows that only about 35 percent of companies have formal adaptation plans.

At Siemens Global Business Services (GBS), we understand that sustainable transformation requires a holistic approach that combines digital innovation with operational excellence. Our mission is to help you navigate these complexities while creating tangible business value.

Currently, AI is revolutionizing how businesses operate, enabling unprecedented agility and innovation in sustainability transformations. By combining our deep process knowledge with cutting-edge digital technologies, we help organizations meet their ESG commitments, whether by creating transparency for ESG reporting, optimizing operations for reduced environmental impact, or leveraging AI for sustainability gains.

As a people organization, we understand that true sustainability begins with our workforce and that value-driven operations are essential for attracting and retaining talent in today's competitive landscape. Through continuous learning as well as upskilling and reskilling initiatives, we ensure our team remains at the forefront of innovation to support your sustainability goals.

The path to a sustainable future requires collaboration, innovation, and expertise. With GBS as your partner, you gain access to comprehensive solutions that bridge the gap between sustainability ambitions and practical implementation, ensuring your business is well-positioned for the challenges and opportunities ahead. Let's explore, question, and create together!

**Yours sincerely,
Eckard Eberle,
CEO Siemens Global
Business Services**



Photo: Stefan Koepfel

"Productivity is at the core of everything we do"

Siemens Managing Board Member Veronika Bienert shares a transformative perspective on shared services, showcasing how Global Business Services (GBS) supports customers through their transformations with highly digitalized and scalable business services.

Interview | Flavia Coman



She has been with Siemens for 32 years and worked in 13 different positions across regions and businesses, for just one company. Now a member of the Managing Board responsible for the three Service companies – Siemens Financial Services, Siemens Real Estate, and Global Business Services – Veronika Bienert brings a wealth of experience in complex business transformations.

Veronika, given the dynamic changes and the mega trends that are currently shaping economies, what do you see

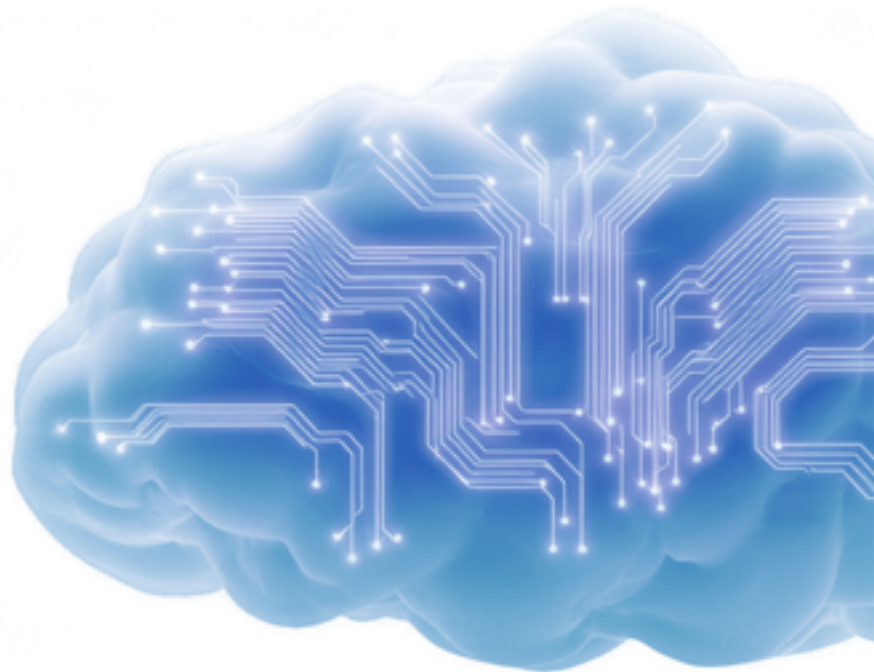
as GBS' greatest opportunity to create breakthrough value for customers?

Veronika Bienert: We are in the middle of major shifts – from climate change and demographic pressure to digitalization and supply chain fragility. These trends are reshaping our economies, and they demand smarter, faster responses. GBS brings a unique perspective here because

we have been at the center of Siemens' own transformation: from a broad industrial conglomerate to a focused technology company. Along this transformation, GBS is providing synergies for all Siemens businesses. That experience is something we bring to our customers. Our biggest opportunity lies in combining this transformation mindset with a strong service focus. We help customers do more with less, creating measurable productivity increases and unlocking capacity. That's how we support their transformation journeys and contribute to our overarching goal: building one, truly connected Siemens.

You mentioned productivity. What are the main levers for GBS to drive productivity for their customers?

Veronika Bienert: Productivity is at the core of everything we do at GBS because it's what makes the biggest difference for our customers' bottom line. To deliver it, we rely on a set of powerful levers. The first such lever is process standardization. SHERPA X, a Siemens-wide business transformation program, is a prime example of driving process harmonization across the company, with over 5,000 GBS colleagues involved in related activities. A second lever is cocreation: developing solutions together with the individual businesses. A good example in this regard is what GBS is achieving through its engineering services. Of course, these are no off-the-shelf services; they are tailored to solve real problems. Thirdly, digitalization and automation, including the use of AI, help us scale, speed up operations, and reduce manual effort. When all these levers come together, GBS becomes a powerful enabler of transformation.



Speaking of digitalization, AI is evolving fast and so are customer expectations. How is GBS helping clients turn AI into business impact?

Veronika Bienert: AI is not a future topic; it's already changing how we work. But to achieve business impact, it needs to be deeply embedded in processes, rather than just an overlay on top. That's where GBS can help: we focus on large-scale, high-impact use cases, like AI in document handling or AI in the end-to-end sales process. In technical pre-sales, we are using generative AI to extract knowledge from thousands of user manual pages, enabling faster and more accurate responses to customer queries. Other AI solutions by GBS accelerate the tender process to help achieve sales, while in after-sales, we use AI to automate and improve contract-related procedures. We don't stop at building tools – our work is end-to-end: from identifying use cases to implementing and scaling them. This approach helps customers not just experiment with AI, but truly benefit from it through speed, efficiency, and better decisions.

Beyond automation and digitalization, systematically adopting process excellence is an absolute game changer in large organizations. What do customers really expect here and where can GBS make a difference?

Veronika Bienert: Process excellence may not always make headlines. But in large organizations, it makes all the difference. Customers expect GBS to contribute structure, clarity, and in-depth expertise to their projects. We support them by re-designing, standardizing, and harmonizing processes across ERPs, especially in the context of SHERPA X. We use tools like Signavio to gain objective, data-driven insights about our processes. This enables us to question every single process step. As a result, we can create scalable and reliable structures that improve quality for our customers, reduce costs, and increase speed. This foundation is essential to unlock further innovation from automation to AI.

In your career, you have experienced transformation after transformation. What do you see as the key ingredients for a successful transformation?

Veronika Bienert: Every successful transformation that I have been part of had one thing in common: it was driven by people. And this mindset is also evident in the way Siemens GBS operates from the management team to individual members. It's true that successful transformation requires



[Click here to get in touch with GBS](#)



“Process excellence may not always make headlines, but in large organizations, it makes all the difference.”

a clear direction, but it also demands the courage to challenge, the trust to collaborate, and the flexibility to adapt. At GBS, we try to embody these qualities. We scale services globally, we offer flexibility through volume-based compensation, and we bundle in-depth expertise from ERP migrations to marketing or data-driven services. We support Siemens and our customers by staying close to what their businesses actually need. Transformation is not just about change. It's about creating value together!

And finally, if you had to describe GBS in just three words, which ones would you choose?

Veronika Bienert: Grounded. Brave. Scalable. We stay grounded in what works, are brave enough to challenge what doesn't, and always focus on solutions that scale. ▀



Sustainability drives *transformation*

Text Sebastian Wolking

The term “sustainability” most often conjures up environmental protection and climate targets. But that is slowly changing. Social factors are also becoming increasingly important for long-term business success. Service providers can become drivers of sustainable and successful business practices for their customers.

These days, carbon footprints or energy consumption are still often mentioned when companies initially lay the groundwork for a more sustainable business. But a range of other topics is also on the agenda because they are key for long-term success: mental health, life-long learning, and how to deal with innovative technologies, for example. Or diverse teams, fair promotion opportunities, and resilient structures and solutions that put people first.

In popular discourse on environmental, social, and governance (ESG) criteria, the focus is still very much on protecting the environment and climate. But for service companies the social aspect – the “S” in ESG – is a much stronger lever. Even more than that, it’s a strategic asset. Through their commitment to it, they are making an important contribution to their customers’ own sustainable transformation. This, in turn, is what ultimately leads to an improved bottom line. With their expertise and technologies, service providers can offer solutions that enable technology companies operating in the industrial sector to work more efficiently and effectively to achieve their sustainability goals, for example.

The “people experience” reaches a new level

This is exemplified by global business services and shared service providers, that provide solutions for the HR transformation in large organizations. Siemens GBS leverages process harmonization, intelligent tools, and user-friendly HR technologies to elevate the “people experience” to a new level – not only for its own employees, but also for its customers’ workforce. As a result, employees are more involved, international

team managers can lead more effectively, and key HR goals like up- and reskilling can be implemented in a targeted manner.

It is well documented that investments in social welfare lead to measurable financial benefits. Management consultancy Bain & Company, for example, found in a study that organizations with highly satisfied employees grow faster and are more profitable (see info box below). Investing in ergonomic workplaces, health programs, and training opportunities reduces absenteeism, boosts innovation, and lowers staff turnover – which positively impacts recruitment costs.

AI as a catalyst for sustainable transformation

At Siemens GBS, investments of this kind have both internal and external effects. Through a combination of internal ESG integration and

Satisfaction pays off

Management consultancy Bain & Company has found that organizations with highly satisfied employees are more successful: on average, their revenue grows by five percent more than that of companies with low employee satisfaction, and their EBITDA margin is six percent higher. The EBITDA margin is a business indicator that shows how profitable a company is before taxes, interest, and depreciation.

How social sustainability can be measured:

- **Compliance with employee rights, human rights, dignity, and non-discrimination**
- **Sense of belonging**
- **Occupational health and safety**
- **Compliance with human rights by suppliers**
- **Prohibition of forced labor and child labor in the supply chain**
- **Fair treatment and payment of employees, including those in the supply chain**
- **Opportunities for further development and training for employees**
- **Exclusion of possible cooperation with authoritarian governments**
- **Social commitment, for example in the form of donations and sponsorship for social, cultural, or ecological projects**

externally focused service offerings, the company makes a multidimensional contribution. Optimizing its own processes in line with sustainability standards by investing in its own workforce and innovative technologies such as AI applications forms the basis for providing customers with the best possible support in their transformation. This applies to organizational development and the digitalization of HR processes but also to the increasingly complex task of sustainability reporting. Service companies that operate sustainably themselves multiply this effect through their customers.

Companies that consistently think about the interplay between “S” and “E” not only ensure their own competitiveness – they also become enablers and shapers of the sustainable transformation of other organizations. “Companies must position themselves early to do

Innovative solutions for greater impact

Siemens GBS supports industrial companies on their journey towards more resilient and sustainable supply chains by providing HR solutions that ensure transparency, digital manageability, and socially responsible working conditions – from strategy to operational implementation. Another example is the specially developed CSRD KPI Library (CSRD stands for “Corporate Sustainability Reporting Directive”). The tool helps customers navigate the ever-changing landscape of sustainability reporting and increase transparency (see page 16). And Siemens GBS’s “Meeting Point Optimizer” is an AI-powered Outlook add-in that enables employees to identify particularly cost-efficient and environmentally friendly locations for face-to-face meetings. Such seemingly small, technology-enabled decisions add up to a bigger impact – on the climate but also on the quality of life of employees.



justice to the growing importance of the topic and take advantage of emerging opportunities,” advises management consultancy KPMG in a related analysis.

Businesses can tap into diverse potential

Along the way, the “S” in ESG leaves room for creativity, flexibility, and ingenuity. Companies do not have to force themselves into a strait-jacket. At Siemens, for example, 20 percent of senior executives’ long-term compensation is based on ESG criteria. For fiscal 2024, two components were used and weighted equally: CO₂-equivalent emissions and digital learning hours, i.e., one from the environmental and one from the social area. Since then, the goal of 25 digital learning hours per employee, which will make the workforce fit for the future, has already been exceeded ahead of schedule at 27 learning hours per employee.

These results contribute to Siemens’ holistic approach to sustainability and the company’s DEGREE ambitions, which map against three impact areas: decarbonization and energy efficiency, resource efficiency & circularity, as well as people centricity and society. All three key areas demonstrate the wide range of potential that companies can leverage to achieve their goals. Thus, social sustainability is an important component. It is no longer optional but a strategic driver – one that works. ▶



[Click here to get in touch with GBS](#)

“Companies must position themselves early to do justice to the growing importance of the topic and take advantage of emerging opportunities.”

KPMG,
management consultancy

Powerful ESG synergy

The “S” and “E” in ESG aren’t at odds; they depend on each other. Strengthening the “S” is what enables the “E” to happen. A study by Deutsche Bank shows just how much more important social factors are. In a survey of its customers in 2022, 50 percent said that the environment was the most important ESG component in their investment decisions. Two years later, this figure had fallen to 42 percent. At the same time, the proportion of respondents who considered social issues and corporate governance to be the most important aspects rose from 27 percent to 31 percent.

“Forget about just being compliant.

Be sustainable and thus competitive.”



Interview Christian Raschke

Sustainability is no longer a niche topic, but is moving to the center of strategic corporate management. Global Business Service organizations like Siemens GBS can be drivers of ESG initiatives. As in many other areas, they act as enablers for sustainability and transformation.

How can and should shared service organizations like Siemens GBS drive the ESG journey? This is the topic that Global Head of Business Solutions & Services and Siemens GBS Sustainability Manager Barabara Kleehaupt-Roither discusses with Anish Agarwal, Vice President at leading research firm Everest Group, and Rita Soni, Everest Group's Principal Analyst for impact sourcing and sustainability. Their exchange explores future sustainability trends and highlights both the successes and challenges of navigating the ESG landscape.

Barbara, you have been involved with shared services and sustainability for many years. What role does sustainability play for companies like Siemens GBS in the current global business landscape?

Barbara Kleehaupt-Roither: It is obvious that sustainability is an integral part of corporate strategy. At Siemens, we have the company-wide DEGREE ambitions as a guideline on how the company drives sustainability with regard to decarbonization & energy efficiency, resource efficiency & circularity and people centricity & society. Step by step, sustainability is hardwired into all of Siemens' processes, globally along the entire value chain. As GBS, we are involved in

managing a lot of these business processes and thus can support Siemens' sustainability transformation journey in the many domains that we serve. By aligning operations with sustainable practices, we can support reducing environmental impacts, optimizing resource consumption, and enhancing resilience against regulatory risks, for example. But we are also implementing the DEGREE ambitions into our own DNA at GBS. This is what we call our dual sustainability mission: building up a customer-centric portfolio of sustainability offerings as well as optimizing our own operations.

Rita Soni: I agree with Barbara that sustainability is slowly but surely reaching the core of business. Of course, there is a lot of regulation changes being discussed. But our "Purpose Framework" depicts the center of sustainability as people and the planet. Those are the two things that are either getting affected or need improvement in various ways. From a purpose perspective, the wraparound to both is having a business case or a profit motive. So we really want to hone in on the fact that there's sustainability for revenue and profitability and there's sustainability for competitive differentiation.

Anish, Barbara and Rita have explained why GBS organisations prioritize sustainability. But where do they start?

Anish Agarwal: Global business services have a major advantage. They are very well integrated into their customers' organizations, and as they deliver their services, they

are also doing a lot of reporting work. The first aspect of sustainability is the same as with anything else: you need to know where you are. So baselining an ESG footprint is important, and then taking further steps to improve that. Another topic is the brand. In almost any industry, companies have to attract talent. Moving towards sustainable practices demonstrably improves the employer brand.

Barbara Kleehaupt-Roither: This is especially important for people organizations like GBS. Embracing sustainability enables us to attract and retain talent, as employees increasingly seek purpose-driven roles in organizations committed to positive social and environmental impacts. Thus, sustainability is not merely a compliance activity but a strategic enabler that fuels innovation, enhances reputation, and supports broader objectives.

On the other hand: what is the greatest need that GBS customers have in terms of sustainability?

Barbara Kleehaupt-Roither: I think it's probably data, a basic but powerful aspect: without data, you cannot optimize the entire value chain. Global business services manage a lot of data and processes, and now sustainability needs to be incorporated into these data flows – be it in procurement, logistics, or manufacturing along the value chain, to create sustainable products and processes. In addition, it is also becoming more important to develop business models based on sustainability that help build a circular economy.

Anish Agarwal: Right. Many companies start sustainability in engineering. They search for lower material costs, less waste, performance efficiency, and so on. As they mature, they start to engineer for sustainability and build sustainable products right from the design phase. Thinking from start to finish, the circular economy also becomes important. And GBS can always contribute to this process, for example by tracking the customer journey, initiating a circularity



Anish Agarwal is a Vice President at Everest Group and specializes in global sourcing. In his role, he focuses on engagements and initiatives with global companies that focus on global business services (GBS) and shared services growth and evolution strategy. He has advised multiple clients on topics related to global services delivery locations and sourcing strategy, delivery portfolio optimization, workforce strategy, cost and talent benchmarking, sustainability, and talent management strategy.

Rita N. Soni is Everest Group's Principal Analyst for impact sourcing and sustainability. Her triple bottom-line lens focuses on people, planet, and profits to global services market research, beginning with an in-depth examination into impact sourcing. Before joining Everest Group, she was CEO of NASSCOM Foundation when the term "impact sourcing" was coined and continued to evolve the field as an advisor to B2R Technologies.



framework, and managing end-to-end sustainability practices.

In this regard, the shift towards sustainability is mainly strategically driven. But isn't it also a reaction to regulation?

Rita Soni: Surely it is. But let's take carbon as another example: we know that more than 60 percent of the companies on the Forbes Global 2000 list have made public commitments about their net zero targets – regardless of regulation coming up, stepping back, or getting delayed. So why are they making those statements? Because to them, sustainability is not primarily about regulation; it is about long-term success and resilience in the current climate. So forget about just being compliant. Be sustainable and thus competitive.

Barbara Kleeaupt-Roither: I fully agree that the regulatory requirements only form the foundation. Based on that foundation, sustainability value propositions, so true

value creation for customers is key. By implementing circular approaches, costs can be optimized and competitive business models deployed that consume less resources and capital.

In what ways do technologies such as AI, data analytics, and automation intersect with sustainability, and how does it enhance an organization's ability to achieve its long-term sustainability goals?

Barbara Kleeaupt-Roither: Technology and sustainability complement each other. The ability to handle and analyze large amounts of data in all domains instantly helps companies to make the right choices, also when it comes to sustainability decisions. Data-driven organizations can generate insights beyond the obvious and can develop specific measures to reach the goals. For example, we are executing a large employee survey for the Siemens People & Organization department of around 250,000 people in scope, and we use AI to derive insights and analyze sentiments. And now



Barbara Kleeaupt-Roither is the Global Head of Business Solutions & Services at Siemens GBS and drives sustainability within the organization. She has more than 25 years of experience in analyzing, running, transforming, and innovating businesses. Before joining Siemens, Barbara worked as a manager at a global consultancy. The business economist was already concerned with sustainability 30 years ago – and wrote her PhD thesis on sustainability in the transport sector.

agentic AI is on the horizon, not only generating insights and measures instantly but also implementing actions via agents, highly efficient and at high speed.

Anish Agarwal: I would like to add something on AI, which surely can be a contributor to do anything effectively. But in terms of sustainability, it is also a concern. AI requires a lot of energy and resources in itself to achieve the intended outcome. A study that I read most recently quoted that AI, in general, could account for one to four percent of global CO₂ emissions. For all our enthusiasm for AI, we also need to look at the trade-off. What it should be applicable for and what it shouldn't be.

Rita Soni: I agree with Anish, but let's conclude the AI conversation on a positive note. We often hear that AI will lead to job losses. But what we're actually seeing is that the in-


novations that are coming to fruition with AI are creating more opportunities than they are destroying. Additionally, with the exception of Africa, most countries in the world no longer have a population pyramid but a mushroom cloud. With many older people and fewer young people able to work. So I believe that AI could enable more diversity and inclusion and improve their employability.

In conclusion, when you look ahead three to five years, what major sustainability trends do you anticipate will reshape the shared service landscape, and how should organizations prepare for these changes?

Rita Soni: We are currently observing three major trends. The first one is about sustainability being embedded into the core of business and digital transformation. It is part of a long-term strategy. The second trend that we see happening in the next three to five years is the rise of integrated sustainability technology stacks. Here we are looking at cloud, AI, IoT, and climate analytics. And

the third trend that we see is that this can't be done alone or in a vacuum. Therefore, an expansive ecosystem of providers with end-to-end partner narratives with consulting is part of the implementation strategy.

Barbara Kleehaupt-Roither: I agree with Rita that digital transformation and sustainable transformation will go hand in hand. And this won't happen without the right experts in the right places. To get prepared, we need to be curious and continuously learn together with our customers. Inside Siemens GBS, we have built a sustainability community from all business lines, all regions, and all functions – just like a backbone to bring sustainability initiatives to life in our operations and offerings.

Anish Agarwal: For me, the key words are "sustainability-driven innovation". Be it in processes or in products. The more sustainable a product is, the more customer experience companies will be able to generate, and more customers in turn. In the end, sustainability creates a combination of revenue, profitability, and customer differentiation, which can help build a business case despite the ESG transformation being a complicated and costly process. There's an unseen cost of regulatory penalties as well. So all of this in mind, I believe sustainability in the long term would certainly lead organizations down a great path. 



"Sustainability is not merely a compliance activity but a strategic enabler that fuels innovation, enhances reputation, and supports broader objectives."

Barbara Kleehaupt-Roither,
Global Head of Business
Solutions & Services



[Click here to get in touch with GBS](#)

In a nutshell



Sustainability KPIs *made transparent*

If businesses are doing their best to act sustainably, how do they know that their efforts are not just well-intentioned but also impactful? The answer often lies in sustainability reporting, for it creates transparency on sustainability performance, e.g. through key performance indicators (KPIs) and target progress reporting.

Text Carla Louise Mather

Challenge

A core responsibility of reporting is to ensure regulatory compliance. But that's not all: It builds trust with stakeholders – be it customers and co-workers – by providing reliable information. The Corporate Sustainability Reporting Directive (CSRD) is a regulation of the European Union that requires companies with significant EU operations to report on environmental, social, and governance topics following standardized reporting requirements.

To translate the particulars of this reporting into clear and accessible information, Siemens' Corporate Sustainability department planned to develop a tool that provides a centralized overview of CSRD sustainability KPIs and terminologies – creating a knowledge-sharing platform that offers transparency and awareness on this important topic. And so, the task for Siemens Global Business Services (GBS) was born: designing a tool that offers intuitive access to relevant KPI information, maintains accurate and up-to-date data, and allows for quick and easy adjustments in response to evolving sustainability reporting requirements.



[Click here to get in touch with GBS](#)



Expert
Katharina Brand,
CSRD KPI Library
Project Lead

Solution

"With all details required, we have developed and rolled out the CSRD KPI Library as a state-of-the-art cloud solution. Thanks to its flexibility, we could fully focus on the customers' requirements and set a strong basis for further improvements," says Katharina Brand, project lead of the CSRD KPI Library. Following their customer-centric end-to-end approach, GBS delivered the entire project: from initial solution consulting to evaluation and UI/UX design, followed by agile development and rounded off by a smooth rollout of the tool.

The project result is a customized cloud solution that includes:

- **Agile project setup**
- **Initial load of KPI definitions and glossary terms**
- **User-friendly and adaptable front end**
- **Intuitive KPI generator**
- **Filter functionalities**
- **Export feature**
- **Fast and easy quick changes**

Application

The CSRD KPI Library can be used by Siemens employees worldwide. The easy access enables all people interested in sustainability to inform themselves – without any need for expert knowledge. Thanks to the efficient workflows, information is created, maintained, and validated quickly and effortlessly.

"The CSRD KPI Library is one step on the journey of bringing sustainability reporting closer to Siemens employees," says Katharina Brand. "It has made the topic more transparent, efficient, and accessible for everyone involved. I'm happy to contribute to the engagement of more and more people in this important sustainability topic."



Driving the clean *hydrogen transition*

Text Louise Andersen

Green hydrogen takes center stage in decarbonization efforts, but producing it on a large scale is challenging. Siemens Digital Industries Factory Automation supports customers with expertise and technology along the entire H2 value chain – and asked GBS to communicate its green hydrogen solutions' exciting potential.

When new Siemens' solutions for the green hydrogen industry were ready to hit the market, there was one issue that could have potentially hampered their future success. The automation and digitalization solutions were a truly exciting new addition to the green hydrogen value chain: they accelerate the transition to green energy by helping manufacturers quickly and efficiently bring factories to life, products to market, and plants online.

Yet the Digital Industry Factory Automation (DI FA) team behind the solutions did not have the in-house expertise to effectively communicate their internal and external potential. Faced with this issue two years ago, DI FA turned to the experts at Siemens GBS Global Marketing Services (GMS) for their support.

The GBS consulting team quickly stepped in to create a structured marketing and communications (MarCom) concept for the green hydrogen solutions together with consistent Siemens-wide messaging. This enabled teams around the world to promote DI FA's solutions and drive sales.

Promoting hydrogen solutions

The GBS team's strategic approach highlighted the huge potential of DI FA's green hydrogen solutions to sales teams as well as potential buyers such as original equipment manufacturers (OEMs) for electrolyzers, hydrogen plant managers, and refueling stations.

Robert Atkinson, Lead Hydrogen – Siemens AG, Factory Automation, praises the MarCom experts' work, saying: "The GBS team has taken a fledgling initiative and helped us to build it from the ground up. We literally started with nothing, and GBS has put in place structures, with a clear line that permeates through all of the material that has been created."



Expert
Maik Neumann,
Team Lead and Senior
Consultant at GBS GMS

What's more, the GBS experts successfully incorporated the new DI FA solution into the overarching Siemens hydrogen story to ensure a consistent external impact.

Atkinson adds: "The output in terms of material and quality has been second to none to the point that in our joint activities with the wider Siemens organization within the H2 Center of Competence, the other business units have come to lean on the GBS team and their insights to guide us to the best solution."

Innovative methodologies

The GBS team provides an end-to-end service, meaning it adds value through the whole MarCom value chain. For the DI FA green hydrogen project, this approach entailed using the latest marketing technology and methodology: the specialists applied a data-driven mindset, carried out search engine optimization analysis, and created engaging content such as promotional videos and social media posts, slide decks, and an award-winning reference video.

What's more, the communication experts harnessed the power of GenAI to create persona profiles for key target groups. Personas

The ③ steps in successful marketing and communications

Know the way

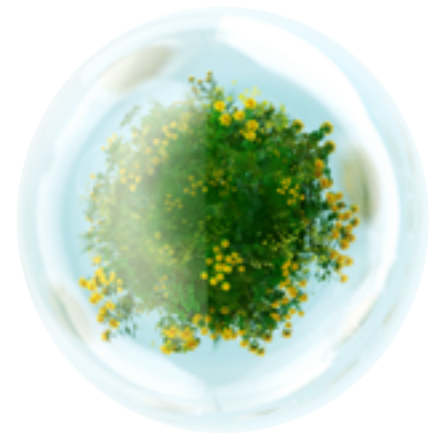
1

A profound analysis of the product or service creates the basis and takes factors into account such as ...

- Competitors
- Personas/Stakeholders
- Trends
- Customer journey

... and derives a communication strategy from this, defining

- Vision
- Positioning
- Messaging
- Purpose/Values
- Content
- Storytelling



are widely used to help marketers understand their target groups' needs, behaviors, experiences, and goals. Creating them with GenAI is up to ten times faster than sourcing them via in-person interviews – and is more cost-efficient, too.

Once a persona has been created via GenAI, its perspective is confirmed, disproved, and enriched by real-life experts during a validation process. This combination of artificial and human intelligence ensures the persona is well-rounded and ready to use. Maik Neumann, Team Lead and Senior Consultant at GMS, explains: "We just wanted to challenge whether the technology is good enough to improve our established methodology. It turned out to be a great idea. The customer was really happy with the quality and we continued developing the use case of AI-driven persona development."

Close collaboration

As is typical of business-to-business marketing, the GBS communication team faced a

Show the way

2

As soon as the concept is finalised, all stakeholders must be informed and brought on board.

This is achieved by ...

- Enablement concepts
- Community building
- Playbooks
- Culture workshops

number of challenges when it came to the green hydrogen project. These included the complex, technical nature of the solutions and the involvement of multiple stakeholders with different goals and challenges.

The team overcame those hurdles with an effective MarCom strategy, creativity, and collaboration to drive global sales and the clean hydrogen transition. It is supporting Siemens' hydrogen story – and can do the same for a wide variety of other markets and



businesses with both internal and external communication.

Creativity, strategic thinking, and storytelling can bring customers' technical innovations and projects to life – and the top-level team at GBS has these skills in its DNA. The MarCom experts guide colleagues and clients through the entire communications value chain, from in-depth analysis to strategy development and implementation.

Driving growth

According to Maik Neumann, this approach should be customer-centric, pragmatic, and innovative. "We are an enabler to drive growth for a variety of Siemens units by supporting their MarCom efforts. Our expertise can be effectively applied to vastly different sectors, from green hydrogen to healthcare," he says.

The GBS communication experts always work in partnership with customers to gain a deep understanding of the business before creating a communication strategy. They apply a three-step approach, starting with "Know the way" which includes analysis to un-



derstand target groups, competitors, and the market in general. The team then develops a MarCom strategy complete with positioning, messaging, and storylining.

During the second step, "Show the Way", the team drives engagement to get all necessary stakeholders on board. During the third "go the way" step the marcoms strategy is implemented internally and externally as required. This can be in any form of content and channel.

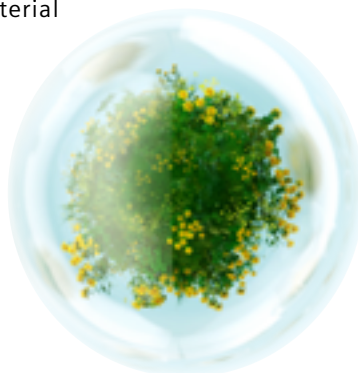
Ultimately, this team is driven by the desire to help customers improve the performance of their business and drive growth – with strategies for better communication and marketing – throughout the whole company. "Our skills can have an impact in every Siemens unit. Every project is different, but each hbenefits greatly from best practice transfer and sharing of experiences from other projects. That's why I love this job," Neumann says. ►

Go the way

3

After all, communication begins with the target groups, using ...

- Storytelling
- Social media
- Intranet
- Comms material
- Campaigns
- Website



[Click here to get in touch with GBS](#)

Transforming together: *The new age of people experience*

Text Louise Andersen

Businesses are continuously evolving their strategies to achieve a competitive edge. The Siemens People & Organization (P&O) team is enabling transformation. Concurrently, Siemens Energy is driving its own HR evolution. Both rely on Siemens GBS to deliver a digital people experience and build a more agile, future-ready organization. We took a deep dive.

From being onboarded as new hires to receiving pay, submitting travel expenses to retirement planning, HR services are woven into the fabric of an employee's daily experience. The expectations of employees are only rising for HR-related interactions to equal the same integrated, personalized digital experiences they enjoy as consumers. Behind the scenes, the systems and processes which facilitate them are undergoing major change. Cutting-edge technology, stream-

lining, and effective scaling are levers for GBS to create value throughout the customer business ecosystems. "Our success in HR transformation is a testament to the commitment and collaboration of our teams. Together, we are setting new standards in HR service delivery and operational excellence," says Sree Ravuri, Global Head of GBS Hire-to-Retire (H2R).


Transforming Siemens' largest markets

It was a highly anticipated moment in a two-year project which was only amplified by the significance of the business market: the launch of People Center, powered by ServiceNow, Workday, and payroll outsourcing for Siemens in the US.

When the complex project went live on January 1, 2025, the contributions throughout the organization were well reflected in the final result.



Expert
Claire Skilton,
GBS H2R Global Customer
Relationship Manager



Daniela Proust, Head of People & Organization United States, says: “I am beyond excited, proud, and relieved that we had a successful Workday and ServiceNow go-live in the United States as of January 1. It affected more than 30,000 people – and was in conjunction with payroll outsourcing at the same time. That is big!”

The launch’s success was thanks to the project’s collaborative nature, according to Daniela, who adds: “It was the power of the ecosystem: we intentionally set it up cross-units, including P&O, IT, and GBS as the ones operating it. We had a lot of experts from different fields in one integrated set-up, with joint team meetings all over.”

Aside from the technology upgrade, the key to success was focusing on value. Teams simplified the existing process, data, and approval landscape – including legacy business topics – with an eye towards leveraging commonalities and standards wherever possible. As a result, tens of thousands of Siemens people in the US immediately benefited from the new digital HR tools. “They felt that all of a sudden life just got so much better. This project is a value proposition that ended with a great people experience,” Daniela concludes.

This launch is just one example of the digital transformation GBS is enabling as part of the Siemens P&O Strategy 2030 – ultimately benefiting 300,000 people around the world!

Meanwhile, for Siemens colleagues in Austria, the recent Workday go-live was preceded by an extensive process review to drive a more modern digital people experience via the People Center engagement layer. GBS worked with P&O to analyze around 120 dif-



“This isn’t about making everything digital – it’s about being clearer as to what we can simply digitalize.”

Lara Pyko, Head of
People & Organization Austria

ferent P&O processes in order to reduce complexity within the process landscape, benefiting more than 3,000 local Siemens people.

According to Lara Pyko, Head of People & Organization Lead Country Austria, the process review was carried out in collaboration with GBS as one team to highlight necessary changes before the upcoming transformation: “We found we needed to get way simpler. For example, we often play ‘PDF ping-pong’ across the organization. And we discovered we needed to get way better at communicating with our people. So this isn’t about making everything digital – it’s about being clearer as to what we can simply digitalize,” she says.

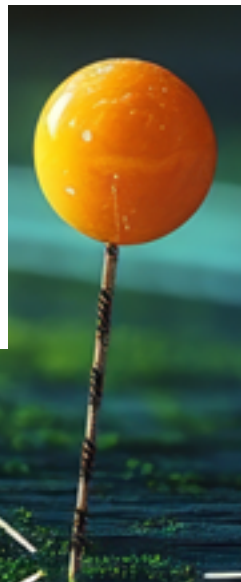
From re-imagining the compensation and equity structure to optimizing HR delivery models and facilitating international projects and secondments, GBS is set up to cocreate and implement a variety of P&O services. Claire Skilton, GBS H2R Global Customer Relationship Manager, explains: “As a partner for HR transformations, we are striving to help bring the P&O Strategy 2030 to life in an agile way. We share the same goals, so by collaborating closely as ‘one team’ when we design and pilot, we create effective ‘end-to-end’ solutions much more quickly.”

GBS is proud to be part of the fabric of Siemens’ people experience – highlighting opportunities to simplify, streamline, and enhance the experience to create lasting business value.

Reimagined Siemens Energy HR services delivery model

Siemens Energy faces the challenge of managing multiple HR systems across 90 countries around the globe. Unsurprisingly, that level of complexity created inefficiencies and additional expense. So how could an energy company with a global footprint streamline HR processes to fit its business needs, while reducing administrative costs and establishing independence from its Siemens heritage?

The answer is a partnership with GBS, which introduced the NEO+ program for Siemens Energy around 24 months ago. Marc Muntermann, Vice President Global Employment and Mobility, emphasized Siemens Energy’s pursuit of greater independence



as a standalone company, with GBS as the ideal partner to support that transformation through scalable, cost-efficient processes. “You need to know your customer – and GBS H2R knows us well,” Muntermann says. “That’s a good starting point for our transformation because GBS knows our pain points, understands our complexity, and can advise where we should reduce that complexity in order to lower costs.”

From payroll inquiries to vacation requests and pension questions, Siemens Energy employees worldwide are set to benefit from harmonized, centralized HR processes tailored to their everyday needs. The aim of the partnership with GBS is threefold. Firstly, Siemens Energy wants to operate independently with its own processes and systems. Secondly, its HR processes must be scalable across countries and business areas. Thirdly, Siemens Energy seeks cost efficiencies by moving HR service delivery to a limited number of delivery centers in best cost locations.

According to Jacob von Hoerner, Head of GBS H2R Customer Operations, the NEO+ transformation will create a tailored service delivery model with an independent structure for Siemens Energy. “I love this collaboration because we see a huge benefit for both sides working on this transformation,” he says.

Wind Power Fast Track project as lever for NEO+


To maximize the benefits for Siemens Energy’s entire workforce, the Wind Power business



Expert

Jacob von Hoerner,
Head of GBS H2R
Customer Operations

must be seamlessly integrated into the NEO+ program. This integration involves swiftly incorporating Wind Power into the existing reliable and high quality GBS H2R Services laying the groundwork for scalable and harmonized HR processes across Siemens Energy. And the Fast Track initiative is achieving its goals and nearing completion. It has quickly and effectively integrated around 80 percent of Wind Power’s worldwide 30,000 employee workforce into GBS H2R service provision. Stefan Ingerl, Fast Track Project Lead, shared his insights: “We had a really successful first year and now we have to bring it across the finish line. By the beginning of 2026 it will be completed.”

Businesses often develop strategies with an eye towards unlocking hidden value. Whether through redesigning the HR process and technology landscape, efficiently running operational HR delivery, or driving the HR integration of the latest business acquisition, GBS is enabling a new digital people experience to create business value. 



[Click here to get in touch with GBS](#)

Taking stock with the *Inventory Recommender*

Saving time, cutting costs, and protecting our planet – all at once.

Text Laura Donnemiller

Managing raw material inventory comes with challenges, including a high manual planning effort, inaccurate planning values, excess and obsolete inventory, and material shortages. All this can lead not only to higher costs and delays but also to higher emissions. To tackle these challenges, the Innovation and Digital Products team at Siemens Global Business Services (GBS) Digital Solutions and the Expert Services team at GBS Logistic Services have created an innovative solution based on the existing domain know-how: the Inventory Recommender.

Think of it like the cockpit in a car: it provides an overview of the most important processes like speed, cooling water temperature, and estimated time of ar-

rival; it alerts you as soon as fuel levels get too low; and it displays information, easily accessible and in one place. However, with the Inventory Recommender, we're not talking about gasoline in your tank but raw materials in warehouses. The cloud-based tool optimizes the time-consuming material planning process with the help of artificial intelligence (AI). It uses data from the last three years to predict material demand and transforms inventory-related data into knowledge that can upgrade inventory levels. This way, Siemens GBS is able to drive significant improvements in raw material management. The results? Cost savings, reduced environmental impact, and enhanced supply chain resilience. And the team has got the numbers to prove it.

Let's talk numbers

Currently, the GBS-developed tool is being used in four factories from Smart Infrastructure in Berlin, the US, and Mexico. Since introducing the Inventory Recommender into their daily operations, customer satisfaction has increased. The factories are seeing less planning hours, less storage and inventory management costs, and more planning accuracy.

This is what it looks like in numbers:

Up to 942 hours	saved per year in planning per factory, reducing planning effort by 34 percent.
75 users	actively using the system overall.
10,000 to 15,000 raw materials	planned on average per factory.
20% improvement	in planning accuracy for key figures like planned replenishment lead time.
Up to €102,000	saved annually per factory through reduced storage and inventory management costs.

Where transformation and sustainability go hand in hand

Product Manager Pedro Carneiro de Almeida points out that while the Inventory Recommender supports the transformation of operations, it ultimately helps customers to be more sustainable in the future, as well as contributing to reaching our DEGREE ambitions at Siemens.



Reduced overproduction and waste

Improved forecasting accuracy reduces excess raw material stock and waste. This way, suppliers are able to produce only what is needed, minimizing raw material waste and energy consumption. This supports the decarbonization and resource efficiency aspects of how we measure our sustainability impact.



Reduced transportation emissions

Creating transparency on optimal order quantities allows suppliers to adjust production and transportation more efficiently. This ultimately leads to improved logistics efficiency through better demand planning and in return to less emissions, paying into our decarbonization aspect of the DEGREE ambitions.



Enhanced circular economy practices

Optimized inventory enables better tracking and management of reusable materials, packaging, or components, reducing the demand for new resources. Furthermore, improved visibility may also support remanufacturing and recycling processes.



Reduction of manual effort

Reduced manual effort frees people to focus on value-added tasks, increasing productivity.



Reduced space requirements

Lower inventory levels naturally reduce the need for excessive warehouse space, cutting heating, lighting, and cooling energy consumption.

Stocked up high: Customer satisfaction

Numbers and facts are important, but at the heart of it is the customer experience. When asked about the Inventory Recommender, Griselda Fernandez from the SI factory in Mexico confirms that it successfully supports her in managing raw materials: “It is a very useful tool that we are learning to use and has highly visual information that allows us to quickly obtain data for analyzing and planning our materials.”



Expert

Pedro Carneiro de Almeida,
Product Manager –
Technical Focus



Expert

Marco Pinter,
Product Manager –
Customer Focus

There's no doubt that the Inventory Recommender is more than “just another tool”. It combines AI-powered forecasting, supply chain optimization, and sustainability-focused decision-making. Just like with a cockpit, it's not just about registering all the information that's in front of you. It's also – if not mostly – about how this information impacts your daily decisions.



[Click here to get in touch with GBS](#)

Engineering *the transformation*

Text Alex Williamson

Through collaboration, innovative thinking, and dedication to quality, GBS Engineering assists customers' transitions into more modern, efficient operations. Explore two projects where they helped a key customer streamline important processes.

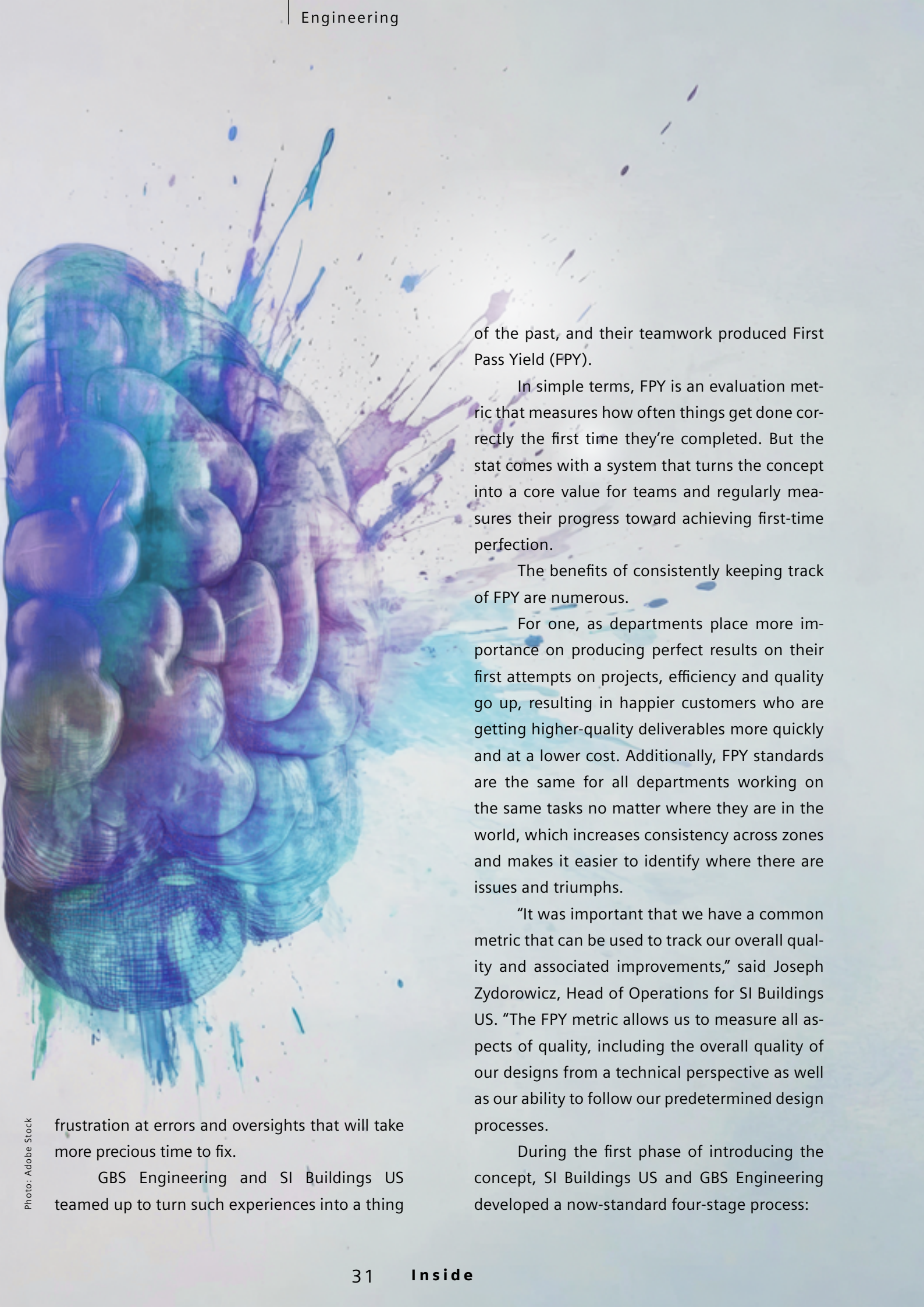
When it comes to the use of resources and raw materials, efficiency and sustainability go hand in hand. Lean production and effective digitalization, for example, can simultaneously reduce emissions while increasing competitiveness. The same concept applies to processes such as engineering operations when teams get tools that help them achieve the same – or even better – outcomes with less time and effort.

Through collaboration with Siemens Smart Infrastructure Buildings US (SI Buildings US), GBS Engineering has helped bring about just such results, benefitting SI Buildings US and their customers.

Two recent projects exemplify the impressive results this partnership continues to produce: one that greatly increases the number of tasks that get done right the first time and another that's freeing up experts' time and increasing cost transparency of project engineered materials for SI Buildings US and their customers.

First Pass Yield: Getting it done right the first time

Everyone in the business world has experienced anxiously awaiting something, feeling relief when it finally arrives, and then face-palming in



of the past, and their teamwork produced First Pass Yield (FPY).

In simple terms, FPY is an evaluation metric that measures how often things get done correctly the first time they're completed. But the stat comes with a system that turns the concept into a core value for teams and regularly measures their progress toward achieving first-time perfection.

The benefits of consistently keeping track of FPY are numerous.

For one, as departments place more importance on producing perfect results on their first attempts on projects, efficiency and quality go up, resulting in happier customers who are getting higher-quality deliverables more quickly and at a lower cost. Additionally, FPY standards are the same for all departments working on the same tasks no matter where they are in the world, which increases consistency across zones and makes it easier to identify where there are issues and triumphs.

"It was important that we have a common metric that can be used to track our overall quality and associated improvements," said Joseph Zydorowicz, Head of Operations for SI Buildings US. "The FPY metric allows us to measure all aspects of quality, including the overall quality of our designs from a technical perspective as well as our ability to follow our predetermined design processes.

During the first phase of introducing the concept, SI Buildings US and GBS Engineering developed a now-standard four-stage process:

frustration at errors and oversights that will take more precious time to fix.

GBS Engineering and SI Buildings US teamed up to turn such experiences into a thing

1. Comprehensive process mapping that includes meticulously documenting current processes and identifying critical quality points.
2. Creation of a quality playbook to identify errors and a reporting system that logically measures success for the team at key points.
3. Use of this system to create baseline statistics that make it possible to track growth and identify areas that can help improve FPY using a Pareto analysis of errors.
4. Implementation of mechanisms for continuous improvement, review cycles, process adjustments based on data, and integration of team feedback.

Incorporating FPY into a team's culture necessitates its members paying closer attention to the quality of projects at key stages from start to finish. As FPY becomes a team's norm, they produce ever more flawless deliverables on the first attempt, thanks in part to the constant feedback loop it provides.

"As a former engineer at Siemens, I know first hand that feedback on improvements to an individual's skill sets are essential in the ongoing



Expert

Mathew Samuel,
Head of GBS
Engineering Services India

developing efforts of our engineering teams," said Zydorowicz. "Without it we will continue to make the same mistakes."

FPY was first used with a Design Engineering team. Following its huge success at increasing efficiency and customer satisfaction there, GBS Engineering and SI Buildings US extended the program to Programming and Graphics teams as well, and have been seeing spectacular, far-reaching results.

"The cumulative impact of FPY's benefits extends beyond individual process improvements to create organizational transformation, establishing a foundation for sustained operational excellence and competitive advantage in engineering services delivery," says Mathew Samuel, Head of GBS Engineering Services India.

Bill of materials centralization: Saving time for over 200 people

Another big change that's come from GBS Engineering's partnership with SI Buildings US is called bill of materials centralization.

A bill of materials (BOM) is a list of all the materials that need to be ordered in SAP after an engineering project is approved in the design phase along with those materials' individual and collective costs. Creating a BOM once took over 200 people. After GBS Engineering and SI Buildings US put their heads together in search of a way to streamline the process, they had a remarkable realization.

"We had around 250 people creating a bill of materials for some SI customers as they worked on engineering design projects," says Akhilesh Reddy, Head of Delivery Management – Engineering Services at Siemens GBS. "We realized we don't need 250 people doing it. We can have just a small team of eight do it day in and day out, allowing everyone else more time to focus on their core areas of expertise."

The reason so many people were previously involved in creating BOMs is that various people working on a project had needed to go into SAP and identify the materials needed only for their specific part of the job. GBS Engineering's insight was recognizing that a very small team could be trained to take over all of that work.

When the idea was piloted, its many benefits quickly materialized.

For one, numerous engineers were among the people spared from BOM creation, allowing them to put their expert minds to use on bigger-picture matters. They also needed to spend less time being trained on SAP.

Additionally, centralizing BOM creation made it easier for project managers to be transparent with their clients about costs because they could easily compare early estimates with the actual costs of finalized designs. Because BOMs took such a huge, coordinated effort to produce previously, making such comparisons hadn't been simple or standard.

"Before, it was time-consuming and we used to only do it on projects with a five percent to 10 percent variation," says Reddy. "But with a centralized team, we can do it on every different project and help customers see where they stand."

The benefits of a lean BOM specialist team were similar when it came to changes and additions to designs. Instead of coordinating a huge number of team members to make updates, GBS Engineering could quickly pull up the former BOM, amend it, and get the revised version to SI Buildings US and its customer.

Like with FPY, BOM centralization is spreading to an increasing number of teams, and its positive effects have been noticeable and wide-reaching.

"After we established a core BOM team of eight colleagues, speed increased, engineers

"We realized we don't need 250 people doing it. We can have just a small team of eight, allowing everyone else more time to focus on their core areas of expertise."

Akhilesh Reddy,
Head of Delivery Management

had more time and focus for their technical work, timely delivery increased, and costs were more optimized," says Amar Kunjir, Service Line Head of Engineering Design Automation and Business Excellence.

It takes teamwork

Practices like FPY and BOM centralization were not the work of one person or even one Siemens entity, and they show – as Zydorowicz said – that "collaboration is the key to the continued shared success."

It took an openness to new ideas, willingness to break down silos, and spirit of cooperation from both GBS Engineering and SI Buildings US to make these remarkable new processes possible and successful at increasing efficiency, transparency, and simplicity.

These qualities will be key to helping more customers benefit from the cutting-edge technologies the company's great minds are creating and refining every day. **D**



[Click here to get in touch with GBS](#)

specialist in complex

changes



Ellen De Groeve is Head of Digital People Solutions (DPS) at Siemens GBS. Her team is responsible for roughly 80 IT applications. The 54-year-old, who holds a law degree, is a role model when it comes to willingness to change. A profile about an IT manager who navigates between worlds and builds bridges between them.

Text Björn Larsen

When Ellen De Groeve talks about change, her voice takes on a subtly different tone. It becomes more resolute than it already is – and conveys not only a sense of determination but a healthy dose of optimism as well. “I really do like change,” she says and then adds: “I realize that other people feel differently about it.” But for De Groeve, times of change always present opportunities. She talks about new perspectives. And about the fact that these are always accompanied by risks. But De Groeve is keen to point out that she inherently sees her glass as half full.

Anyone who asks long-standing colleagues about Ellen De Groeve gets the impression that she is a specialist in complex transformations. She has an agile mindset herself and embodies this approach and way of working, which is an integral part of the Siemens GBS core principles. Customers, her team, and the other departments she works with all appreciate the way she drives things forward. Furthermore, De Groeve believes in the importance of continuous development. Empowering people to break new ground and letting customers benefit from this is an essential part of her leadership style. And the reasons for this are entrenched in her background.

Ellen De Groeve has been Head of Digital People Solutions (DPS) at Siemens GBS since October 2024. The native Belgian will celebrate her 30-year company anniversary with Siemens next year. At DPS, the mother of two is responsible for ensuring the smooth operation of roughly 80 IT applications that Siemens needs for its HR work. But De Groeve’s professional roots are completely different. “I’m not an IT person,” she says.

An instinct for IT experts

For De Groeve, everything at Siemens started in finance. After completing her law degree at Ghent University in 1995, she worked at a bank in Brussels and then started her Siemens career in finance at what would later become Siemens Bank. She worked there for nine years. She then moved to IT and also stayed there for nine years. “I’ve always loved to work with IT people,” she explains. This helped her to quickly gain a foothold in her new environment – and it still helps her today. But it strongly drew her to human resources. After a few years there, she took over responsibility for the global implementation of the Workday platform in 2018. The software solution ensures the global standardization of important HR tools. It replaces 50 different systems that were lying dormant in the Siemens world. “My IT background was a great help to me in this project, of course,” she says.



“Getting to know each other well is the first step towards creating something new.”

Systems need to be compatible with AI

Workday is another important step in sustainably positioning the company for the future. Using financial and human resources responsibly plays just as big a part in that as the ability to connect to the latest technologies. “We design our systems to be future-ready, implementing AI,” says De Groeve. She promotes that development with a combination of vision and empathy.

Today, the Workday project is in the homestretch, and De Groeve herself has also continued to develop along the way. In January 2022, she joined Digital People Solutions within the Hire-to-Retire division at Siemens GBS. For De Groeve, the move was the next logical step. “The combination of P&O (People and Organization) and IT topics is the perfect combination for me, and I like bringing people together, because I firmly believe that innovations can only reach their full potential through collaboration,” she says – and found fertile ground for this view there.

Upskilling in the spotlight

As De Groeve is a strong believer in the importance of continuous learning, upskilling, and reskilling to be ready for the challenges of a fast-paced technological world, she was already involved in designing the Next Work program during her P&O days. Next Work is a Siemens-wide learning initiative that helps employees take themselves to the next level. “The technologies we work with are evolving incredibly fast,” she explains. “It’s important for our experts to be on top of the latest developments.”

But the Next Work program is not De Groeve’s only initiative to empower colleagues to reach their next professional level. With her management style, she exemplifies agile working within her team and the Siemens GBS organization. She regularly proves that she is a pioneer in the field of new work by trying out innovative events. One of these events was a recent BarCamp, organized in different locations or virtually, where more than 220 DPS colleagues in total came together to take an in-depth look at the potential they can leverage from AI. This is because De Groeve is convinced that learning, collaboration, and new technologies such as AI are key to shaping the future. She is also a primary supporter of the global Siemens Leadership Initiative that promotes women in technology and innovation careers.

De Groeve is now also fostering this mindset and passion as Head of Digital People Solutions (DPS) at Siemens GBS. DPS can be described as P&O’s system service provider and partner, bringing its strategy to life with digital tools. The department works to ensure that customers can use important applications for their human resources operations. In addition to Siemens AG, the customer base

also includes subsidiaries Siemens Healthineers and Siemens Energy. One of De Groeve's tasks is to build bridges between her department and the customers every day. "I'm someone who likes to solve problems," she says. And according to colleagues, customers really appreciate the fact that De Groeve always does this as quickly as possible.

Innovations require space

Thanks to her professional background, De Groeve is familiar with both the needs of users and the perspective of developers and can therefore mediate between the two worlds. She knows that her department's customers expect a system landscape that will help them achieve their goals, and this requirement is reflected in De Groeve's management style. She strives to create an environment in which innovations can flourish. Among other things, she encourages her team members to see the bigger picture in their day-to-day work. For example, they meet with colleagues from other departments in small communities.

"Getting to know each other well is the first step towards creating something new," stresses De Groeve, who also maintains a broad perspective on matters. She also attaches great importance to soft skills. One of the first things she did in her new role was to ensure that the topic of resilience was included in the Next Work curriculum, which she is still shaping. "It's very important that employees don't just focus on IT but also on themselves," she says. After all, creativity and a willingness to change require a certain space to grow. De Groeve speaks from experience. She herself has continued to grow over the past three decades at Siemens – a company that, like De Groeve, is constantly evolving. ▶

Ellen De Groeve is a strong believer in the importance of continuous learning to be ready for the challenges of a fast-paced technological world.



[Click here to get in touch with GBS](#)

The Sustainable Travel Initiative

at a glance



Traveling for work? Great! But make it sustainable. How? With smart solutions by the Sustainable Travel Initiative from Global Mobility Management (GMM).

Text Laura Donnemiller


[Click here to get in touch with GBS](#)

What is it?

The Sustainable Travel Initiative is a commitment to integrating sustainability principles into international assignments and short- and long-term business travel. The program, which is soon to be rolled out to customers, focuses on balancing company needs, employee well-being, and environmental responsibility by promoting greener travel options, virtual video alternatives to neighborhood walk-throughs and online school overviews that can be performed at home prior to their trip, emission transparency, and smarter relocation strategies.

What is the customer benefit?

Customers will benefit from a more transparent, flexible, and responsible approach to global mobility. Sustainable travel strategies reduce environmental impact, save costs through smarter planning (e.g. virtual city tours and shipment optimization), and support Siemens' DEGREE ambitions — all while maintaining a high-quality relocation and travel experience.

What makes it unique?

Through the following pillars, the global mobility team will ensure a unique, holistic approach:

- Consideration of different options during the assignment lifecycle – from orientation trips to household goods shipments.
- Combination of data-driven transparency (e.g. emissions dashboards) with employee-centric solutions.
- Close collaboration with suppliers to incorporate sustainability deep into the processes, ensuring scalable, real-world impact.
- Raising awareness towards assignees and managers within the GMM consulting strategy to bring sustainability into the discussion as early as possible.

What is next?

On the road to rollout, the team will further enhance transparency on carbon emissions for mobility services, expand virtual service offerings, pilot new sustainable temporary accommodation options that are furnished, centrally located and energy-efficient, and continue aligning provider management with sustainability KPIs. GMM case managers will also develop deeper consulting skills to support customers in making greener, more informed choices.

The Sustainable Travel Initiative in three words?

Transparent. Responsible. Future-ready.

Expert

Meike Geiken, Head of Global Framework



Siemens GBS Real Estate Services

Siemens GBS offers a suite of end-to-end services for real estate business administration and controlling. These services include tailor-made solutions for corporate real estate management, lease contract management, data and space management, commercial reporting and analytics, and more. By integrating these services, Siemens GBS helps businesses optimize their real estate operations and achieve significant cost reductions.



Expert

Bianca Perzolla "Head of GBS R2R Real Estate Business Excellence"

Real estate *rebooted*

Text Carla Louise Mather

How the digital transformation in real estate is cutting costs and boosting performance

Manual processes are costly and inefficient. By automating repetitive tasks, businesses can save time and focus on innovation, freeing up employees to focus on innovation and value creation.

That's exactly what Siemens Real Estate (SRE) and Siemens Global Business Services (GBS) are achieving through a smart digital transformation initiative – unlocking cost savings and boosting performance. While the project is still being implemented, early results show strong potential for scalable impact across industries.

Transforming real estate management

As a starting point, GBS and SRE went into detailed assessments, cost calculations, and future savings projections, leading to more cost-effective workflows. According to the goals and setup of the GBS customers, the primary lever for achieving these savings was digital transformation.

The project's success was driven by three core measures:

Automating routine tasks

Less manual work,
more strategic focus

Repetitive administrative tasks were automated, such as document uploads, contract number creation, and data entry. This freed up valuable time and reduced the risk of human error.

- Time savings – Hundreds of hours saved annually
- Consistency – Reliable, error-free data handling
- Efficiency – Faster workflows, less manual effort

Simplifying contract management

Smarter tools for
smarter decisions

A new, user-friendly interface was introduced to streamline contract creation and management. All relevant data is now accessible in one place, making processes faster and more intuitive.

- Simplified processes – Contracts created in fewer steps
- Centralized access – All data in one view
- Improved usability – Intuitive features for daily work

Smarter performance monitoring

From reactive to
proactive management

Automated quality checks and real-time reporting now provide instant insights into key metrics. Teams can act faster, make better decisions, and continuously improve operations.

- Real-time insights – Instant feedback and alerts
- Automated checks – Less manual oversight
- Better decisions – Data-driven performance tracking

In more concrete words:

1. Streamlining operations with Planon REST API integration

By developing use cases for the RestAPI interface to Planon, automation is established to significantly reduce manual efforts and ensure data consistency. This automation includes creation of contract numbers, document uploads, and real estate unit templates, saving hundreds of hours annually. The outstanding benefits of this measure include:

- **Enhanced efficiency:** Automation of routine tasks reduces manual workload, allowing employees to focus on more strategic activities.

- **Data consistency:** Ensures accurate and consistent data across systems, minimizing errors and improving reliability.
- **Time savings:** By automating processes such as document uploads and data extraction, time is significantly saved, leading to faster completion of tasks.

2. Enhancing contract management with EvolutionER

A major leap in operational efficiency was achieved by replacing the legacy CMAApp contract management tool with newly developed features on the EvolutionER platform. Cocreated by SRE and Siemens GBS, these tailor-made functions were designed to meet the specific needs of the project, streamlining workflows and reducing complexity. With features like real-time data handling, automated processing steps, and enhanced quality control, EvolutionER makes contract creation faster, smarter, and more user centric.

The most notable benefits of this transformation include:

- **Streamlined contract creation:** Allows for direct creation of contracts without needing to set up lease products beforehand, simplifying the process.
- **Unified data access:** Provides access to all space-related data on a single page, eliminating the need to navigate between multiple screens.
- **Improved usability:** Features like automatic Annex 4 selection and convenient copy-and-paste functions make interactions faster and more intuitive.

3. Smarter tracking, better results: How insightER improves the process

Manually tracking performance data is time-consuming and often outdated by the time it's reviewed. That's where insightER comes in. This smart performance monitoring tool, powered by automation, takes the guesswork out of quality checks. It organizes key metrics into easy-to-navigate libraries, schedules automatic updates, and even sends real-time alerts – so teams stay informed and can act fast.

Here's what makes this tool such a game changer:

- **Automated quality assurance:** Reduces manual oversight by automating evaluation processes, leading to faster and more accurate assessments.
- **Real-time insights:** Provides immediate feedback and notifications, allowing teams to address issues promptly and improve overall quality.
- **Enhanced efficiency:** Streamlines workflows and reduces the likelihood of errors, contributing to higher productivity and better decision-making.

Speed up digitalization and reduce costs

The collaboration between SRE and Siemens GBS showcases the transformative power of digitalization. By implementing advanced digital solutions, costs can be successfully reduced while enhancing operational efficiency. Automation in particular, plays a great role in this transformation by streamlining processes, ensuring data accuracy, and freeing up valuable human resources for more strategic tasks. This case serves as an example of how businesses can leverage digital transformation to stay competitive and profitable – not only in real estate management but anywhere.



[Click here to get in touch with GBS](#)

Tailored *finance automation*

Text Carla Louise Mather

Intelligent automation is the answer to a lot of organizational struggles, also when it comes to the increasing volumes of financial information.

Siemens Global Business Services (GBS) map end-to-end process chains across finance, purchasing, sales, and recruiting by harmonizing data and making use of automation. With a team of over 50 technology functional experts operating across all regions, supported by a technical team located in Malaysia, GBS has developed comprehensive solutions that combine deep domain expertise with cutting-edge technology.

Finance automation at Siemens GBS

The GBS Accounting Automation Suite, based on Redwood technology, drives end-to-end automation for finance processes. It enables automation rates between 15 percent to over 90 percent for core accounting tasks, with cost savings frequently exceeding 40 percent. The suite's seamless integration with SAP as well as non-SAP subledgers ensures real-time data flow, offering timely insights and enabling more informed decision-making. GBS, as an official implementation partner of Redwood, offers holistic finance automation projects along the change process from setup to training.

The Syntegon success story

Syntegon, one of the leading companies for processing and packaging machines, teamed

up with GBS to drive finance automation within their processes. Their goal: to achieve process automation excellence through automation of preparation tasks and end-to-end controlling solutions, while optimizing systems with a cost-conscious approach that exceeded quality expectations, and establishing standardized, scalable processes that could serve as a global template for future implementations across the organization.

"We recognized that our in-house developed delivery model can be scaled and reused across different customers and industries to support their finance transformation goals," explains Marek Sobczyk, Project Lead for Global Process Ownership at Siemens GBS Record-to-Report. "The goal wasn't just to automate individual processes – it was to create a more intelligent, comprehensive, and integrated financial operation. For the best results and for staying up-to-speed in the future, we used a collaboration approach with the discover–design–deliver cycle."

Discover–design–deliver cycle

GBS employs its proven discover–design–deliver methodology to ensure successful implementation. This structured approach, combined with deep methodical and functional experience, enables the project teams to:

- Assess current processes and identify improvement areas
- Design and implement new, reliable processes
- Ensure smooth transition and adoption
- Maintain ongoing optimization and support

JV management, end-to-end automation, and closing process optimization

Syntegon and Siemens GBS collaborated to implement three key financial automation solutions. First, they developed a **Journal Voucher (JV) Management System** featuring an ad hoc posting solution with 20 pre-populated templates and automated reversals, all supported by integrated quality checks. Second, they delivered five automated solutions for end-to-end journal entries, achieving complete automation of preparation tasks through Employee Central (EC) tool integration and predefined thresholds. Finally, they optimized the closing process by replacing three bots with intelligent automation solutions, resulting in initial automation rates exceeding 30 percent, significantly improving the month-end closing efficiency. These rates are expected to grow to 50 percent.

The improvement shows a shift in how financial processes are executed, monitored, and managed. The implementation focused on creating a seamless user experience while maintaining robust technical capabilities, such as:

- Intuitive interface design
- Template-based data entry
- Automated validation processes
- Streamlined approval workflows
- Real-time integration with ERP systems

“Given our unique requirements for this finance automation project, we were curious to see how the implementation would unfold,” says Veruschka Wand, Project Manager Finance Transformation from Syntegon. “GBS went beyond standard capabilities to develop processes tailored specifically to our needs. We greatly value the collaboration and are very pleased with the robust, high-quality solution and the automation benefits it has delivered.”

Journal entry management

- Ad hoc posting solution
- 20 prepopulated templates
- Automated reversals

Quality control system

- Landing page with integrated quality checks
- Validation processes
- Transformation and calculation capabilities

Workflow automation

- Fully automated workflow connected to EC tool
- Predefined thresholds
- Automated approval processes

Document processing

- Data extraction
- Journal creation
- Submission handling

Specialized processing solutions

- IC elimination
- POC skonto processes
- Integration with closing schedule



“GBS went beyond standard capabilities to develop processes tailored specifically to our needs.”

Veruschka Wand,
Project Manager
Finance Transformation
from Syntegon

The value-add of automated process

This project demonstrates that automation and human expertise work hand in hand. The implementation included five automated solutions for processing end-to-end controlling journal entries, featuring fully automated workflows connected to EC tools with predefined thresholds.

The solutions allow financial professionals to focus on analysis and strategic decision-making rather than routine data entry.

The success of this implementation has laid the groundwork for further expansion. Plans are already in motion to roll out similar




Expert
Marek Sobczyk,
Project Lead for Global
Process Ownership

automation capabilities, while also exploring integration with areas such as IT and HR. Future developments may include:

- Expansion to additional functional areas, especially reconciliation and clearing processes
- Global rollouts
- Increased automation capabilities
- Enhanced data analytics and insights

Conclusion: Transforming finance for the digital age

The Syntegon implementation exemplifies how Siemens GBS can help navigate the complexities of digital transformation. By combining deep financial expertise with the latest automation technologies, GBS delivers solutions that help to transform how organizations operate for more efficiency and accuracy.

The financial automation based on Redwood is scalable for different companies and processes, paving the way to intelligent automation. 



[Click here to get in touch with GBS](#)

“The path
to a sustainable
future requires
collaboration,
innovation,
and expertise.”

Eckard Eberle,
CEO Siemens Global
Business Services

Siemens Global Business Services (GBS) enables Siemens AG units worldwide and external customers to accelerate their business transformation into a sustainable and digital future. Its portfolio comprises services driven by expertise and the latest technology – with a strong focus on innovation and digitalization in areas like business administration, human resources, supply chain management, sales, marketing, and engineering. Siemens GBS provides business services for Siemens AG, Siemens Energy AG, and Siemens Healthineers AG and serves its clients globally out of four major hubs and one service unit. Siemens GBS headquarters are based in Munich, Germany.