



Articulating the End State Vision

Defining an ambitious end-state vision is critical for transforming GBS into a value creation engine. Here are key steps:

1. Understand the Opportunity and Challenge

- GBS represents a massive value creation opportunity, potentially saving 50%+ costs and enabling 3X value.
- However, only 42% of GBS groups have plans to evolve further due to lack of leadership support.

2. Identify the Real Competition

- Benchmarking against peers is inadequate. Evaluate against tech disruptors like Amazon that reimagine work.
- Assess tech intensity - startups spend 0.9% of revenue on tech vs 2.3% for FMCG/retail. The gap is massive.

3. Articulate the End-State Vision

- Envision moving through the stages to become a Stage 4 GBS. This completely reimagines work leveraging exponential technologies.
- Stage 4 delivers 10X improvements by unlocking new efficiencies and value. It sets up the company to compete with disruptive startups.

4. Re-Articulate the Vision Regularly

- Refresh the vision every 18-24 months, as business needs and technology landscape evolves.
- Review the vision before helping the business reinvent itself. Avoid perception gaps.

5. Earn Credibility Along the Way

- Deliver promised objectives efficiently to earn credibility.
- Maintain open communication and transparency with stakeholders.

The end-state vision must galvanize leadership support to fund the GBS transformation. It requires identifying the real competition, articulating 10X improvement potential via Stage 4 GBS, and backing it up with disciplined execution.

With an ambitious end goal and regular refresh, GBS can become a business transformation engine, delivering exponential value.