



Creating Strategy for the End State

Once the end-state vision is defined, the next imperative is creating an executable strategy to achieve it. Key elements include:

1. Adopt a 70-20-10 Model

- 70% effort on operations, 20% on continuous improvement, 10% on moonshots.
- Maintain all 3 components - use 80-19-1 ratios if needed.
- Moonshots target 10X improvements via disruption.

2. Deliver Results to Earn Credibility

- Execute efficiently to deliver promised benefits.
- Maintain transparency on SLAs, costs, policies to track progress.
- Course-correct quickly if execution veers off track.

3. Design Principle-Based Roadmaps

- Define strong principles endorsed by leadership.
- Set clear guidelines on moving work, people, budgets to GBS.
- Design interactions between GBS and business units.

4. Run GBS as a Business

- Build capabilities in HR, legal, finance, purchasing to operate independently.
- Implement systems for service management, tracking KPIs.
- Maintain financial accountability like a business unit.

5. Re-Strategize Every 18-24 Months

- Refresh strategy regularly as business needs and technology evolves.
- Reinvent GBS before helping the business reinvent itself.

The strategy must align stakeholders on maintaining a 70-20-10 innovation portfolio, demonstrate quick wins, adopt principle-based roadmapping, build business capabilities, and refresh regularly.

This enables translating the bold end-state vision into an executable transformation plan. It requires focusing on both incremental improvement and disruptive innovation.

With the right strategy, GBS can systematically progress towards becoming a game-changing business transformation engine.