



Running GBS as a Business

Positioning GBS as a semi-autonomous business unit is critical for its success. Key elements include:

Independent Systems

- Implement dedicated systems for services management, operations, and performance tracking.
- Manage GBS like a business unit with its own HR, legal, finance, purchasing capabilities.

Business Orientation

- Design operating model and processes focused on business impact vs. corporate bureaucracy.
- Benchmark service levels, costs competitively - internally and externally.
- Maintain relentless focus on value delivery to business units.

Financial Accountability

- Establish financial accountability for all costs and revenues.
- Charge back services transparently based on utilization.
- Manage GBS P&L independently with revenue targets and cost budgets.

Client Relationships

- Dedicate client management teams for seamless on-boarding and service delivery.
- Implement mechanisms for real-time client feedback and joint governance.
- Co-create service improvements and innovations collaboratively.

Continuous Improvement

- Drive ongoing improvements in efficiency, quality, cost leveraging automation and analytics.
- Refresh service portfolio, delivery model periodically to align with evolving needs.

Positioning GBS as an accountable business unit, versus a corporate function, enables transparency, financial discipline, client-centricity, and a value maximization mindset. This is critical for GBS to deliver on its promise of efficiency, quality and business impact.