



GBS Business Model

The business model determines how GBS operates - as an efficient service provider or an agile business partner. Key elements:

Service Management

- Standardized vs tailored services balancing efficiency and customization.
- Service catalog defining offering by function, process, location.
- Benchmarking services and costs internally and externally.

Client Management

- Account management model - central vs embedded teams.
- Client input forums - governance boards, communities, satisfaction surveys.
- Co-creation of services and innovations.

Service Operations

- Centralized vs distributed delivery balancing scale and proximity.
- Insource vs outsource model optimizing capabilities, costs, quality.
- Process embeddedness in business units vs GBS.

Enablers:

- Standardization - Harmonized policies, procedures, data, technologies.
- Centralization - Activities, teams and locations consolidated.
- Automation - Leveraging RPA, AI to improve efficiency.
- Analytics - Driving insights from data.

Determining the optimal business model balancing standardization with customization and centralization with distributed operations enables GBS to deliver relevant services efficiently.

The business model evolves with the GBS maturity lifecycle - from basic service delivery to strategic business partnership.