Creating a New GBS

Key steps to establish a new GBS capability from scratch:

1. **Build the business case**
   - Analyze current state costs, pain points and benchmark against peers
   - Identify candidate services and target operating model
   - Estimate potential savings and service improvements
   - Define success metrics and timeline
   - Socialize recommendation and secure leadership mandate

2. **Set up the GBS organization and plan**
   - Define service scope aligned to business priorities
   - Design organization structure, roles and responsibilities
   - Develop policies and operating procedures
   - Create transition plan crossing people, process and technology

3. **Stand up shared service centers**
   - Determine locations balancing costs, language, talent and time zones
   - Set up infrastructure - physical, technology, security
   - Hire and train teams on processes and systems
   - Manage service provider relationships if outsourcing

4. **Transition operations and launch**
   - Pilot processes and system integration
   - Migrate data, contracts and assets
   - Handle change management for business users
   - Establish SLAs and continuous improvement programs

5. **Optimize and expand over time**
   - Refine policies, processes, KPIs based on data
   - Expand scope to new services
   - Evolve operating model to next stage

In summary, establishing GBS requires meticulous upfront planning followed by phased rollout and continuous improvement powered by data and user feedback.