

## Inixia Resource Materials: Terminology

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Applying common terminology across the enterprise is critical to unite and organize your teams. The following includes key terms to get you started.

Professional GBS™	This is more than a phrase or title, it is a process that when applied delivers predictable outcomes for a shared service organization, including: 50-70% lower costs; 3x value creation; 2x agility; and becoming the digital transformation engine for the company.
Global Business Services (GBS)	<p>An internal business operation that takes Shared Services to the next levels of results. A GBS drives efficiency, effectiveness, business transformation and adoption of winning external business models to deliver competitive advantage.</p> <p>A GBS is run as a business, follows proven business processes such as strategy, financial management, brand/product management, consumer (user) surveys.</p> <p>Even if treated as a cost center, it evolves to find savings to reinvest in other areas of the business, innovation and technology -- ultimately creating a dramatic impact on the top and bottom line.</p>
Shared Services	An internal business operation that focuses on the standardisation and scaling of common activities in the enterprise for cost, and quality advantage. It is a component of and early step in a GBS.
RAAB	Acronym for "Run GBS as a Business."
GBS Operating Model	The proprietary model that defines whether GBS is operated for cost reduction (i.e. as a commodity service) or as cost-plus business transformation (where innovation and digital transformation are mandates). The model also outlines how to evolve from the former to the latter.
pGBS Operations Management	The professional operation of individual services, solutions and components. The activity system includes day-to-day management of the factory floor, the continuous improvement processes and the management of the organization.
Global Process Owners	An internal organization of leaders who drive and manage the processes and guidelines of service delivery for key areas, i.e. Corporate Finance, Corporate HR, Compliance Organizations.
Service Category	A grouping of services that focuses on the needs of a similar audience ("The Who"). In a GBS, service categories are organized and presented in a way that the client will best understand them.
Service	A grouping of individual solutions delivered as an "end-to-end experience" and focused on a distinct VALUE promise ("The What") for a specific Client audience ("The Who"), and that provides a specific Value Proposition while minimizing friction to Users.
Solution	A combination of work processes, technology, operations and support organizations ("The How") used to meet / resolve Clients' business needs. The technology products and the service organizations (services) meet at the solution level. The following are possible components of a solution: tech products, software and applications, Retained Operations, Outsourced Operations, RPA Operations, Artificial Intelligence Operations.

GBS Catalog	List of services, solutions provided by the GBS to clients, users and stakeholders. It is roughly equivalent to a Business Product catalog.
Service Charter	A document that clearly states the goals and strategies of the services as aimed to meet the needs of the clients, users and stakeholders.
Service Manager	The GBS leader with end-to-end accountability for the service, including design, customer and user satisfaction, strategic direction, benchmarking, costing and chargeback.
pGBS Service Management	The professional way of running service categories, services and solutions as a business. This includes the general management of equity, cost, customer and user satisfaction, benchmarking, innovation and strategic roadmaps for the service.
pGBS Transformation & Change Management	The improvement of efficiency and the effectiveness of business services via transformational projects.
Customers	The internal business organizations that require the output of the service provided. Depending on the pricing model, this may be the organization that pays for GBSservices. Also known as the Business Partner, the Customer, or the Payer.
Users	Ongoing users or consumers of the Services and Solutions offered, but not necessarily the payers. Typically users do not have a choice of provider, and use the services as directed from the company.
Stakeholders	All entities with a stake in the efficient and effective operation of the services.
Joint Business Plans	The annual strategic plan designed per customer organisation, defining the estimated GBS cost, service level, committed transformational projects and the new innovation capabilities committed to the specific customer. (JBPs)
Pricing	Identifying the cost of a GBS solution which may be allocated back to the customer or not. The identification of cost is important for benchmarking and to offer choices to the customer.
Value creation	The financial accounting of business value delivered by GBS. This can be either in terms of cost savings or other total shareholder return, such as sales growth, asset efficiency and cash.
Financial Model	The GBS Financial Model refers to whether GBS costs are treated as a simple BPO expense, or as more sophisticated unit costing and price recovery. The latter allows for sophisticated concepts like managing internal demand for certain services (e.g. high end laptops) by using pricing, or providing digital innovation to specific clients using personalized charge-back.
SSC	Acronym for 'Shared Service Centre.' It is a specific backoffice or frontoffice, either offshore or onshore, with dedicated resources to run the day-to-day operations of GBS.
pGBS Transformation & Change Management	The improvement in the efficiency and the effectiveness of business services via transformational projects.