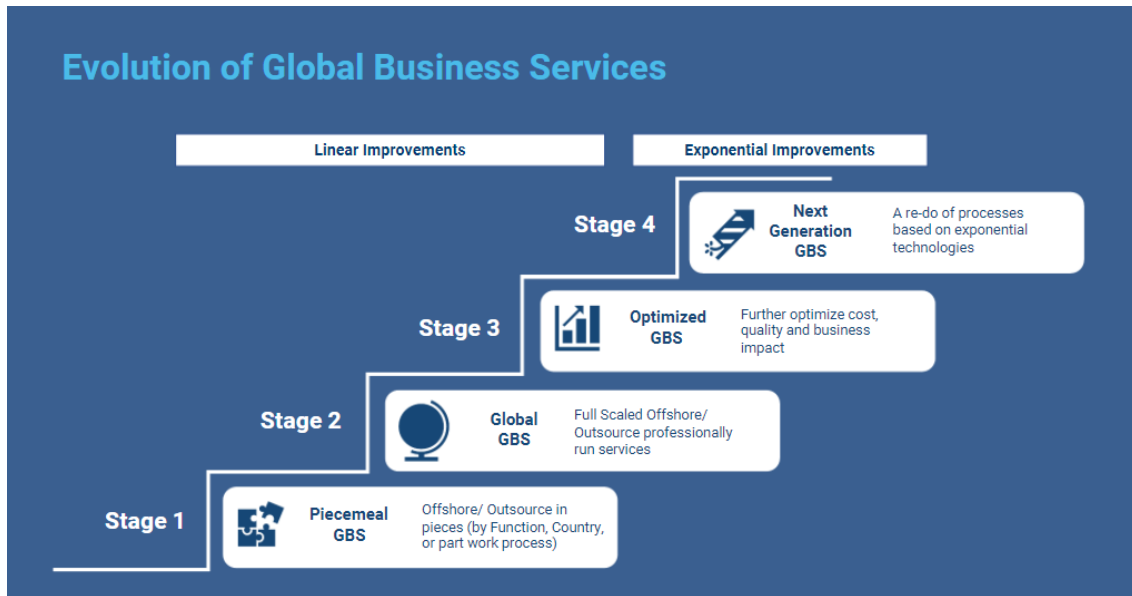


Inixia Resource Materials: Evolution of GBS

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Expectations From Global Business Services

	Value	Accountability (Outcomes)	Culture	Processes
Stage 1	PIECEMEAL GBS 1.0x	Mainly Functional Costs Cut	Functional	Functional Service Operations
Stage 2	GLOBAL GBS 1.5x	Company-wide Costs Cut	Centralized but Functional	GBS Service Operations GBS Transformation Some Enabling GBS Processes
Stage 3	OPTIMIZED GBS 5x	Company-wide Costs Cut Company top line contribution Company Cash	Run As A Business	GBS Service Management GBS Service Operations GBS Transformation All Enabling GBS Processes
Stage 4	NEXT GENERATION GBS 10x	Company-wide Costs Cut Company top line contribution Company Cash Company Digital Disruption	Run As A Business Digitally Native	GBS Service Management GBS Service Operations GBS Transformation All Enabling GBS Processes