

# The *Professional* GBS® Model



# Foundation

June 2022

# Insights

We must prevent “commoditization” of our work, at any cost

➔ **”Obsession” for being distinctive, relevant**

The operating model is critical, and the “last mile” matters

➔ **Accuracy and completion of all the elements**

We must run GBS as a Business Unit, not as a Function

➔ **Condition for long lasting success (and rewarding job)**

# Evolution of Global Business Services

Linear Improvements

Exponential Improvements

Stage 1



**Piecemeal GBS**

Offshore/ Outsource in pieces (by Function, Country, or part work process)

Stage 2



**Global GBS**

Full Scaled Offshore/ Outsource professionally run services

Stage 3



**Optimized GBS**

Further optimize cost, quality and business impact

Stage 4



**Next Generation GBS**

A re-do of processes based on exponential technologies

# Running as a Business

## Business vs. GBS

Demand management	➔	Moving work to GBS
Cost/revenue management	➔	Financial model
Customer relationship	➔	Business Engagement Model
Product Sourcing	➔	Service Delivery
Operations Management	➔	Service Operations
Business Tracking	➔	Performance & Results reporting

# In your opinion, what is YOUR GBS organization's biggest challenge to scale quickly?

**A**

Create a consistent Operating Model across Pillars?

**B**

Goal setting to get from Stage 2 GBS to Stage 3 or Stage 4

**C**

Establish an "GBS Academy" for training in P-GBS skills

**D**

RaaB - Establish a Financial model for GBS Pricing and Chargeback

**E**

Commit to BHAG goal on Value Creation across all GBS

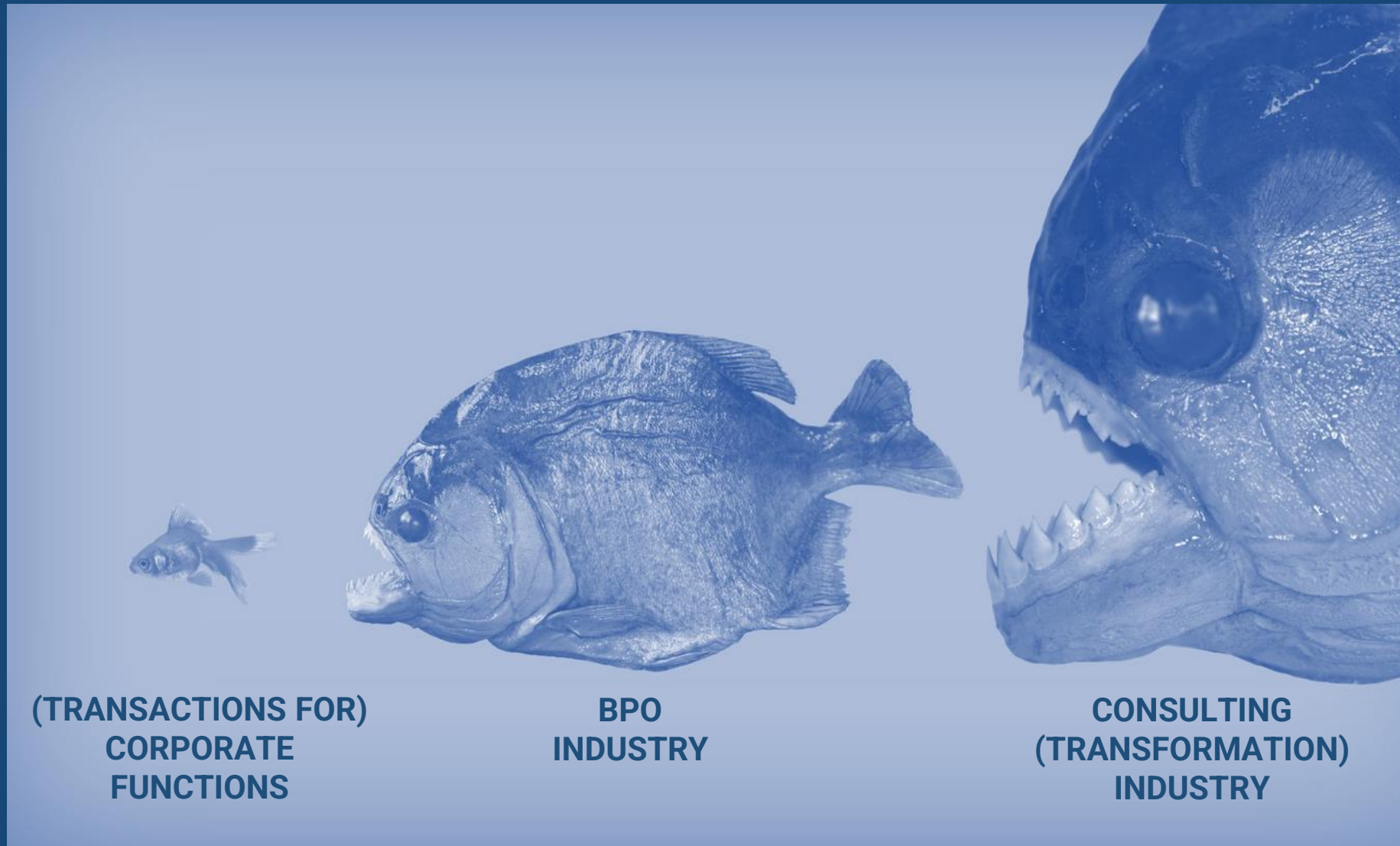
**F**

OTHER

Feel free to add comments in chat

# What Industry Do You Work in? (Use annotate or chat)

# Corporate Shared Services Organizations – Industry Options



# GBS Organizational Model



# Equating Business and GBS roles

**A**

Managing a Service is like running a production line

**B**

Managing a Service is like managing a Brand

**C**

Service Operations is like managing a production plant

**D**

Service Operations is like managing a Brand

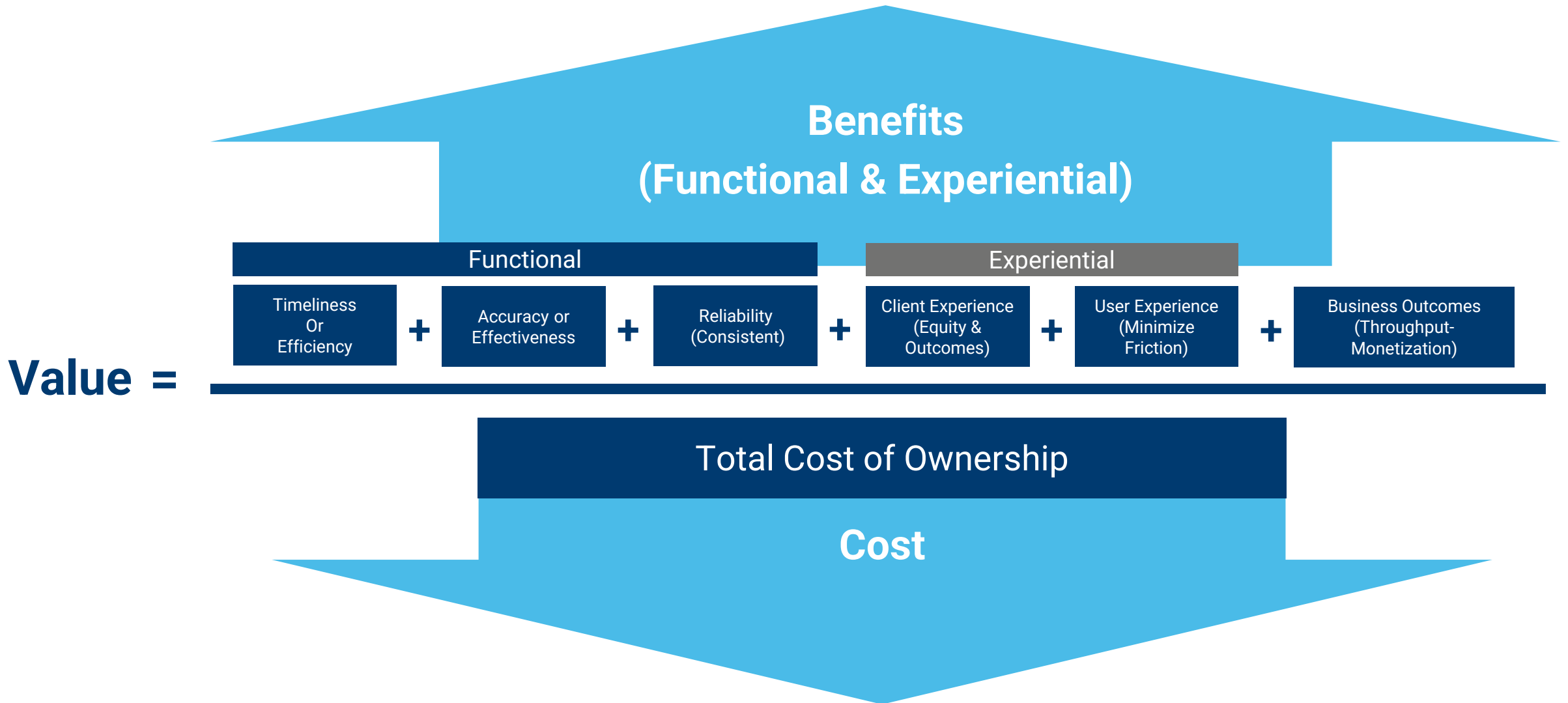
**E**

Transformation Leader is like a General Manager





All the previous

None of the previous

# GBS Value Proposition



# GBS Business Benefits by Stage

	Value	Benefits
Stage 1	PIECEMEAL GBS  1.0x	Mainly Functional Costs Cut
Stage 2	GLOBAL GBS  1.5x	Company-wide Costs Cut
Stage 3	OPTIMIZED GBS  5x	Company-wide Costs Cut Company top line contribution Company Cash
Stage 4	NEXT GENERATION GBS  10x	Company-wide Costs Cut Company top line contribution Company Cash Company Digital Disruption

+

**Strategic Benefits**

- Business Agility
- New digital business models
- Organization quality and retention
- Corporate equity

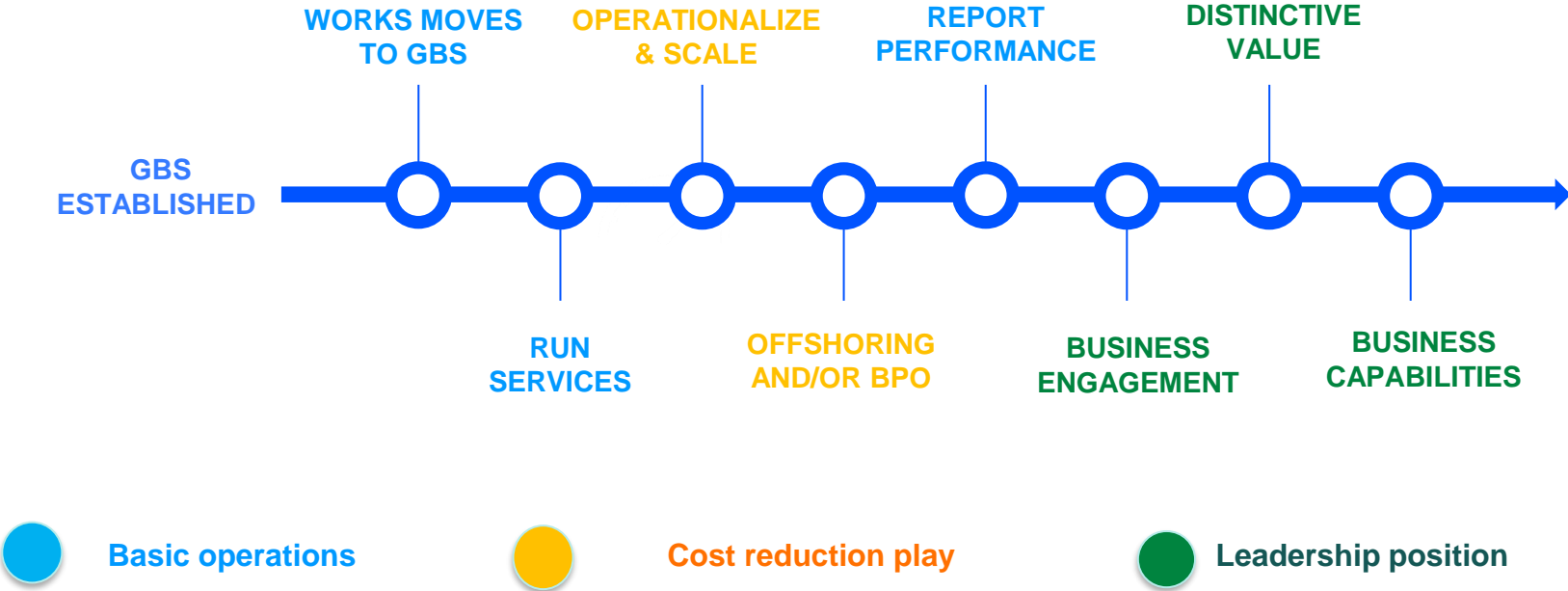
# GBS Business Model & GBS Operating Model

# The Business Model Framework

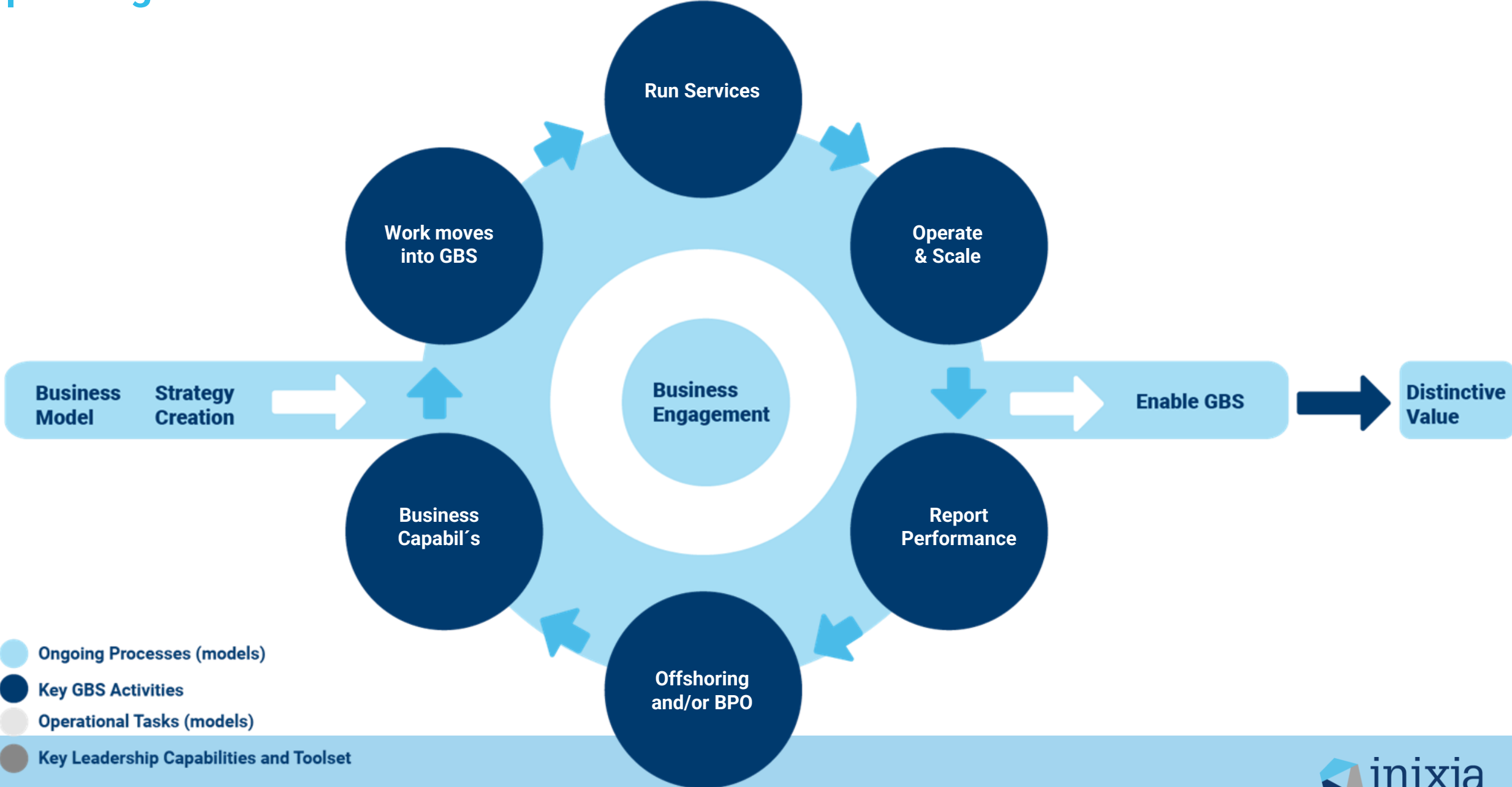


# GBS Operating Model

# The GBS Activities

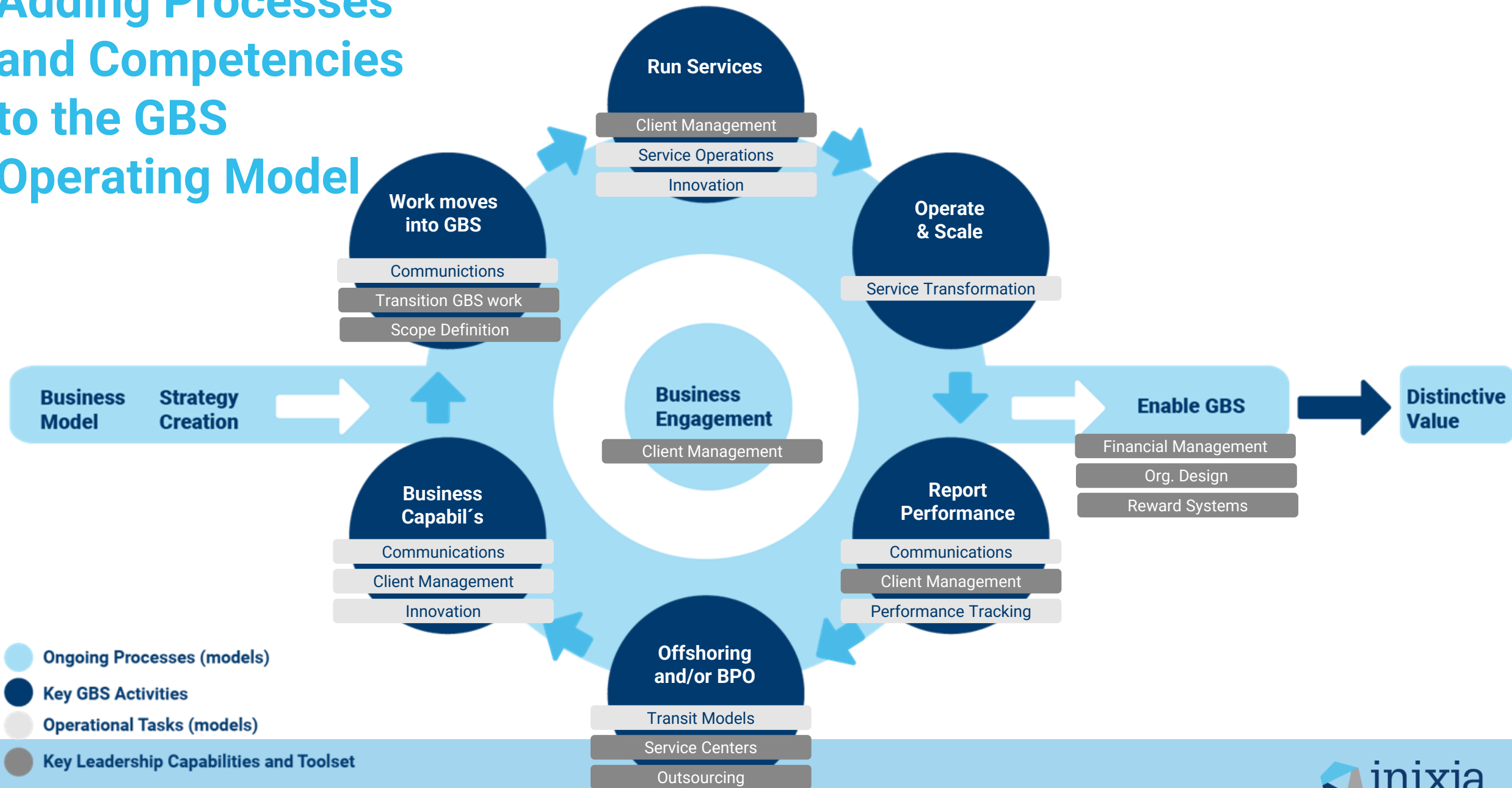


# Operating Model





# Adding Processes and Competencies to the GBS Operating Model



# BIG SHOCK! COLA

## Context

- You have a big idea: A power drink that brings together energy, nutrition, health, and zero calories. Unprecedented !
- The formula is ready and tested. You have created excitement among capital investors ! You have funds to get started.
- ... And you have come up with a catchy name:

**SHOCK COLA!**





## Value Proposition

- Diet!
- 3x the caffeine of a cup of coffee!
- Vitamin C equal to 12 oranges!
- **Made with real fruit juice from:**
  - Pomegranate
  - Acai
  - Kiwi
  - Coconut
- **Also has**
  - St. John's root to boost immunity
  - Ginseng for concentration!

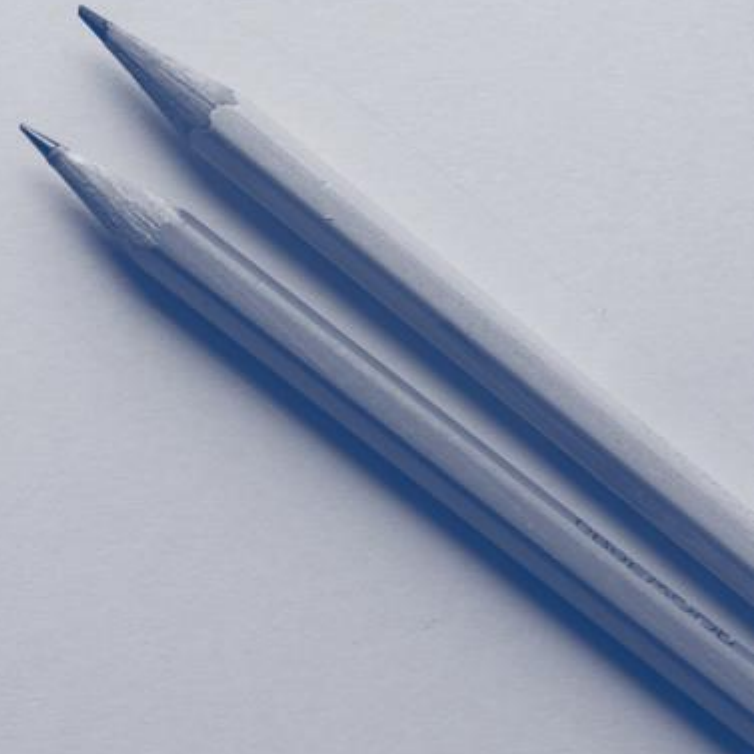


- You believe **Big Shock** could soon become a global product (eh! isn't this target consumer segment global...?!)
- The business model is clear: suppliers, distributors, profit model (48% EBITDA !), activities,...
- Now, you need to get started: you have chosen your first market and have now to *operationalize* the business model:

*What capabilities do you need ? What elements do you have to think about to make your business model work?*

# Exercise: Breakout Groups

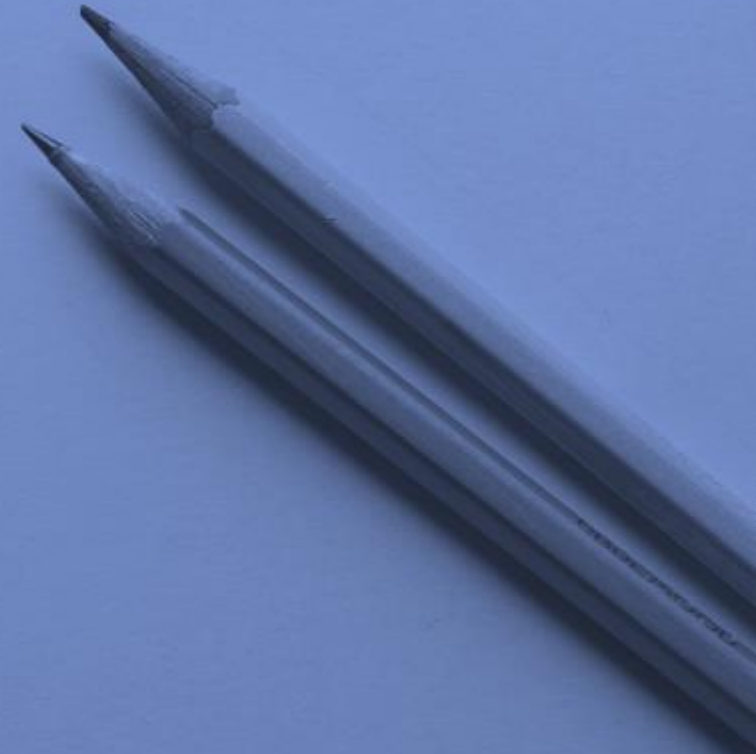
- Appoint a team spokesperson
- Brainstorm list of capabilities needed to:
  1. Startup the business
  2. Run the business successfully
- Report back to main group





# Exercise: Debrief

- Report back to main group
- Link roles and capabilities to GBS roles



# Any Final Questions?

**A**

Not at the  
moment

**B**

I do  
Will post my  
question on  
the chat

**C**

I do  
I will ask my  
question  
by unmuting  
myself

# Course Feedback

Before you leave, please provide your feedback in the following areas by typing your answers in the chat

**A**

The content is relevant for my professional development

**B**

The content is structured clearly, and the logic flows well

**C**

The instructors contribute professionally to the learning process

**D**

The material is well organized, easy to read and follow

## Scale

1= Not at All, ; 2=Low; 3=Medium; 4=Highly; 5=Very High

An example answer would be: A=1, B=2, C=3, D=4 Plus any comments you wish to offer





**Thank you!**

**GBS FOUNDATION**

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