

Global Business Services

What is it ?

Why do it ?

How does it work ?

Some watch-outs / Do's and Don'ts

GBS -What is it ,How does it work, Why do it - the benefits

?

- **Global Business Services (GBS)** is formed when an organisation chooses to cluster and co-locate (often on a regional basis to align with customer time zones) its functional transactional processes – **these typically include Finance, Procurement, IT , Human Resources.**
- **By co-locating functional service activities together in lower cost centres** a consistent and easy to access single point of contact help desk service to employees can be offered via a Tier 0 portal and a Tier 1 CRM request technology where enquiries can be tracked and answered in accordance with agreed service levels.
- **The benefit of GBS to each country function** within the region or global organisation is that by removing transactional services and streamlining and standardising them in the GBS centre, local **functional business leaders** now have increased capacity to focus on supporting their business agenda e.g. for HR Business Partners consulting and coaching line managers (“People Managers “)
- **Employees** can directly benefit from GBS as they access multi-functions service through one, common, consistent service model using an efficient on-line service portal & expert GBS Helpdesk as a **one stop shop** to get answers to all their standard questions –thus saving time for all.
- **To summarise** : complexity is reduced, capacity is created, processes are streamlined and standardised , leading edge technology is enabled , and cost of service is lowered by introducing and optimising GBS.

GBS - The watch-outs -some Do's and Don'ts (1)

❖ **Creating a vision, ensuring Change comms and Change Management**

People need to know why we are doing this, what are the benefits for the organisation and what's in it for them – each role within the organisation.

Spend time up front to clearly communicate this together with a compelling vision & a road map about what's happening, when, how and why. Inform, and include your teams in building the new ways of working .

Do it with them rather than doing it to them. Enlist a **critical mass of business change champions** to help sponsor a sustainable change journey

❖ **Upskilling Business Partners and People Managers**

As you transform your organisational ways of working and hire good GBS advisors don't forget also to upskill two pivotable roles which change substantially as a result of the introduction of the new service delivery model :

The Functional Business Partner (Finance, IT, HR etc.),who moves from being a generalist including transactional work to a more strategic consulting and coaching role.

The Line manager who as **People Manager** now has the primary role for engaging their own teams, and initiating and approving transactions on behalf of their teams , enabled by technology

Coaching, mentoring, and skills-enabling workshops will be required to equip Business Partners and People Managers to be effective in their new roles .

Without this upskilling and confidence building, they will surely slip back into their **comfort zone as generalists** and this in turn will certainly dilute the effectiveness and the sustainability of the new model.

GBS - The watch-outs -some Do's and Don'ts (2)

❖ Knowledge Transfer from Country to GBS

Don't underestimate the difficulty & complexity involved in transferring transactional work from a country or site to GBS.

First ensure the conditions for success are right , and that time and care is invested to fully document processes in process maps with roles and responsibilities assigned to actions .

Ensure that knowledge documents such as Desk Top Procedures (DTPs) are written in detail and signed off as accurate by the sender together with the receiver.

❖ Lift and Shift versus Transform and Transfer with a global system

Lift and shift is “moving the mess for less” – in theory it is quick but in practice it can increase complexity especially if you don't have standard global processes. Be prepared for some negative customer feedback and change resistance during transition.

Transform and Transfer alongside the introduction of a new Global Information System does require an upfront investment in technology but can reduce complexity and standardise ways of working more effectively and can give a faster return on investment.

For example, case studies show that **Lift and shift** from 20 countries = 2 years, whereas **Global Transformation** using a new global Information system = 8 -12 months

❖ GBS as a part of a whole Transformation programme

Don't do GBS in isolation- make it part of a functional transformation so that the other components and roles, which are critical to success (BPs, CoE's, Data Management, etc) are built and equipped in parallel , as part of the overall transformation journey programme