

The GBS Lab



What is GBS and why dedicate a day to the GBS Lab?

Organisations have been implementing Shared Services for more than two decades and in today's business environment, over 80% of FTSE 250 companies have shared services in some form. Business leaders are now recognising that wider benefits can be achieved by leveraging shared services and outsourcing consistently across multiple functions and regions, and in some cases moving all elements of this into a single organisation or governance framework. This concept is Global Business Services (GBS).

Deloitte created the GBS Lab to align executive's understanding of the GBS concept and accelerate the planning of a GBS programme. In a one day, hands-on session, the Lab helps organisations to jumpstart GBS change. Deloitte GBS experts and tools helps executives to articulate the vision, assess their organisation, prioritise opportunities and mobilise around specific initiatives.



GBS Capability Maturity Model

Geographical Scope	Local	Regional	Global
Degree of Automation	Lowest automation	Medium automation	Maximum automation
Degree of Value Add	Transactional	Transactional and Advisory	Transactional and Advisory
Functional Scope	One function	2-3 functions	Multi-functions
Degree of Functional Integration	Little sharing	Sharing of tools & processes	Sharing of infrastructure
Governance		Governance by function	Single overarching governance with one GBS lead, often C level
Continuous Improvement		CI specific to function/BU	Enterprise-wide CI with common budget & tools
Process Ownership		Internal process networks	End-to-end Global Process Owner
Service Management		Different models per function/BU	Consistent Service Management Framework
Customer Interaction		Myriad of customer interaction tools	Universal customer interface supported by standard toolset
Systems & Master Data		Multiple systems & decentralised master data	One integrated platform, centralised Master Data Management
Sourcing		In-house and outsourcing, not aligned	Managed Services blending in-house and outsourcing solutions
People Development		Specific to centre and/or function	GBS competency model & training curriculum
Culture		Different culture at each centre	Strong GBS culture & brand
Location		Separate functional centres	Co-location into each functional centre

GBS Integration Framework



The GBS Lab is designed to help executives:

Align	Align the leadership team's understanding of, and vision for GBS
Scope	Agree the ambition for geographic and process scope, and the level of functional integration from sharing of tools and co-location to full enterprise-wide integration
Mandate	Establish stakeholder and customer expectations of what value GBS will deliver and over what timeframes

The GBS Lab accelerates the conversation

Executives often describe their day in the lab as challenging, engaging, and rewarding. As a participant, you should expect:

- **Rich Content:** Research and models that add structure and depth to the conversation.
- **An Innovative Environment:** Physical space designed to foster open and honest conversation.
- **Experienced Facilitators:** Guides who can advance complex conversations.
- **Subject Matter Advisors:** Deloitte and external professionals who understand your business.
- **Post-Lab Report:** Your lab experience and your initiatives captured in a detailed report.
- **Confidence:** Alignment around your vision and priorities and specific commitments from your leadership team.

Your personal commitment

- Join two 1 hour meetings to discuss the planning activities, review progress, and provide input to the design of the lab:
 - Identify any additional stakeholders to engage.
 - Walkthrough the lab modules.
 - Review key finding from interviews.
- Designate a lead contact for us to liaise with regarding preparation, with your guidance.

Your team's commitment

- Contact to provide high level description of the organisation, systems landscape, current initiatives and complete GBS Capability Maturity Model to assess current state and enable Deloitte team to tailor lab materials.
- Executives to participate in 1 hour one-on-one interview to assess level of GBS ambition using the Deloitte GBS opportunity assessment questionnaire
- Executive team to participate in the one day GBS Lab e.g. 6-10 persons covering Finance, HR, Procurement, IT and other in scope functions.

Module		Tools	Time
0	GBS overview What is GBS and what your competitors doing about it?	Deloitte experience, Deloitte 2013 Global Shared Services survey	30
1	Current State Assessment Assess maturity of existing shared services and outsourcing landscape	GBS Capability Maturity Model	60
2	Stakeholder expectations Feedback on interviews and input from attendees	GBS Opportunity Assessment Questionnaire	30
3	Ambition and high level design Defining the future state ambition	GBS Integration Framework	60
4	Governance model Selecting the right GBS model for your organisation	GBS Operating Model Options	60
5	Roadmap Plotting a route from current to future state	GBS Example Transition Routes	60
6	Reflections A tailored strategy for your organisation		30

What your peers are saying...



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