



## Global Business Services for Analytics

More and more leading organisations are recognising that Global Business Services (GBS) can deliver business value beyond the traditional cost and operational efficiencies associated with shared services and outsourcing. Business leaders are exploring how they can leverage a GBS model to support their growth strategies, in particular, to provide significantly improved access to reporting and analytics.

So why are business leaders turning to Global Business Services to manage their data capabilities?

### **Improved access to cross-functional data**

As the value of data analytics becomes more widely recognised, increasing pockets of analytics activity are emerging across organisations – within different business units, functions and global regions. Often there are no mechanisms to facilitate enterprise-wide collaboration which means insights tend to be narrowly focussed on the respective business function which naturally limits valuable opportunities to understand any wider factors which might be affecting results.

By its nature, a GBS model transcends an organisation's traditional silos, be they functions, regions, or business units. This means it is powerfully positioned to access data-sets across the entire enterprise which can change the way an organisation looks at information and the business itself. The most sophisticated GBS organisation for example can touch data across sales, marketing, operations, IT, finance and HR enabling wider experimentation into the variables which have the greatest impact on business performance. Some of the simplest models may focus on high-priority business challenges such as cause and effect factors on sales, staff turnover, incidents of fraud, and customer loyalty. This model also supports the growing trend for predictive analytics – the science of using backward-looking information, evaluating what happened in the past, to provide predictions about future behaviour and events to help really propel a business forward.

### **A centralised data strategy**

Stringent process and quality data are fundamental to an effective analytics strategy. However, with increasing volumes of data being generated, organisations face evolving challenges around data ownership, quality and security. These challenges are compounded when analytics activity is delivered across different departments which can lead to inconsistencies in processes, definitions and interpretations of data.

A key advantage of leveraging a GBS organisation for analytics is its common approach to governance which is most often structured by business process. Typically, a single global owner will serve multiple business units for processes like data and insight. This means it can not only minimise duplication of efforts on analytics operations but it also helps assign central responsibility for establishing standards and maintaining on-going data quality across the organisation.

The GBS model can also help deliver a more standardised approach to analytics and reporting using common methodologies, resources and systems across all functions and departments, as well as ensure the insight strategy across all business areas is aligned.

### **Maximising investments in analytics technology**

Technology is a key enabler to an effective analytics strategy but navigating the proliferation of software and providers on the market can be a confusing and costly exercise. Multiply this exercise by the number of individual functions and business units that are conducting their own data, reporting and analytics capabilities within an organisation, and you'll quickly see investments in analytics technology spiral out of control.

By establishing data analytics as a service within a GBS organisation, accountability for investment in analytics technology applications and infrastructure becomes centralised. Technology decisions are more likely to be made with an enterprise-wide lens, taking into consideration the main business outcomes the technology is required to support, data volumes, existing analytics capabilities in the organisation and any legacy systems. The approach is typically more cost-effective, minimising the deployment of multiple systems, and supports more sophisticated analytics requirements.

### **A platform to develop analytics talent**

Despite the rapidly growing interest in analytics and recognition of its inherent value, analytics capabilities remain in short supply both within organisations and externally. What's more, many businesses are still not recognising analytics talent as a distinct segment. This means that often training is not available and capabilities are not being developed through a distinct career model in accordance with their growing importance.

Global Business Services is being increasingly seen as a rewarding career and training ground for new talent. It can therefore serve as an ideal platform in which to base analytics capabilities, with process owners focussing on high quality training in the evolving analytics tools and techniques. This in turn can help improve recruitment, engagement and retention among leading analytics talent.

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