

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).

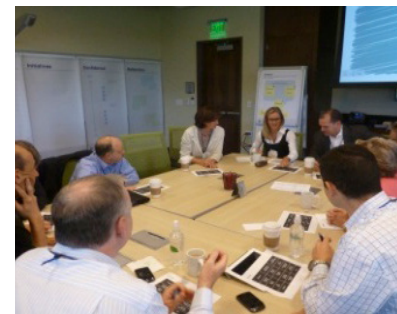
Deloitte created the GBS Lab to align executive's understanding of the GBS concept and accelerate the planning of a GBS programme. In a one day, hands-on session, the Lab helps organisations to jumpstart GBS change. Deloitte GBS experts and tools helps executives to articulate the vision, assess their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