



Professional GBS® Certification Program

The strength of every shared service organization rests in the skills, innovation and expertise of its people.

Learn from the best shared services leaders and practitioners in the world.



Exclusive Distribution Partner for
Central & Northern & Eastern Europe *

* see last page for countries in scope

About Inixia

Inixia builds and transforms shared service organizations into high-performing Global Business Service (GBS) operations.

We teach best practices in operational, systems and change management, and team / enterprise leadership.

We combine hands-on experience with leadership skills shaped by nearly three decades building and guiding industry excellence.

We formed Inixia in response to the explosive growth in shared services across all industries and in companies of all sizes.

We provide expert support through Professional GBS™ :

- Certification Course
- Customized Trainings
- Advisory Services
- GBS Communities



Why GBS Certification

Shared Services is no longer a strategy, it is a profession.

As a group of professionals, we can accelerate our own growth and that of others in the industry by learning, reapplying and sharing best practices and standards.

Nearly every profession has developed certification courses to:

- Grow expertise;
- Establish standards to work against and aspire to;
- Share proven methods;
- Enable employers to better evaluate prospects, analyze job performance, encourage increased skills;
- Allow employees to showcase competency and commitment to professional growth.

Inixia's Professional GBS Certification Program brings all those benefits, plus game-changing collaboration opportunities.

“Until now, GBS as a practice has lacked critical standardizations that can accelerate results and broadly acknowledged certifications that showcase expertise.

Every other industry has standardized trainings to build professionalism and increase results. Now, thanks to Inixia's Professional GBS, we do, too.”

*--Naomi Secor, Global Managing Director
SSON*

Why Certification is a Game Changer

Adopting and applying proven, standardized methods helps organizations and teams move faster, smarter and with better results.

50%	increase in cost reductions
3x	greater value creation
2x	more agility

Why you can't wait:

- By continuing to run as a shared service, you face diminishing or static returns, and the ever-increasing risk of being commoditized. Transitioning into a professional GBS is the game changer.
- Building as you go wastes time, resources, leadership confidence.
- Leadership in companies of all sizes are increasingly looking to shared services to drive business transformation.
- By 2025, experts predict the industry will double, into a **\$1.1B** business.

What you will take away:

- Action plans, checklists, timelines
- Stakeholder involvement guides
- Models for measurable outcomes
- Proven approaches to key challenges
- Strategies for Running as a Business
- Guidance for Incident Preparation
- Change-management methods
- Skills to shape Future-State Strategies

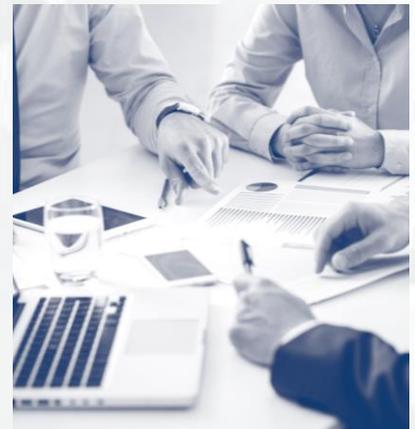


What You Will Learn:

Industry-leading GBS strategists and practitioners share real solutions to real problems.

They will review proven strategies, standardized approaches and best-in-class models.

- Which services to move into your shared service vs. staying in the business
 - Strategies for transitioning work from the business
 - How to partner with the business
 - Pitching value to a resisting business
 - Insource vs. outsource
 - Setting up a shared service budget
 - How to fund continuous improvement and innovation initiatives
 - Setting up a robust performance tracking
 - How to get the most out of BPO
 - Grow from being a low-cost transactional shop to being a business transformation engine
-



"Marvelous experience! We learned from leaders who have already been through the hard patch and then brought to us the whole pack of dos and don'ts at the highest and best levels."

—Caio Cesar de Oliveira
Louis Dreyfus Company

Certified in Five Courses

Inixia Business Services Institute created a proprietary approach to building GBS expertise.

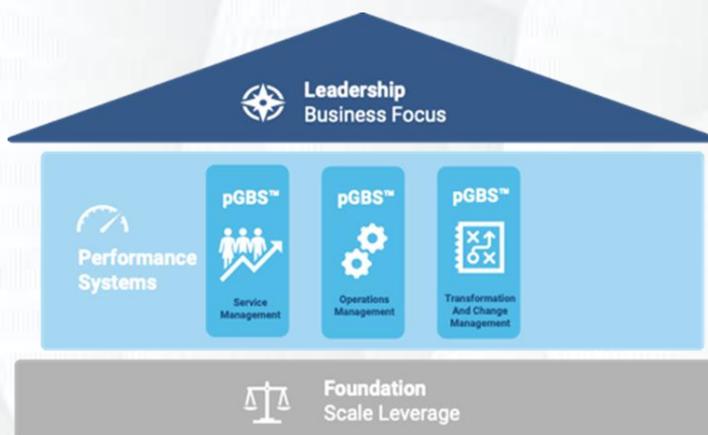
Our model starts with Foundation knowledge and builds up to pinnacle skill of Leadership.

Each of the five courses comes with its own professional certification.

Expect small classes, extensive interaction and personal instruction. Total of 50 class hours.

Professional GBS™ Courses:

1. **Foundations**
2. **Service Management**
3. **Operations Management**
4. **Transformation Management**
5. **Leadership**



Professional GBS Course Curriculum

Foundations

- GBS Overview
- Initial Implementation
- Management



Service Management

- Fundamentals
- Design
- Strategy



Operations Management

- Planning
- Operations Control
- Quality Management



Transformation Management

- Automation / Digital
- Opportunity Assessment
- Executing Transformations



Leadership

- GBS Operational Leadership and Strategy
- Continuous Improvement Strategy
- GBS Future Strategy



Certification is provided upon completion of each of the five course packs and an expertise assessment. Completion of all five certifications results in Certified Business Services institute Professional

Professional GBS Courses and Certifications

Foundations

- GBS Overview
- Initial Implementation
- Management



Service Management

- Fundamentals
- Design
- Strategy



Operations Management

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Transformation Management

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Foundations

The Professional GBS Foundations course is a prerequisite for all subsequent trainings. It covers knowledge areas that form the basis of a GBS Practice. This includes an overview of what GBS is, how it is implemented and how to set up strong processes and operating models.

Critical Questions Answered

- How does a common framework and language ensure understanding within an organization and collaboration outside?
- How do we build a sense of the scope and range of GBS, along with a next-generation vision?
- How do standardized models drive 2-3X greater value?
- Why should we view shared services as a business?

Breakdown

- **GBS Overview:** The history of GBS, its business case and introducing the GBS model.
- **Implementation:** How to drive results through Business Models and Operating Models and excellence through Client, Service and Operations Management.
- **Management:** Deeper understanding of roles of responsibilities of Service Management vs Operations Management.

Certification

Completion of the Business Services Institute mastery assessment earns participants a certification in GBS Foundations expertise.





Service Management

Professional GBS Service Management covers all aspects of defining, building and running Services for the business. These topics are critical for running an effective, efficient service organization.

Critical Questions Covered

- How does the Brand Building Framework help exceed business needs while maximizing value delivery?
- How do we transform from an internal function to a best-in-class business?
- How do we create a pricing model for low-cost and high-business innovation?

Breakdown

- **Fundamentals:** Brand Building Framework, Running as a Business and the Service Management role.
- **Design:** Benefits of the Service Catalog Design and clear distinction between customers and users. Managing the matrixed roles of process owners, business units, functions and users.
- **Strategy:** Building a strong strategy, clients vs users, Joint Business Plans, Service pricing and benchmarking.

Certification

Completion of the Business Services Institute mastery assessment earns participants a certification in GBS Service Management expertise.





Operations Management

GBS Operations Management covers a range of knowledge areas that result in the creation and management of efficient processes to deliver an organization's product or service.

Critical Questions Covered:

- How do we create processes, teams and systems that run well-oiled, integrated and able to adapt quickly?
- What are the core skills, processes and designs needed to deliver best-in-class operations?
- How do we quickly onboard newly integrated work?

Breakdown

- **Planning:** Defining objectives, measures, process documentation and effort estimation.
- **Control:** Daily and incident management to keep the business running.
- **Quality Management:** Using problem analysis, corrective actions and continuous improvements to drive consistent and reliable continuous improvement in operations with customers, teams and vendors.

Certification

Completion of the Business Services Institute mastery assessment earns participants a certification in GBS Operations Management expertise.





Transformation Management

GBS Transformation focuses on identifying opportunities ripe for transformation, working ideas into reality with leadership, managing complex change projects, including Digital Transformation.

Critical Questions Covered:

- How do we pick the right tools for the right job in GBS?
- How can we determine improvement areas and apply automation successfully?
- How do we manage business processes transformations – in GBS and in the business units?

Breakdown

- **Automation / Digital:** What is Digital Transformation and the elements of Digital Platforms.
- **Opportunity Assessment:** Identifying services and processes ripe for change and techniques for both incremental improvement and break-through innovation.
- **Executing Transformation:** Setting up and managing a Transformation Program and driving change across the enterprise.

Certification

Completion of the Business Services Institute mastery assessment earns participants a certification in GBS Transformation Management.





GBS Leadership

GBS Leadership covers all aspects of GBS leadership and strategy, continuous improvement and future-state strategy. It will explain several concepts that are critical for running an effective, efficient GBS organization.

Critical Questions Covered:

- What strategies and techniques help create Board and CEO buy-in for a big GBS role?
- How do we create strategies that drives us to become and stay best-in-class in service, value and innovation?
- How do we become a transformation engine of the company, combining emerging technologies and cutting-edge process design?

Breakdown:

- **Operational Leadership & Strategy:** End-state-back strategy, roadmap to get to Stage 4 GBS and designing the GBS operating model.
- **Continuous Improvement Strategy:** End-to-end process re-engineering, intelligent process automation, integrating IT and GBS functions and Analytical Business operations.
- **Future State Strategy:** Stage 4 GBS and Digital transformation, the '5E Model' to set up Future State and how to manage Stage 4 organizational change.

Certification

Completion of the Business Services Institute mastery assessment earns participants a certification in GBS Leadership.



A Top Certification

Reserved for mastery across all courses

For those who complete all five Inixia Business Institute assessments, we offer an exclusive level of recognition:

Certified *Professional* GBS® Master



Certified GBS Professionals may join one of our premier **Inixia Communities**, offering:

- Opportunity to co-author new industry materials
- Serve as expert trainers
- Professional development
- Ongoing collaboration
- Networking

Your Instructors:

Inixia was founded by two of the world's leading shared service strategists, leaders and practitioners:

Filippo Passerini and **Tony Saldanha**. Their vision: to help others navigate a road they have already traveled.

Both built the world's leading shared service organization at Procter and Gamble, launching it as one of the first and definitely the largest and most complex in the industry.

They shaped it into the most-high performing of its kind, setting standards of excellence, new processes and transformational strategies. They also led year-on-year evolutions, ensuring that their Global Business Service organization grew in impact and relevance to the business while so many others struggle against becoming obsolete.

Under their leadership, P&G's GBS organization was repeatedly named, and remains, best in class in the world.



"There is a right way to do shared services."

Filippo Passerini is one of the world's leading shared service strategists. Widely recognized for his break-through approaches to business management, he has been featured in numerous books and articles including the Harvard Business Review and has won dozens of awards.



"No one should re-create the wheel."

Tony Saldanha an internationally recognized shared service and IT leader, best-selling author on Digital Transformation and acclaimed speaker and consultant with more than three decades of experience driving game-changing results.

The Inixia Team

Filippo and Tony assembled a distinctive team of trainers and advisors, each with a minimum of 20 years shared service expertise.

They have led and run shared service strategies, operations and award-winning global systems in several industry segments.

They have been in the trenches, in the board room and at the leadership table planning next strategies. In short, they have been where you are.

They are experts in Shared Services:

- Services Management
- Operations Management
- Transformation / Change Management
- Leadership
- Digital Transformation
- Communications
- Strategy

“I feel like I have access to the most creative and advanced thinking in the world of GBS.”

– Ilana Vorster, Global Director, Strategy and Operations
Estée Lauder

“You will not find this exchange of ideas on real problems anywhere else, in no other training, seminar or course . . . I will refer back to this course work again and again.”

–Hari Ram, Global Head of Financial Services
Kerry Group

Our Training Partners

Inixia certifications are delivered in partnership with world-class educational institutions and professional organizations.



Our Training Clients

The following are just some of the companies whose leaders and leadership teams have taken Inixia's Professional GBS Certification Training.



For more information please contact:



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Make our experience, yours.

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