

# Inixia Resource Materials: GBS Leadership

## *As the Organization Matures*

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## Centralization

Years 0-2

### Context

- Functional work consolidated under GBS (“bundles”)
- Initial focus:
  - Service Centers creation
  - Process & system standardization
- Performance reporting still immature

### Challenges

Perceptions that service quality is deteriorating. Cost reduction not transparent to the BU's

Attempt to outsource the entire GBS, to monetize the capabilities. The project fails

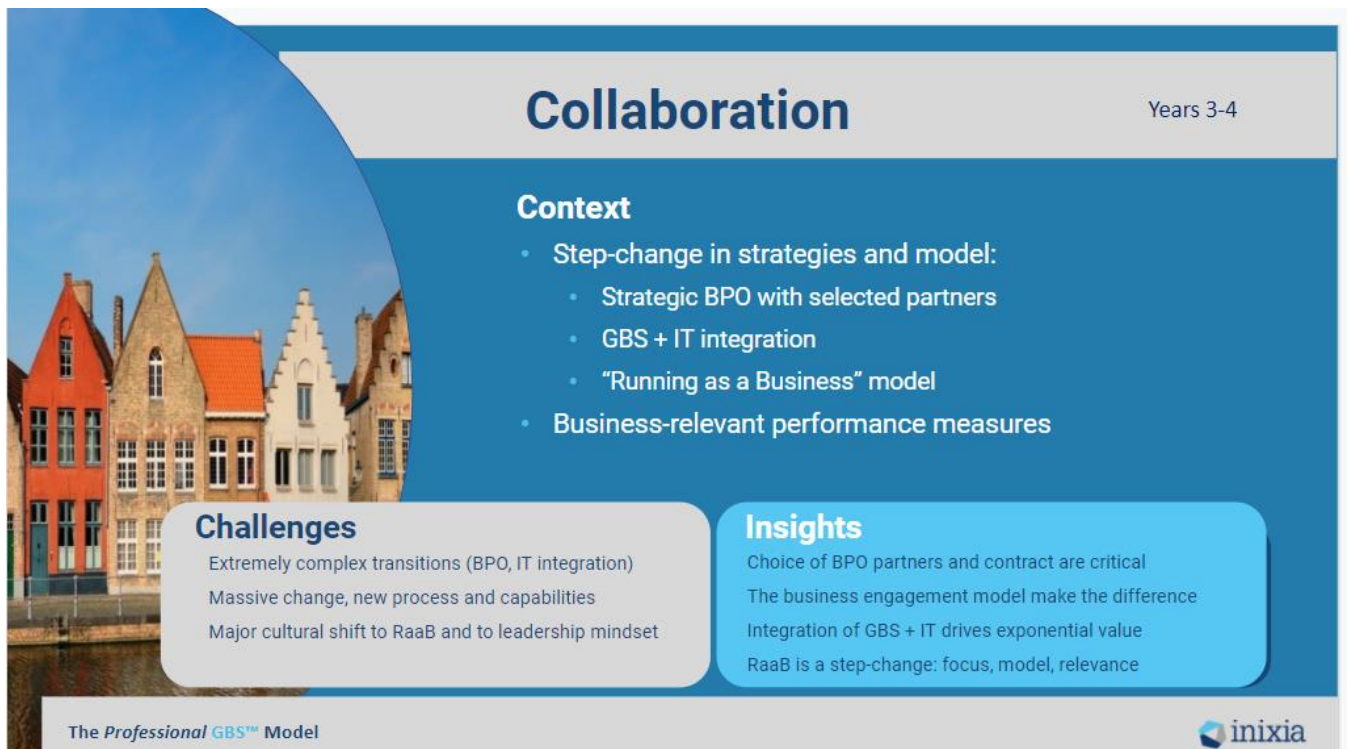
### Insights

Establish current (pre-GBS) service levels and cost

Transparency in cost allocation/reductions is critical

Expectations management and strong communications

The Professional GBS™ Model 



## Collaboration

Years 3-4

### Context

- Step-change in strategies and model:
  - Strategic BPO with selected partners
  - GBS + IT integration
  - “Running as a Business” model
- Business-relevant performance measures

### Challenges

Extremely complex transitions (BPO, IT integration)

Massive change, new process and capabilities

Major cultural shift to RaaS and to leadership mindset

### Insights

Choice of BPO partners and contract are critical

The business engagement model make the difference

Integration of GBS + IT drives exponential value

RaaS is a step-change: focus, model, relevance

The Professional GBS™ Model 