

**Deloitte.**

Global Business Services  
Better together



## What is Global Business Services?

What is driving the trend?

What does it look like?

How can it support key business priorities?

Is it right for my organisation?

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## What is Global Business Services?

Business leaders are recognising the benefits of leveraging shared services and outsourcing consistently across multiple functions and regions.

Organisations have been using shared services and outsourcing to improve service delivery and reduce costs within defined parts of their businesses for more than two decades. Now, many business leaders are beginning to recognise 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.

A move to Global Business Services requires much more than simply asking shared service centres to co-operate. It represents a fundamental change in how businesses utilise global assets and capabilities to most effectively deliver multiple functions, including Finance, HR, Procurement and IT.



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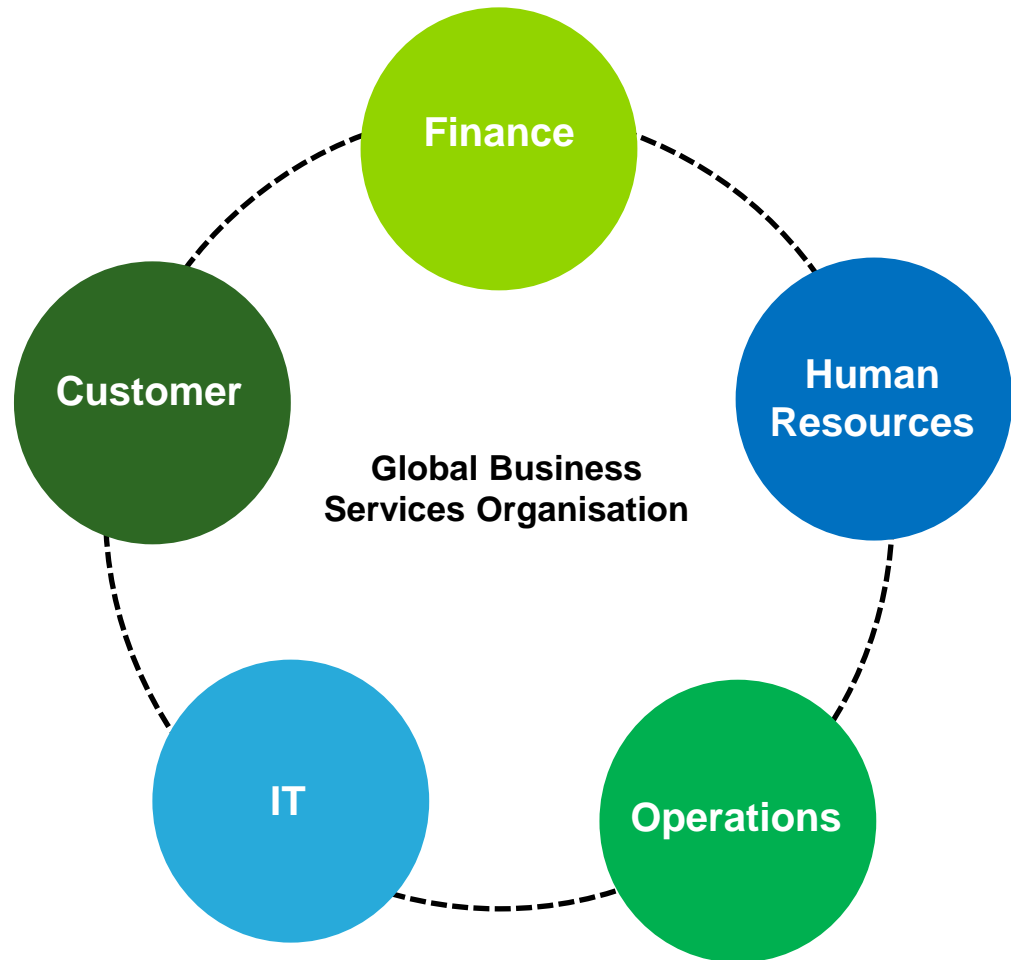
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## What is Global Business Services?

A Global Business Services model encourages internal functions to collaborate with one another and third party service providers to support enterprise-wide objectives.



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## What is driving the Global Business Services trend?

Our market research\* and client experience has highlighted three key trends driving the shift to a Global Business Services approach.



### Increased global operations

- Material increase in breadth of countries served and requirement to deliver processes on a global scale
- Business models changing to more global operations, customer or product based, rather than legacy country or entity



### Sub-optimal back office delivery

- Fragmented and inconsistent support services across functions, geographies and business units
- Emerging trend for leveraging global offshore centres



### Drive to evolve and discover next tranche of material savings

- Desire to further leverage assets and capabilities to maximise internal return

*“In the long history of humankind, those who learned to collaborate and improvise most effectively have prevailed.” Charles Darwin*

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# What does Global Business Services look like?

Global Business Services can be implemented to varying degrees, from pure co-location to a fully integrated single enterprise.

		Fully integrated Global Business Services
<b>Geographical scope</b>	Local/regional	Global
<b>Degree of value-add</b>	Transactional	Process improvement & advisory
<b>Functional scope</b>	One function	Multi-function
<b>Governance</b>	By/in function	Single over-arching governance with one GBS lead, often C-level
<b>Continuous improvement</b>	Specific to function/business unit	Enterprise-wide with common budget and tools
<b>Process ownership</b>	Informal process networks	End-to-end Global Process Owners
<b>Customer interaction</b>	Myriad of customer interaction tools	Universal customer interface supported by standard toolset
<b>Systems &amp; master data</b>	Multiple systems and decentralised master data	One integrated platform, centralised master data management
<b>Sourcing</b>	In-house and outsourcing not aligned	Managed services blending captive and outsourcing solutions
<b>People development</b>	Specific to centre and/or function	GBS competency model and training curriculum
<b>Location</b>	Separate functional centres	Co-location into multi-functional centres



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## How can Global Business Services support business priorities?

Global Business Services can deliver business value beyond the traditional cost and operational efficiencies associated with shared services.



### Data analytics

Improving global insight through the use of consistent data structures and delivery of enterprise-wide data analytics.



### Commercial focus

Freeing up market resource to focus on driving business growth by truly removing distraction of support services.

### Cost and operational efficiencies



### Growth platforms

Accelerating expansion into High Growth Markets and supporting M&A activity by improving flexibility, scalability and streamlining post-30 days integration.



### Talent

Boosting talent attraction and access to a wider pool of skills as Global Business Services becomes an increasingly rewarding career and training ground.

# Is Global Business Services right for my organisation?

Although Global Business Services is not right for every organisation, there are some common misconceptions which can delay adoption.

**Common belief:** My organisation only operates locally/regionally and so is too small for Global Business Services

**False** - Global Business Services is not size dependent as key benefits result from integration of functions

**Common belief:** My organisation does not currently use Shared Services or Outsourcing which is required to implement Global Business Services

**False** - It is possible to accelerate the journey to a Global Business Services operating model, though early stages of a roadmap may be to establish single function centres first

**Common belief:** Global Business Services isn't right for my organisation because of our diverse product portfolio and operations in various markets

**False** – Although synergies of combining diverse business units are limited, there are benefits of driving standards of delivery across an enterprise. Technical landscape is likely to be a constraint.

**Common belief:** My organisation does not have a single ERP system with centralised master data management so our opportunities for Global Business Services are limited

**False** – Implementation may be more complex but it will provide an excellent platform to move to a single data management system

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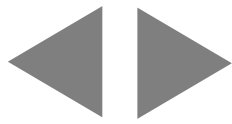
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## Why Deloitte?

Our experience, market reputation and global network of experts means best-in-class service delivery model design and implementation.

**Our market reputation** Ranked World's Best Outsourcing Advisors\* and consistently voted by industry experts as a leader for global shared services and outsourcing advisory\*\*

**Our breadth of expertise** 1,000 global business services professionals across every function and specialism, including tax and technology. Plus a dedicated Outsourcing Advisory practice of over 200 experts

**Our global network** A network of almost 200,000 professionals in independent firms around the globe, covering 100 languages, enabling global, national and local delivery

**Our independence** Thorough and impartial overview of the supplier marketplace and objective recommendations on what's right for your business

**Our acclaimed leadership forums** Our industry events are renowned in the marketplace for quality insights and access to the leading organisations in Global Business Services



### leader

for global shared services and outsourcing advisory



### 1,000

global business services professionals



### 200

Dedicated Outsourcing Advisory practitioners

\* The International Association of Outsourcing Professionals, 2013 World's Best Outsourcing Advisors

\*\*Kennedy, Finance Management Consulting Marketplace 2009-2012



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## Key contacts

Our practitioners have extensive experience in Global Business Services, covering the key business functions and capabilities.

### Global Business Services leaders in Spain



**Jorge Bagán**



**José María Rojo**



**Sergi Lemus**



**Eduard Martín**

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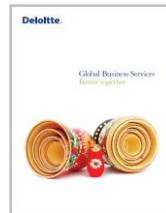
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## Find out more

Our latest publications are designed to address the key issues and market trends driving Global Business Services.

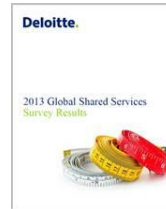
### Publications



#### **Global Business Services: Better together**

Our latest publication explores the essential characteristics necessary to drive a performance improving GBS organisation, as well as practical tips on implementation.

Download at [www.deloitte.co.uk/GBS](http://www.deloitte.co.uk/GBS)



#### **Global Shared Services Survey**

This biennial survey has been conducted by Deloitte for over 10 years to explore the evolving concept and assess emerging trends in shared services. Speak to your Deloitte contact for more details.



#### **Global Outsourcing and Insourcing Survey**

Based on the insight of over 100 outsourcing leaders, this report offers a glimpse into the current and expected future of outsourcing practices

Download at [www.deloitte.co.uk/sharedservices/publications](http://www.deloitte.co.uk/sharedservices/publications)



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Our events have built up a reputation in the industry for delivering cutting edge insights and best practice, plus valuable networking opportunities.

### Events



#### **Global Business Services Forum**

Our twice-yearly forums are designed for Global Business Services Directors and CxOs to explore common topics of interest and exchange learnings. Speak to your Deloitte contact for more details.



#### **Annual Shared Services & Business Process Outsourcing Conference**

Attracting over 500 visitors from across Europe, this is a must attend event for Shared Services, Finance, HR and IT leaders either just starting out or running mature shared service centres.

Find out more at [www.deloitte.co.uk/beinspired](http://www.deloitte.co.uk/beinspired)

### Online

Keep up to date on Global Business Services with Deloitte at [www.deloitte.co.uk/GBS](http://www.deloitte.co.uk/GBS)



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