A satellite in a geosynchronous equatorial orbit can communicate consistently and uninterrupted with many earthbound satellite antennas, all of which are aligned to the same point in the sky.

Leading businesses are now using Global Business Services (GBS) to create similar alignment among their business units. Instead of operating numerous shared service centers and managing outsourcing vendors separately, organizations can integrate governance, locations, and business practices across the enterprise to achieve transformative performance improvements. In this way, GBS serves as a single enterprise organization or network that can drive collaboration and sharing to improve delivery efficiency, effectiveness, and business outcomes.

Whether positioning for new growth opportunities or restructuring to improve efficiency and reduce costs, a common desire among businesses today is to dramatically improve their business performance. Deloitte’s Business Model Transformation (BMT) services help drive the business and operating model changes required to achieve an organization’s strategic vision. Global Business Services is a key lever and a competence specialty in BMT. Visit www.deloitte.com/us/bmt for more on our other capabilities.
Global Business Services creates a single enterprise organization or network that can drive collaboration and sharing to improve delivery efficiency, effectiveness, and business outcomes.

How we can help
Deloitte’s Global Business Services practice works closely with senior executives to understand their strategic vision and to assess how GBS might align with their business strategy to drive results. We advise our clients from initial strategy development, through the implementation and launch of the Global Business Services, to refinements of the GBS model over time to help achieve the next level of performance.

For mature companies with shared services and outsourcing, we work to bring order to existing contracts, practices, and processes. We help find the next opportunity for incremental value, managing integration with global locations and service providers, and improving internal and external controls.

Businesses with limited experience may have a single function utilizing shared services or outsourcing. We help capitalize on progress made and leverage lessons learned to drive value across other areas of their global enterprise.

Even newcomers to shared services and outsourcing are thinking broadly about the benefits a GBS model might provide to their organization. They are often interested as a way to try to leap ahead of competition and capture benefits. Moving to GBS can be a significant undertaking, usually with big challenges. Whether a company is looking to establish a GBS organization or integrate existing shared services centers, Deloitte’s GBS practice can help. We advise companies as they:

• Develop or update their GBS strategy
• Integrate function specific shared services centers into a broader GBS model
• Evaluate sites and facilities locally and globally to help effectively develop a footprint for internal customer service, potential cost advantage, and taxes
• Establish effective governance procedures, service-level agreements, and performance management for global business services
• Explore potential benefits of offshoring or outsourcing certain processes or services in the context of global business services
• Define and develop new, value added services including global master data and analytics

Potential bottom-line benefits

• Improved alignment with the business strategy and growth agenda
• A global approach that can improve visibility, control, and risk management
• Cost and operational efficiencies on a global scale consistently across functions
• Benefits from one integrated organization with end-to-end processes
• Improved analytics and insights from access to cross-functional data
• An agile organization with flexible scalability to respond to changing business needs such as mergers, acquisitions, and divestitures

Five ways you could get more value now

Start small, then grow.
Acutely focus on delivering on expectations while generating incremental growth and continuous innovation.

Have a compelling vision.
Develop a customer focused business strategy where the GBS organization becomes an innovation leader in the organization.

Take time to align senior leadership.
Assign a leader with business success and credibility while getting buy-in, engagement, and support from functional leads.

Establish ongoing process leadership.
Set up process owners to control an end-to-end process with these roles having cross-organization or group-wide mandates to enforce standards and drive change.

Measure performance.
Exclude measurements with single focus of low-cost and utilize metrics that measure incremental business value.

The big idea
Global Business Services can increase business process integration and data availability and quality, enabling an organization to be more competitive through quick and accurate business decisions.

Learn more
Business model transformation can encompasses a broad range of strategic issues like Global Business Services. To learn more about how Deloitte can help, visit www.deloitte.com/us/bmt.

Jean White, Principal
Deloitte Consulting LLP
jwhite@deloitte.com

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