

Global Business Services

The Global Business Services (GBS) model is experiencing a profound transformation driven by digital disruption, offering more than just cost benefits. This evolution entails adopting a customer-centric approach, reconfiguring service delivery, harnessing digital platforms, attracting top talent, and advancing innovation.

GBS is shifting towards a comprehensive and strategic approach, focusing on outcome-oriented governance and demand-driven delivery models. It has evolved into a collaborative business partner, guiding transformation and increasing value through data and insights.

For organisations considering or already operating shared centres, several key areas demand attention:



- Focus on reducing waste and enhancing service quality through **continuous improvements and optimisation**.
- Embrace **digital transformation**, but with a keen understanding of organisational culture and processes. Data and advanced analytics can enable data-driven decision-making.
- Shift towards more **global roles** within GBS, which are becoming borderless and taking on end-to-end process ownership.
- GBS are now serving as sandboxes for testing new solutions and adopting a solution-based approach, including **innovation centers and experimentation** with emerging technologies.
- Align the **hybrid working model with talent engagement** strategies, focusing on upskilling to prepare for future needs.

Our solutions support GBS' across the lifecycle from strategy & execution to operationalisation & transformation



Strategy and roadmap

- Feasibility study and candidacy assessment
- GBS vision, strategy and roadmap
- Business case management
- Location strategy and evaluation
- GBS maturity assessment



Design, build and implement

Target operating model/ Service delivery model

- Process split and design for consolidation to GBS
- To-be org structure design
- Service definition with SLA/OLA
- Process and policy documentation
- Org implementation
- Training content and creation
- Establish governance
- Process and tool harmonisation
- Transition management and support

Centre of Excellence set up & operationalise

- Second/ Micro location strategy
- Cost recharge model
- Programme management
- Change management
- Recruitment processing
- Benefit realisation model



Operate, Transform

- Delivery management & support
- SLA management
- Track and monitor service Delivery risks, plan For mitigation
- Issues & escalation management
- Governance audits and compliance support
- Managed governance services (Contract, finance, performance, resource, relationship & risk)
- **Optimisation Solutions**
 - Process optimisation
 - Cost optimisation
 - Operational orchestration (Enate)
 - Application portfolio management
- **Diagnostics**
 - Health Check of GBS Processes - to identify areas to Preserve, Enhance or Change
 - Benchmarking
- **End of Term Services**
 - Health Check of existing deals
 - RFP Preparation, Vendor Evaluation & Selection
- **Spend Analysis**

GBS set up - (Facility selection & set up, regulatory, tax model, centre HR-IT-Finance-operations, etc.)

How can we help you?



- At dGTL, we have experience in executing **end-to-end multi-function GBS' for global organisations**
- Our team constitutes of Consultants and **industry experts**, who have led large GBS
- **dGTL** supports and **accelerates** the set-up and transition of GBS' with **minimal knowledge loss**
- Our **"future skills"** services helps identify **new roles for impacted people** and aids in retaining existing talent at the base location
- We are a **"one-stop-shop"** for all the GBS needs and clients would have a **single point of contact** for project governance





01

Enabled a global healthcare company move their finance operations in-house by opening a GBS center in India. Formulated new strategy aimed at:

- Process optimisation for improved efficiencies and cost management
- Improved process monitoring and control
- Enhanced agility in business operations
- Achieved finance GBS design and Target Operating Model (TOM) within a three-month timeframe. This involved optimised and re-engineered operations, aligned with best-in-class industry procedures, resulting in enhanced controls and seamless flow of information.
- Assisted with the implementation of a seamless roll-out with an established governance mechanism

02

Assisted a Japan-headquartered global AlcoBev & Food organisation in formulating the One Application strategy and setting up and operationalising the IT areas for SSC.

- Formulated the guiding principles and benefits for rationalisation
- Identified the applications for rationalisation and provided a One Application tech stack, strategy and roadmap
- Operationalised the hybrid model at SSC to be set up in Malaysia and Singapore
- Cost savings of 25% on operation heads over two to three years
- Set up VMO & APM to manage all vendor outsourced services

03

Created One SAP Strategy, application portfolio and technology landscape for a leading CPG Japanese organisation.

- Reduced operating costs by 35% in a phased manner (15% by the end of year one, 15% by the end of year two & 5% by the end of year three)
- Consolidated over five instances of SAP ERP to three instances within Asia, Europe and Australia
- Consolidated application portfolio from 237 applications to 140 with a mid to long-term plan
- Designed in-scope functions at a L1 / L2 / L3 activities for critical business processes

Contact Us



Kalpana B

CEO and Chief Thinker
Grant Thornton dGTL
E kalpana.b@in.gt.com



Janu Raju

Director
Finance Transformation and Shared Services
Grant Thornton dGTL
E janu.raju@in.gt.com

© 2023 Grant Thornton Bharat LLP. All rights reserved.

"Grant Thornton Bharat" means Grant Thornton Advisory Private Limited, the sole member firm of Grant Thornton International Limited (UK) in India, and those legal entities which are its related parties as defined by the Companies Act, 2013, including Grant Thornton Bharat LLP.

Grant Thornton Bharat LLP, formerly Grant Thornton India LLP, is registered with limited liability with identity number AAA-7677 and has its registered office at L-41 Connaught Circus, New Delhi, 110001.

References to Grant Thornton are to Grant Thornton International Ltd. (Grant Thornton International) or its member firms. Grant Thornton International and the member firms are not a worldwide partnership. Services are delivered independently by the member firms.