



## Global Business Services (GBS) Proposition 2020





# Global Business Services (GBS)

## Our core service, eminence, tools and accelerators

Deloitte's **Global Business Services (GBS)** practice has existed since the early stages of shared services (SSC) and outsourcing during the 1990s and has grown to **over 3,500 professionals** worldwide. Our expert and diverse GBS team have worked with a number of clients across all industries to deliver over 600 shared services and outsource engagements delivering both business value and cost efficiency. Our GBS experts can help organisations with the pursuit of efficiency in the delivery of modern GBS—moving up the value chain in single and multi-function GBS organisations, and build of location capability while keeping in mind the legal and regulatory requirements via our strong SME network.



Our core GBS methodology focuses on providing end-to-end services to our clients and has been developed by a global team through extensive experience leaving no loose ends.



### Our key eminence



### Key tools and accelerators

- GBS methodology
- GBS maturity assessment
- Global organisation design methodology
- Digital business services lab
- Digital finance experiential lab

### Key alliance partners

- SAP
- Oracle
- Workday
- Genpact
- Service Now
- UI Path
- Blue Prism
- Automation Anywhere

### Recent client success stories

An end to end implementation of a Centre of Excellence in Eastern Europe (from feasibility study to transition) for a multinational software and information technology business to deliver global services related to decision support, planning, budgeting, forecasting and reporting.

A global outsourcing and captive shared service extension involving reverse transition from one BPO provider to another, and additional scope into finance and control activities into captive shared service centres. The implementation also involved setting up an automation capability.



# Global Business Services (GBS) (Cont'd)

## Our five service areas and key contacts



Within our expert GBS group, we have specialised teams focusing on delivering value and innovative solutions in five key service areas who help clients depending on their GBS journey and specific transformation needs.



### Next Gen GBS

Our Next Gen GBS team can support GBS leaders do more with less by leveraging data and knowledge from across multiple businesses and geographies, thereby transforming customer and employee experiences with digital capabilities and predictive insights at unparalleled speed.



### Customer Experience

Our experience, methodologies and tools can help transform GBS centres to drive enhanced user experience delivered with the customer at the core of process, removing needless interactions and simplifying complex system engagements.



### Transition Management

Our transition management services help clients achieve value from their GBS initiatives with a robust transition methodology and deep expertise across the various shared service models - from first generation SSC to multi-functional GBS and digital transformation.



### BPO Advisory

Our outsourcing advisory team supports senior leadership to find innovative solutions and maximise value from outsourcing services to third party vendors. Our services range from forming strategy, vendor selection to implementation and optimisation of BPO.



### Location Strategy and Commercials

Our location strategy and commercial services cover the end to end location and commercial needs of a GBS programme from strategy to delivery of location feasibility and detailed business case.

*“Deloitte have played a key role in developing our GBS strategy, engaging closely with numerous stakeholders and providing the right level of challenge and external perspective.”*

*“Working with Deloitte was seamless. I always felt that they were committed to our success. They are the undisputed leaders in GBS.”*

### Key contacts



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## Next Gen GBS

# Making GBS a catalyst for enterprise value



Our Next Gen proposition is to enable GBS organisations to optimise their models, increase scope and future-proof their organisations utilising, where appropriate, digital capabilities.

### Service offering

#### Optimise

- GBS maturity assessment
- Further expansion of functions
- Creation of new services, e.g., M&A, change management, innovation, etc.
- Operating and delivery model redesign
- Process standardisation and optimisation
- Operating and delivery model redesign

#### Capability development

- Development of new talent model and workforce capability

#### Analytics

- Analytics delivery model design
- Analytics tool design and implementation
- Analytics as a service

#### Intelligent automation

- Full end to end process standardisation and automation from initial identification to execution
- Scaling of automation
- Automation as a service

### Tools & accelerators

- GBS maturity assessment (including resilience component)
- GBS methodology
- Digital business services lab
- Activity analysis online tool
- Good practice service delivery model
- Future of work accelerators
- Automation heat map

### Case studies

#### Global retail client

Supported the client with GBS maturity assessment and identified areas of prioritisation. This helped the client to focus on specific areas where they were able to upskill the capability of their talent and workforce to drive innovation culture and efficiencies.

#### Global pharma company

Supported the client to identify standardisation and automation opportunities. Delivered ~\$15m of efficiencies from automation within 6 months in both GBS and clinical processes across the business areas.

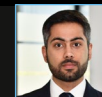
### Key benefits

- Drive efficiency and productivity through standardisation and automation—‘fixing and innovating’
- Deliver value to the organisation using real insights powered by GBS
- Elevate GBS brand to become a business asset
- Empowering GBS team capabilities

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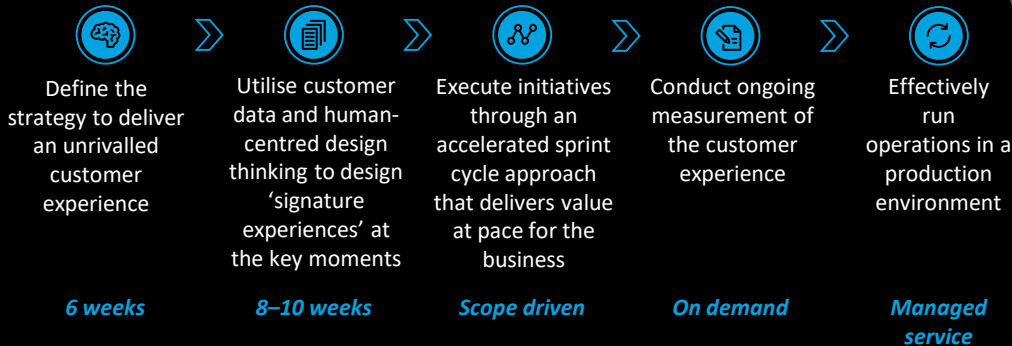
# Customer Experience

## Help enhance customer advocacy

Our GBS Customer Experience proposition is targeted at clients who have already set up and established fully operational GBS organisations. Our proposition helps these GBS organisations to deliver processes aligned to the philosophy “work the way you live” and increase customer advocacy and satisfaction.

### Service offering

Our service offering is delivered in an agile approach that rapidly analyses customer journeys to identify the drivers of sub-optimal customer experience. It then proposes key interventions (on a sliding scale) from simple process changes to digital transformation that can also elevate customer experience. The method and accelerators enables capturing and collation of customer sentiment in a time-efficient manner. A highlight of our robust methodology:



### Key benefits

- Net Promoter Score improvement by upto 10%
- Efficiency gains on the back of automation/digitisation
- Driving speed, simplicity and personalised user experience
- Growing digital capabilities for future deployments

### Tools & accelerators

GBS customer experience playbook consisting of:

- Customer personas and journeys
- Functional opportunities database
- Improvement heat map

### Case studies

Supported Japanese multinational pharma company's ambition to drive transformation and deliver a personalised and consistent experience for its customers across Business services.

- Identified the customer experience vision and customer of finance groups
- Identified the needs and motivations of the selected customer personas, high-level interactions as well as systems and tools utilised
- Defined impact on operating model (initiatives, to-be customer journey, high-level technology capabilities, change and communication)

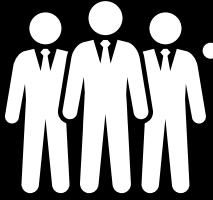
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# Transition Management

## Set the tone, lay the foundation & unlock value

Each client has its own unique set of requirements and challenges when they approach an SSC, BPO or GBS implementation journey. Our transition management proposition targets clients with varied levels of maturity (traditional, next gen, etc.) with an aim to deliver outcomes and personalised results by leveraging a common approach and set of principles underpinned by proven expertise.

### Service offering

#### Strategy and planning

- Transition process and role strategy
- Transition planning and setup
- Transition methodology and approach setup

#### Readiness and execution

- Knowledge transfer/new capability build management

#### Stabilisation

- Change management and stabilisation support
- Service governance and continuous improvement support

#### Other transition services

- Transition Health Check – periodic check & advisory support
- Transition Recovery – recovery of transition failed to achieve business outcomes

### Tools & accelerators

- Customisable Transition playbook & toolkits
- Transition tollgate approach and methodology
- Toolkit for process, role and FTE analysis (detailed scope design)
- Toolkit for knowledge transfer and new capability build
- Toolkit for cutover and handover to operations
- Transition bootcamp and training

### Case studies

#### Major Oil & Gas company – Finance vendor to vendor transition

Supported the client to transition 1,200+ FTEs globally in c.14 months. Helped client establish an independent Transition Management Office, including Assurance and Change Management processes to deliver a fast and smooth transition. Delivered program on time and on budget with little-to-no degradation of service during transition.

#### Major Retail Bank – SSC design & transition

Supported the client to transition 300+ FTEs within 18 months to 3 new regional SSCs & 1 global hub. Established transition programme to redesign organisation model and transition/built new capabilities for finance function. Also, helped client successfully achieve their cost reduction target & changed operating model to focus on right value/right work in right location.

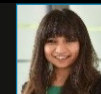
### Key benefits

- Proven methodologies and tools to simplify transition complexity, minimising risk and capturing value of the service delivery strategy
- Deliver cost restructuring objectives
- Reduce execution risk by building SSC/Vendor and Sending organisation capabilities
- Access to broad and deep experienced talent across global delivery network
- Strong transition management foundation for long term success
- Build GBS transition capability
- Comprehensive and customisable tools & accelerator to support various transformation journeys; move to Next Gen SSC, BPO, GBS models, etc.

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## BPO Advisory

### A shared future together

Business Process Outsourcing (BPO) is the contracting of non-core activities to a third party provider. Deloitte's dedicated BPO Advisory Team has supported over 500 client engagements and has helped business leaders maximise value from third party provider relationships. It supports cost reduction, business flexibility, innovation and access to talent, whilst at the same time ensuring control is maintained. Our teams support the full outsourcing lifecycle or any point in between and promotes a partnership mind-set and approach.

#### Service offering

##### Strategy

- Location analysis and selection
- Business case development
- BPO strategy and feasibility
- BPO operating model and retained organisation design

##### Supplier selection & contracting

- Vendor selection
- Contracting and negotiating
- Exit management support

##### BPO Transition services

- BPO transition programme management; Outsourcing, insourcing, vendor to vendor
- BPO change management

##### Optimisation

- Vendor management
- Service management framework
- Contract management and review
- Benefits tracking

#### Tools & accelerators

- BPO maturity model
- BPO methodology
- Location & labour cost database
- Standard templates across BPO lifecycle
- Vendor selection matrix

#### Case studies

##### Manufacturing client—finance & sales administration outsourcing

Designed BPO strategy and helped client select BPO partner through an RFP process. Managed the negotiation and contracting process. Helped the client post contract to support transition, change management and transformation.

##### Private sector client—supply chain and logistics outsourcing

Supported the sale of the client in-house shared service centre to a BPO partner, including business case development, negotiation of the outsourcing agreement and due diligence of the business transfer transaction.

#### Key benefits

- Fully independent, transparent and auditable selection process
- Targeted and/or full end to end life cycle support
- Access to proven methodologies and templates
- Deep BPO expertise with experience to create a deal set for long term success and contract flexibility
- Experienced advisors that include vendor and client buyer experience

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# Location Strategy and Commercials

## Achieve the potential



We advise on and implement the Location Strategy for our clients whilst shaping their global delivery model, by setting up new Shared Service Centres as well as scaling up and optimising their existing centres. The Location Strategy and Commercials proposition caters to the end to end commercial needs of GBS/SSC programmes from business case to benefits realisation and everything in between, including optimising scope and a single source of truth that is critical to effective control and governance. We continuously track the developments with an integrated business case to inform and drive the board room decisions.

### Service offering

#### Strategise

- Location strategy and selection
- Business case

#### Plan and design

- Scope selection
- Design delivery options
- Data room & Analytics

#### Deliver

- Benefits tracking
- Budgeting and chargeback model

### Tools & accelerators

- GBS location insights & selector
- Integrated business case
- GBS data room setup
- Benefits tracker and performance dashboard
- GBS commercial model

### Key benefits

- Reduce operating costs by up to 60% depending on current state of organisation
- Drive the board room decisions with our integrated business case, including detailed financial statements and investment credentials
- Ring fence scope and drive innovation through consolidation of services in GBS
- Run the transition efficiently through single source of truth using our Data Room approach
- Deliver the commitment by tracking the benefits and associated tolerances
- Improve the commercial attractiveness of your GBS organisation

### Case studies

#### A multinational manufacturer of cargo handling machines - Location Strategy

Helped client redesign GBS model/environment for their HR, Finance, Indirect Procurement and IT functions by performing overall feasibility assessment on the scope of work. This was supported with the delivery of location strategy and options analysis to help client select the most suitable location for the above functions. Client selected Sofia, Bulgaria as their GBS hub.

#### World's Largest Media and Entertainment Company - Commercial

Supported the delivery of consolidating the transactional finance functions performed by over 1,000 FTEs from over 50 countries into 3 new SSCs. The control and governance of this complex programme was underpinned by integrated data room ensuring the benefits case is delivered effectively. Commercial support was provided end to end from strategy to implementation of SSCs.

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