

# *Professional GBS™* Certification Program

Become certified in shared services, one of the hottest corporate operations opportunities.

How do I learn from the best-in-class practitioners on the best models as well as tricks of the trade?

How do I turn my GBS organization from being viewed as just a low-cost transactional shop to being a business transformation engine?

How do I equip myself to be a master of GBS skills?



**inixia**  
Professionalize and Transform

# About Inixia

Inixia is a unique firm that provides global standards for Professional GBS via the Business Services Institute, as well as trains and advises people and companies on how to get there.

It includes senior practitioner executives from Fortune 20 companies drawing upon more than 1,000 years of practical operational experience leading and developing best-in-class Global Business Services (GBS) organizations.

## Inixia's Roots

The roots of Inixia lie in the industry acknowledged best-in-class GBS organization i.e. Procter & Gamble's Global Business Services. P&G invented the term GBS. The business model for GBS which was designed twenty years ago is still recognized as being the best.

With this in mind, we have created Inixia to provide industry standards and certification related training for the entire industry.

## Why Inixia?

Inixia is distinctive because each adviser comes from a hands-on executive leadership experience from running operations at leading operations such as Procter & Gamble. We are not consultants: we are partners who take accountability for business outcomes.

Our goal is to spread best in class practices through training, coaching, advisory support and hand-holding organizations through the change. In this process we expect to help the organizations to be self-sufficient in these areas and teach them "how to fish".

# Inixia's Services

## Business Services Institute

*Professional GBS™ Training*

*Professional GBS™ Certification*

*Professional GBS™ Standards*

*Professional GBS™ Community*

## Business Services Advisory

**Assessment**

**Strategy**

**Execution**

# Our Team

## Filippo Passerini

### President

Globally recognized digital technology and shared services thought leader and strategist. Known for creating new, progressive business models and driving innovation. His strategies, principles and ideas have been the subject of numerous books, articles and Harvard Business Reviews.



## Tony Saldanha

### CEO

Globally recognized progressive IT and shared services executive with a breadth of experiences ranging from Disruptive IT/ Shared Services Strategy, Shared Services Outsourcing, Consulting, CIO roles, Tech-enabled business building and IT Systems integration during company acquisitions. Geographical experience, having lived in Asia, Europe and the US.



## Richard Lancaster

### Managing Advisor, Acting COO & CFO

Former Director of GBS Operations at Procter & Gamble (18 years). Deep expertise in Business Intelligence, Business Transformation and Portfolio Management. Richard is also General Manager, leading the transformation of a 120-year-old private real estate investment business in the UK (6 years).



## Are you simply doing GBS?

### Home-grown GBS

A collection of siloed functional operations, a reputation as a low-cost transactional back office and a collection of home grown GBS operating models



## Or are you being GBS?

### Professional GBS

A Business Transformation engine that delivers best-in-class cost, industry leading innovation and leads the business to new Business Models





# What is GBS?

## Why it is Important?

Traditionally, Shared Services is the cost optimization delivery method of functional services within an enterprise. Almost every organization larger than 1000 people has some form of shared services. Some of the largest shared services in the world are multi-billion-dollar organizations e.g. Novartis at \$3Bn and Procter & Gamble at \$2Bn. The practice started in the late '90's.

Organizations have pursued the evolution of Shared Services into Global Business Services (GBS) as a key driver not only to reduce costs and improve service quality levels but to fundamentally transform the way business is done. The range of GBS is broader than Shared Services and can include Finance, Human Resources, Procurement, Supply Chain, Marketing, General Services, etc., including the service operations and their tech solutions.

Today, the pressure on GBS to drive value year on year continues to grow. Digital Technologies have matured and GBS with its end-to-end view on process and technology is in the best place to drive digital transformation to create considerable value. GBS organizations are at various levels of maturity and there has been no clear guidance or play-book on how to leap-frog maturity levels and make a dramatic impact on the P&L of a company.

Current best-in-class GBS organizations (third-generation) are reliable engines of productivity and transformation for their company. Each stage of evolution has typically delivered a 15-30% cost advantage and GBS has become even more important in the digital era. Essentially, the priority of digital transformation is becoming one and the same as the digital value creation and new digital business model development goals of a third-stage GBS organization.

# **Professional GBS™ Certification Courses**

## **What is Professional GBS™ Certification?**

**Professional GBS™** is a model to execute Global Business Services at the next level of excellence.

The term GBS is often interpreted loosely, including putting too much emphasis on low-cost, backroom operations and not enough on leading the business. There is a right way to execute GBS, as witnessed by incredibly successful Fortune 100 companies, including Procter & Gamble, which invented the term.

That model has now been encapsulated into five areas – Foundation, Operations Management, Service Management, Transformation and Leadership. Training and certification is offered by industry leading senior executive practitioners.

## **Why do Professional GBS™ certification?**

This is a first-of-its-kind opportunity to certify your organizations to deliver up to 50% cost reductions, 3x the value creation and double the agility using GBS.

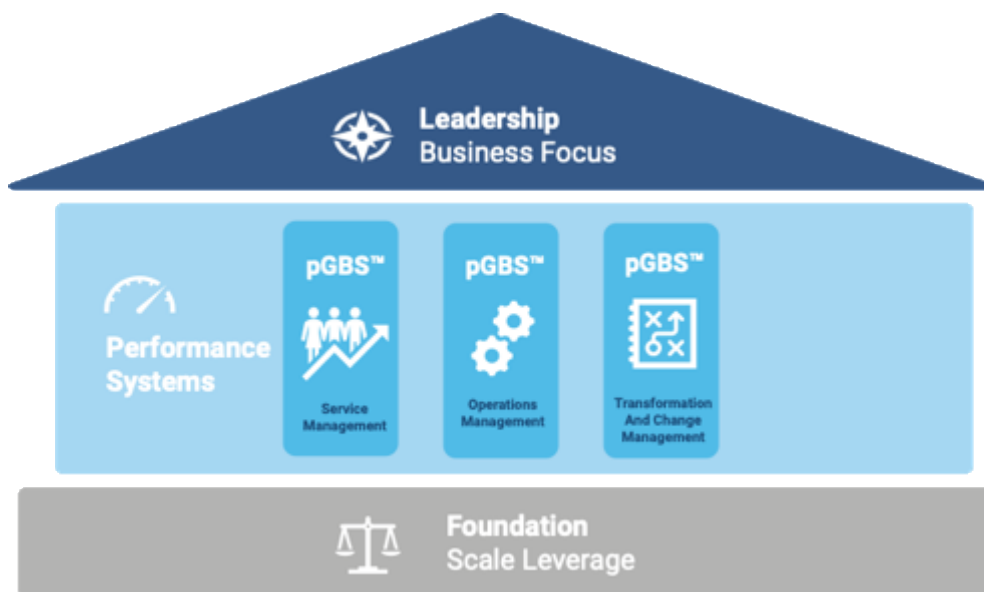
The GBS industry will almost double to \$111bn by 2025, but failure rates continue to be high. There is a need for disciplined execution.

Inixia brings the best methodology from highly successful companies like P&G, delivered by exceptionally experienced industry operational leaders.

# Courses Offered

1. **P-GBS™ Foundation**
2. **P-GBS™ Service Management**
3. **P-GBS™ Operations Management**
4. **P-GBS™ Transformation Management**
5. **P-GBS™ Leadership**

Completion of all training modules leads to the Certified Business Services Institute Professional™ BSIP™ Designation



A pre-requisite for all GBS Training Modules is the GBS Foundation pack. This essential course introduces the GBS concept, terminology and processes. This course is free of charge in its online for- mat or can be incorporated into in-person training courses for Clients.

At the layer above the foundation is the Performance Systems training modules. There are three pillars here - GBS Service Management, GBS Service Operations and GBS Service Transformation.

The "roof" above the three pillars is the overarching GBS Strategic Leadership pack.



# Professional GBS™ Course Curriculum

## Foundations

GBS Overview (Maturity) (FO101)  
GBS Initial Implementation (FO102)  
GBS Processes (OM, SM, etc.) (FO103)



## Service Management

GBS Service Fundamentals (SM201)  
GBS Service Design (SM202)  
GBS Service Strategy (SM203)



## Operations Management

Operations Planning (SO201)  
Operations Control (SO202)  
Continuous Process Improvement (SO203)



## Transformation Management

Automation / Digital (ST201)  
Opportunity Assessment / Future State (ST202)  
Executing Transformations (ST203)



## Leadership

GBS Operational Leadership and Strategy (SL301)  
Continuous Improvement Strategy (SL302)  
GBS Future Strategy (SL303)



Certification is provided upon completion of each of the five course packs.  
Completion of the five course packs results in Certified Business Services institute  
Professional

# Professional GBS™

## Foundational Course Overview



### FO- Pack

**Suitable for:** All stakeholders, professionals, managers Inixia Professionals

The GBS Foundation covers all the areas of knowledge that form the basis of GBS Practice. This includes an overview of what GBS is, how it is implemented and how to set up strong processes and operating models.

#### This topic has 2 main goals:

- To establish a common framework and language. This is important since even among practitioners of GBS, there doesn't exist much common language.
- To help GBS leaders gain from creating a Professional GBS Standard execution. A Professional GBS model easily delivers 3X the business value of home-grown GBS variants. This is why all professional fields tend to have standard conceptual models e.g. legal, medicine or manufacturing.

GBS Foundation also provides a sense of the scope and range of what GBS is, why it is valuable and how to target a motivating and compelling end state vision.

#### The following 3 areas are considered core and will be covered in detail:

- **GBS Overview:** which includes the Business Case for GBS, the History of GBS and an explanation of how the GBS model works.
- **Initial Implementation:** which covers possible Business Models and Operating Models for GBS, including Client Management, Service Management and Operations Management.
- **Deeper introductions** into the roles of responsibilities of Service Management versus Operations Management.

#### Key questions addressed include:

- What are the industry standard Professional GBS design elements and language?
- How can you get 3-5 times more value from GBS?
- How to make a strong business case for a high powered Professional GBS setup?

# Professional GBS™ Service Management Course Overview



**SM- Pack (FO pack required)**

**Suitable for:** Team leaders, Change leaders, Mid-level Managers

GBS Service Management covers all aspects of defining, building and running Services for the business. These topics are critical for running an effective, efficient service organization. This course uses the brand building framework of Who we serve, What we do and how we meet the business need and teaches how to focus on value delivery.

**The following 3 areas are considered core and will be covered in detail:**

- **Service Fundamentals:** which includes an explanation of Running (GBS) as a Business, The Service Management Role and The Brand Building Framework.
- **Service Design:** includes an overview of various aspects of Service Catalog Design, Service Fundamentals Design and the definition of the Customer and the User groups.
- **Service Strategy:** Focuses on the definition of a strong service strategy (Where to play, How to Win, Vehicles, Roadmap and Financials), Client and User Understanding, Joint Business Plans & Business Engagement Management, Service Pricing & Allocation and Benchmarking.

**Key questions addressed include:**

- What structures and designs are needed to run GBS Services as a best-in-class business as opposed to an internal function?
- How to finally address the matrixed roles of process owners, business units, functions and users?
- How to pick the best financial unit pricing and pricing model to offer the best combination of low cost and high business innovation?

# **Professional GBS™**

## **Operations Management**

### **Course Overview**



**OM- Pack (FO pack required)**

**Suitable for:** All stakeholders, professionals, managers

GBS Operations Management covers a range of knowledge areas that result in the creation and management of efficient processes to deliver an organization's product or service.

**The following 3 areas are considered core and will be covered in detail:**

- Operations Planning: which includes defining Objectives, defining-Measures, Process Documentation & Effort estimation.
- Operations Control: which covers Daily Management & Incident Management.
- Quality Management: that will address Problem Analysis, Corrective Actions & Continuous Improvements.

**Key questions addressed include:**

- What are the core elements of skills, processes and designs needed to deliver best-in-class operations?
- How to hit the ground running and onboard new work from the company into GBS?
- How to drive consistent and reliable continuous improvement in operations across customers, GBS professionals and vendors?

# Professional GBS™ Transformation Management Course Overview



**TM- Pack (FO pack required)**

**Suitable for:** Team leaders, Change leaders, Mid-level Managers

GBS Transformation covers all areas of knowledge related to organizational transformation projects. From identifying opportunities ripe for transformation, to being able to manage projects and successfully deliver on the objectives, all key concepts are discussed.

We will also cover important technologies that are key to automation and Digital Transformation efforts.

**The following 3 areas are considered core and will be covered in detail:**

- **Automation / Digital:** explains what Digital Transformation is and discusses elements of Digital Platforms.
- **Opportunity Assessment:** covers ways to identify services & processes in organizations that could benefit greatly from transformation initiatives. Also discusses techniques for driving incremental improvements as well as breakthrough innovations.
- **Executing Transformation:** includes discussions on setting up a Transformation Program, managing projects, and managing change across the enterprise.

**Key questions addressed include:**

- How to sort through the confusing technology options for process automation and pick the right tool for the right job in GBS?
- How to figure out the total opportunity for improvement using automation and to execute against it successfully?
- How to master the transformation of business processes and organizations – both within GBS and in the business units?



# Professional GBS™ Leadership Course Overview



**L- Pack (FO pack required)  
Suitable for: Leaders and Above**

GBS Leadership covers all aspects of GBS Leadership & Strategy, continuous improvement & future state strategy for GBS. It will explain several concepts that are critical for running an effective, efficient GBS organization.

**The following 3 areas are considered core and will be covered in detail:**

- **Operational Leadership & Strategy:** which includes an explanation of end state back strategy, roadmap to get to Stage 4 GBS and how to design the GBS operating model.
- **Continuous Improvement Strategy:** covers end-to-end process re-engineering, intelligent process automation, how to integrate IT and GBS functions. Finally, we include a section on Analytical Business operations.
- **Future State Strategy:** includes Stage 4 GBS and Digital transformation, the '5E Model' to set up Future state and how to manage Stage 4 organizational change.

**Key questions addressed include:**

- What are the strategies and techniques top GBS leaders use to create the right support systems at board and CEO levels for a big GBS role?
- How to craft strategies and designs for GBS to become and then remain consistently best in class in delivering services, value and innovation to the business?
- How your GBS organization can become the transformation engine of the whole company, combining emerging technologies, cutting edge process design and highly qualified organizations?

# Program Timeline

Course	Description	Hours
Foundations	GBS Overview	2
	GBS Initial Implementation	2
	GBS Processes	2
Service Management	GBS Service Fundamentals	4
	GBS Service Design	4
	GBS Service Strategy	4
Operations Management	Operations Planning	4
	Operations Control	4
	Continuous Process Improvement	4
Transformation Management	Automation / Digital	4
	Opportunity Assessment / Future State	4
	Executing Transformations	4
Leadership	GBS Operational Leadership and Strategy	3
	Continuous Improvement Strategy	3
	GBS Future Strategy	3

# Additional Information

## Key Facts

- **Format:** On-line sessions
- **Profile:** From associate to executive levels in any company
- **Length:** 15 Courses 50+Hrs time investment
- **Language:** English
- **Participants:** International business community, an international class and a worldwide class faculty composed of industry founders and experts
- **Inixia certification:** offered to help develop personal value of attendees for company and personal benefit

## Target

### Who should attend these courses?

Anyone who works in or with Shared Services, including:

- GBS management
- Center Management
- Senior Managers
- Team Leaders
- Change Leaders
- Mid-Level Managers
- Process Owners
- Junior Managers
- GBS Associates
- Operations Staff

## Custom Programs

Inixia also works with clients on 'a la carte' basis, creating tailor-made courses by leveraging modules from across pillars to suit different organizational needs and levels.



# Our Partnerships

We partner with world class educational institutions and professional organizations to deliver professional development programs across the world.



**DANIELS**  
COLLEGE OF BUSINESS  
UNIVERSITY *of* DENVER

**MP** POLITECNICO DI MILANO  
GRADUATE SCHOOL OF BUSINESS

**sson** | THE WORLD'S LARGEST SHARED  
SERVICES & OUTSOURCING NETWORK

 **inixia**

# What

Building of personal and organizational competencies needed for business transformation

# Why

To create higher order value beyond professional operations

# How

Through acquisition of *Professional GBS™* knowledge, skills, and advisory services



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