

Professional GBS®

Strategic Sourcing



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How to Best Source Your GBS Work

If you are in the process of setting up or optimizing any sourcing of work – whether in-house offshore locations, outsourcing work to vendors, or fine tuning the mix of where to get which work done, then this pillar will be of value.

Pillar Overview

The intent of this pillar is to help organizations that are trying to make decisions about where to do GBS work. This could be about establishing owned offshore locations, to re-site internal company work or start a new one, or moving the work to outsourcing vendors.

This module helps companies take a systemic approach to sourcing GBS work. While the initial question may be narrow (i.e., only one of the many listed below), the optimal answer may require clarity on the overall sourcing strategy (i.e., the answer to all the questions below).

- ▶ How to choose between owned service centers and third-party outsourcing?
- ▶ What is the best offshore location for me? And one or multiple?
- ▶ How do I successfully start up an offshore Global Capability Center (GCC) in country X?
- ▶ What work should be in scope for offshore locations or outsourcing?
- ▶ What is the best outsourcing vendor for a specific GBS service?
- ▶ How do I deal with issues such as attrition of labor in offshore locations?
- ▶ How do I address excess resourcing in high-cost countries because of offshoring?
- ▶ How do I build up capability for value creation in offshore locations?

The outcome of this pillar is a clear strategy and plan of action regarding how all such work-sourcing decisions are made. Specifically, in-house vs. Business Process Outsourcing (BPO) vendor decisions, selection of best fit BPO partner, contract negotiation and structure and criteria. This also includes how to choose the right locations, based on what criteria, and how to best start up service centers and transition the work successfully.



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Why It Matters

A *Professional* GBS sourcing framework is critical because **over two-thirds of all GBS decisions regarding offshore service centers or BPO vendors are tweaked within the first couple of years.** Also, these are critical levers for lower operating costs through salary arbitrage and scale.

That's because these questions must be answered in your specific organization's context. In other words, instead of answering a generic question like "What is the best offshore center location among India, Philippines, and Malaysia?" the better question is "Which choice of offshore location among India, Philippines, and Malaysia will maximize GBS value creation in concert with tactics for organization change management, automation, use of BPO vendors and leading process transformation." The former question provides a siloed response, whereas the latter provides the strategic approach for systemic ongoing value creation.

The best GBS sourcing strategies are done by bringing together three elements – i.e., the internal company GBS strategies, the external raw data on offshore locations and vendors, and the best practices to make outsourcing and offshoring successful. Our workshopped approach does this best.



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Inixia's Approach

Inixia's approach to GBS' exponential value creation is the gold standard in the industry. **Our founders were the first in the industry to extend GBS' mandate from process operations to business model innovation, and their model is now used worldwide.**

DESIGN OF DELIVERABLES:

3 Workshops of 3 hours each:

WORKSHOP 1 – FRAMEWORK

The first workshop focuses on contextualizing best-in-class tools and setting success metrics and measures. The workshop covers the different options to source GBS work (e.g. in-house, outsourcing, etc.) and the pros and cons of each. It will also tackle the most common pitfalls in each of these options and how to avoid them. By the end of this workshop, participants will have a clear grasp of the criteria for deciding which sourcing option to use at which point.

WORKSHOP 2 – LANDSCAPE

The second workshop realizes the tools acquired in the first workshop to address data collection needs for the current state of your GBS work and expands to include the maturity of standardization, automation, GPO ownership, and service management. This workshop will also prepare participants to identify the work to transition. **The workshop will bring clarity on objectives and organization structure to lead to specific options for sourcing.** By the workshop's conclusion, participants will successfully design the best strategy fit for their GBS service(s), supported by industry data.



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WORKSHOP 3 – EXECUTION

The final workshop defines the preliminary roadmap for implementation. **It will bring together service data and external information to create a sourcing strategy.** Leveraging *Professional* GBS templates, participants will charter and set goals for specific projects on offshoring or outsourcing. They will **learn to define the initial roadmap, with critical milestones and potential risks and ultimately set up success criteria, KIPs, & next steps.**

- ▶ Follow-up office hours and feedback sessions, max of 8 hours, provided in 1-hour sessions. These can focus on aspects of the execution, coaching on the job to the team, or any elements deemed important.
- ▶ Tools and templates, provided in written/designed form customized to the specific situation, for immediate applicability and use.

Elapsed Duration

The duration of the engagement not to exceed a total of 1 month. This is driven by the specific work-group's goals and could be flexible. We recommend that the sourcing strategy work be completed in as condensed a timeframe as possible to maximize momentum and dedicated decision-making.



Cohort Design

The natural service work group comprising GBS leadership across various services, GBS Finance and Human Resources, and representatives of business stakeholders and clients. **The ideal cohort size would be about 10-15 people.** It is possible to have input providers come in for parts of the process to adequately represent their needs.

Scope

The outcome of this pillar is at two levels: **a) an overall GBS sourcing strategy and plan for the full organization and all services, and b) a specific charter for an individual sourcing option** (e.g. BPO outsourcing or an offshore center setup). This design will be made for a defined size and scope of GBS activity (i.e. specific FTE's and selected functional services).



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Who Should Attend

The intended attendees are senior GBS leaders who will own the sourcing strategy. This is true for both large and small GBS organizations. The workshops should include three constituent representatives – **a) GBS Leadership team members who can own the strategy, b) GBS Service Category leaders whose organizations own the work in scope for offshore or outsourcing, and c) Enabling capability leaders, including GBS Finance and GBS HR.** We recommend that this design work be done ideally at an overall GBS level. This avoids sub-optimal sourcing decisions, which can restrict longer-term systemic sourcing potential.

The pre-requisite training for this is, at a minimum, an executive-level overview of *Professional* GBS certification. This could be either the full master's training or a one-day executive overview of *Professional* GBS.

The Inixia Team

The Leading Business Transformation program is **led by Global Industry Leaders, each with over 20 years of experience successfully developing, leading, and driving high-impact transformation projects in Fortune 20 companies.** These projects ranged from multi-million-dollar process transformations and innovations to billion-dollar global acquisitions and divestitures.



Filippo Passerini
Co-Founder and President



Tony Saldanha
Co-Founder and CEO



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Pricing

The pricing per cohort is \$60,000

How to Enroll

To learn more about how Inixia can partner with you on building new business capabilities, email us at information@inixia.com

information@inixia.com

Contact Us

To learn more, contact us at

information@inixia.com



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Adoption Services

Inixia offers 7 customized trainings designed to help individuals, leaders, and organizations fully adopt the skillset, mindset, and toolset to transform their business process operations.



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What Sets Us Apart

Inixia offers best-in-class training led by best-in-class instructors. But don't just take it from us.

We've worked with dozens of Fortune 500 companies.

MCKESSON



MARS



adidas



sanofi



Walmart



And this is what they have to say:

“All the [Inixia] facilitators are professional executives who have gone through transformation themselves and shared their own experiences.”

Maria Necita “GiGi” B. Geronimo General Manager

“ From redesigning the SSC organizational chart to fostering exceptional people management and implementing effective service management practices, [Inixia] provides professionals with the knowledge and tools necessary to drive operational excellence.”

Euclides Santos – CFO, CLA CliftonLarsonAllen LLP

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