



Global Business Services: The Shift Leaders Can't Ignore

Global Business Services is at an inflection point. What started as a cost and efficiency model has become something far more strategic.

GBS today is an integrated enterprise delivery model that brings Finance, HR, IT, Procurement and increasingly front-office capabilities under one governance framework.

Without a clear strategy, organizations fall into an efficiency trap. Functions optimize locally, technology fragments, and end-to-end accountability disappears.

The companies getting real value from GBS have made a deliberate shift. They treat GBS as a strategic engine, not a shared services function.

Scope Expansion Is the Signal

GBS is no longer confined to back-office work. Leading organizations are among other things, expanding into:

- Customer Care, with centralized, multi-channel support and global brand consistency
- Marketing Services, managing digital campaigns, content, and analytics at scale
- Project as a Service, deploying project and program talent on demand

This is the moment where GBS becomes a **value center**, not just a cost center.

Location Strategy Is a Design Choice

The future GBS model is not global hubs versus regional centers. It is both.

Global Capability Centers, particularly in India, provide scale for digital transformation, analytics, and automation. Regional centers provide market proximity, language capability, and follow-the-sun support. The winning model is hub-and-spoke. Global standards combined with local relevance.

Talent and Delivery Must Evolve Together

As GBS moves up the value chain, talent becomes the constraint. Transactional models will not attract skills in AI, data, or digital marketing. High-performing GBS organizations offer borderless careers, clear purpose, and a strong One GBS identity.

Delivery models must remain flexible. Insourcing through GCCs protects strategic capability and intellectual property. Outsourcing through BPO partners absorbs transactional and seasonal demand. This balance creates agility without losing control.

The Real Transformation Happens in Processes

The hardest shift is organizational. Moving from functional silos to end-to-end process ownership is what unlocks scale and digitalization.

Empowered Global Process Owners define and govern processes across the enterprise. Business Process Organizations execute against those standards with discipline and transparency.

GBS maturity is no longer measured by cost savings alone, but by value arbitrage, process alignment, and digital enablement.

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