

End2End Process Transformation - GBS: The Natural Orchestrator

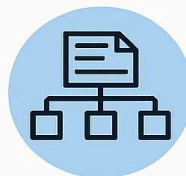
End2End Process Transformation: Why is GBS the Natural Orchestrator to lead and achieve this transformation ?

End-2-End GBS Natural Orchestrator



Cross-Functional Reach
GBS scope across functional silos

Scale and Standardization
Engine for enterprise-wide consistency



CoE Ecosystem
Hubs for automation, CI, data & analytics

Outcome Orientation
Accountable for end-to-end performance



Moving to an end-to-end (E2E) Process model requires clear process ownership, standardized global processes, enabling technology, data readiness, and change capability.

A mature GBS is well-placed to orchestrate this shift because it already combines cross-functional delivery, governance, and scale to drive standardization, automation and continuous improvement.

Why is GBS the Natural Orchestrator?

The capabilities are there for what it matters

a) Cross functional Remit

GBS already spans Finance, HR, Procurement, IT - enabling coordination across handoffs.

b) Scale & Standardization

GBS can enforce global standards and consolidate platforms to reduce duplication.

c) Centralized_analytics & CoEs

GBS typically hosts automation, analytics and process improvement CoEs needed to execute E2E change.

d) Governance vehicle

- GBS provides the governance forum to operationalize GPO decisions and manage SLAs.
- GBS combines authority, capability and scale to translate executive strategy into operational change, making it the logical owner of E2E transformation.

Practical phased approach (high level)

- Select pilot E2E process (high value, cross-functional).
- Appoint GPOs and sponsors; map current state using process mining and workshops.
- Define target state, KPIs and technology enablers (workflow, RPA, analytics).
- Pilot redesign + automation; measure impact and refine.
- Scale with governance, CoEs and capability build; embed continuous improvement loops.

Risks and mitigations

- Resistance from business units: mitigate with clear mandate, benefits case and local exceptions policy.
- Poor data quality: invest early in master data and event-log hygiene before heavy automation
- OverCentralization: retain local flexibility where regulation or customer needs require it; use GPOs to manage exceptions.