



Certified GBS
Professionals

A programme from

 The Hackett Group

 CIMA

CERTIFIED GLOBAL BUSINESS SERVICES PROFESSIONALS

PROGRAMME OVERVIEW

About our programme

Our Certified Global Business Services Professionals programme can help GBS organisations take their talent to the next level. We offer:

- A unique programme truly customised to GBS talent development at all levels.
- Globally relevant content designed to develop future-facing GBS competencies.
- A user-oriented learning experience: flexible, open entry, self-paced online learning with immediate application to the workplace.
- A rigorous, globally recognised qualification grounded in world-class insights, benchmarks and best practices.

Why is world-class GBS important?

Without proper talent management, it is difficult to realise these potential gains in efficiency, effectiveness and capabilities.

Average initial savings over baseline costs

35%



World class

20%



Peer group

% rated as effective in delivering high quality services

100%



World class

49%



Peer group

Average annual recurring savings



+40%

World class

Source: Global Business Services Performance Study, The Hackett Group, 2015

Developing world-class GBS talent

More and more, the success of your GBS organisation depends on the knowledge and capabilities of the employees who staff your shared services or GBS centres.

World-class GBS organisations recognise this connection and invest significantly more in workforce training and education than peer organisations.

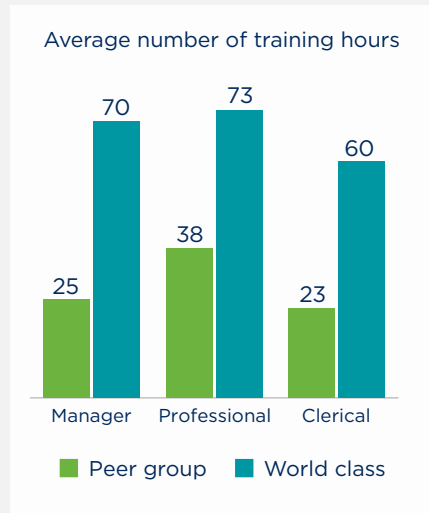
The Chartered Institute of Management Accountants (CIMA) and The Hackett Group have created three unique and certified courses to address the growing need for career development, as well as creating knowledgeable and flexible shared services and GBS talent.

The Certified Global Business Services Professionals (CGBSP) programme blends CIMA's global professional development accreditation capabilities with The Hackett Group's GBS best practices knowledge, benchmarking data and intellectual property proven to drive world-class performance. The result is a robust, multi-level learning curriculum that develops GBS competencies in three key areas:

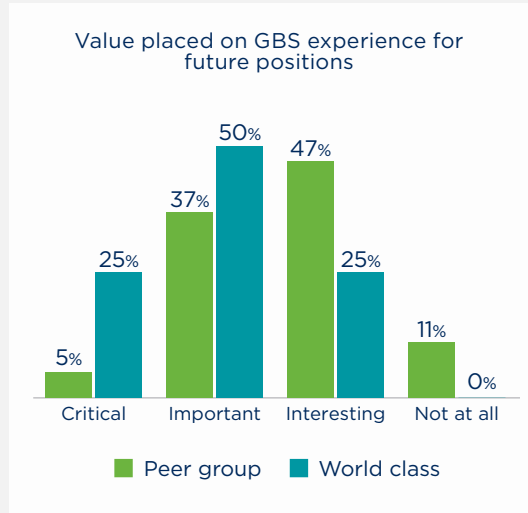
- Service delivery
- Service management
- Transformation management

World-class organisations place a major emphasis on training and education

World-class GBS centres invest significantly more in training their workforce than peer organisations



World-class GBS organisations place higher value on GBS experience than peer organisations



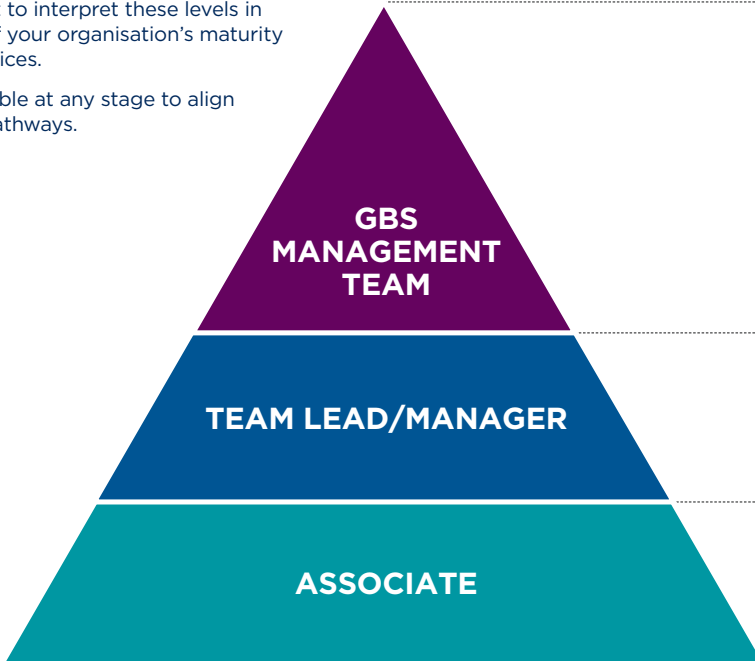
Note: world class is defined as in the top quartile in both efficiency and effectiveness measures.

Source: Global Business Services Performance Study, The Hackett Group

Individual certifications aligned to career stages or experience

It is important to interpret these levels in the context of your organisation's maturity in shared services.

Entry is available at any stage to align with career pathways.



Use this self-assessment tool to determine the right level of study for your employees:
www.cimaglobal.com/gbswheredoistart

Advanced Diploma ADGBS

A current leader of a GBS organisation (typically consisting of several leveraged centres, and/or outsourcing contract relationships), GBS centre, or one of the members of the GBS organisation's senior management team.

Diploma DGBS

Either a mid-level manager running a process work team within a leveraged centre, or a senior associate within a leveraged centre preparing for a role as a manager.

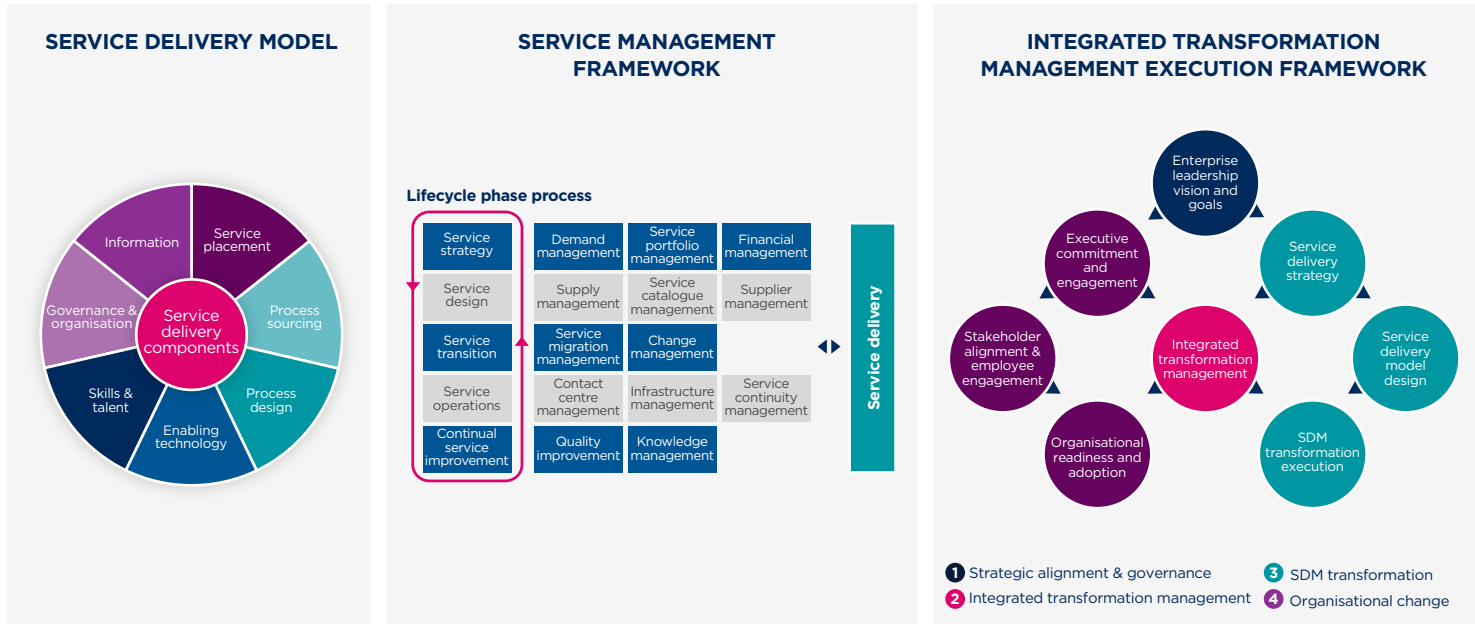
Certificate CGBS

Associate performing transactional or knowledge-based work

“ We've been looking for a structured training programme to provide consistency across our own functional teams and to provide support around career development and ensure knowledge is shared, understood and kept up to date. CIMA's GBS qualification has delivered this to us and will help realise the value a business service centre creates to help Sodexo to deliver excellence in customer service across the areas we support. ”

Lee Brittain, Director of Business Shared Services, Sodexo UK and Ireland

Competencies are developed around three foundational frameworks



And these are structured across the GBS life cycle:



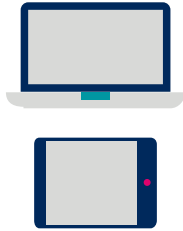
A self-guided learning experience

The Certified Global Business Services Professionals (CGBSP) programme is wholly tailored to the GBS function and designed to be studied in a flexible style to suit the needs of the business and individual. The courses are complemented by access to the Knowledge Centre, an information portal with access to further learning resources including up-to-date GBS thought leadership and research.

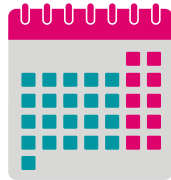
Each level within the Certified GBS Professionals programme consists of two parts: initial certification and lifelong learning. The courses are designed for maximum flexibility in terms of individual learning style and pace whilst maintaining the assessment rigour of a best practice qualification, using a single professionally invigilated exam to test learning and application of knowledge.



Course text books
(for certificate-level
only).



Flexible
online learning.
24/7 availability.
Access anywhere.



Self-guided pace.
Fits around
business cycles
and projects.



Course can be
completed in
3-4 months.



Computer-based
objective test
exams at over
5,500 worldwide
centres.



Individual
certificates issued
after completion.

Lifelong learning opportunities delivered through our Knowledge Centre providing online access to case studies, decision frameworks, GBS performance data, webcasts and GBS research

How will my organisation and employees benefit?

BENEFITS

TO THE ORGANISATION

- Delight your customers through a deeper understanding of their needs, and enable higher satisfaction rates.
- Increase your organisation's agility to respond effectively to change.
- Create clear development paths for top talent and provide ongoing learning at every level.
- Build a core foundation of knowledge and skills around key best practices, performance metrics, stakeholder management and control frameworks in use at leading multifunctional GBS organisations.

TO THE EMPLOYEE

- Broaden perspectives beyond basic processes through a wider understanding of the customer and business issues.
- Acquire a professional, globally recognised qualification and open up a clear career path with defined developmental stages.
- Enable application of best practice knowledge to gain recognition from peers and management.

“ It took me three months to study the syllabus and pass the exam; overall, I found the textbook easy and enjoyable to read. From an exam perspective it was straightforward to schedule the exam at a time and place that suited me and the length of the exam was just right for the number of questions.

Overall I have thoroughly enjoyed the whole experience and would encourage other companies to offer this development opportunity for their employees. I give it a big thumbs up for the shared services industry and look forward to the launch of subsequent levels of qualifications.”

Carolyn Bywater, ACMA, CGMA

Back Office Manager – Shared Services, Business Support Group, Yorkshire Water Services Ltd (Kelda Group)

Global Business Services – summary of training by level

GBS Management Team (Advanced Diploma)	Strategic excellence					
	Strategic alignment <ul style="list-style-type: none"> GBS strategy Vision and mission Goals and objectives 	Information <ul style="list-style-type: none"> KPIs Information, reports and dashboards 	Service placement <ul style="list-style-type: none"> Best practice service models Scope expansion 	Process sourcing <ul style="list-style-type: none"> Location strategy Sourcing strategy BPO partnerships 	Service management <ul style="list-style-type: none"> Service strategy Service design Service operations Continuous improvement 	Transformation management <ul style="list-style-type: none"> Assessment Design Implement Optimise Programme and change management
Team Lead/ Manager (Diploma) Covering: Finance HR Procurement IT	Operational excellence					
	Strategic alignment <ul style="list-style-type: none"> GBS operations GBS models & scope Objective setting 	Information <ul style="list-style-type: none"> SLAs and OLAs Target setting 	Service placement <ul style="list-style-type: none"> Service placement trends Monitoring and achieving targets 	Process sourcing <ul style="list-style-type: none"> Captive and outsource Location selection Site build-out 	Service management <ul style="list-style-type: none"> Service management Customer satisfaction Business continuity planning Continuous improvement techniques 	Transformation management <ul style="list-style-type: none"> Baselining and opportunity assessment Business cases Optimisation Change management Transition support
Associate (Certificate)	Foundational execution excellence: GBS controls, tools & techniques					
	GBS models <ul style="list-style-type: none"> History of GBS Drivers of GBS Captives, on/off shore, BPO Business case for GBS 	GBS governance <ul style="list-style-type: none"> Governance structures Costing and pricing models Change enablers Governance of staff and data 	GBS service management <ul style="list-style-type: none"> Process mapping Standardising processes GBS stakeholders Service delivery management 	Performance improvement <ul style="list-style-type: none"> Project management Service level agreements KPIs and benchmarking 4C model and Six Sigma 		
Finance <ul style="list-style-type: none"> Order to cash Bank to Treasury Purchase to pay and T&E Account to report Business report to filing 	Human resources <ul style="list-style-type: none"> HR services within a GBS HR support of change & business performance Role of HR in developing staff HR processes and activities 	Information technology <ul style="list-style-type: none"> Main elements of IT systems Main activities in IT planning Key IT project activities Main activities in IT operations management 	Procurement <ul style="list-style-type: none"> Basic procurement processes and activities Strategic sourcing activities Tactical procurement processes and activities 			

Certified GBS Professionals – Knowledge Centre
Online access to: decision frameworks, case studies, GBS performance data, webcasts and GBS research

Certificate in Global Business Services (CGBS)

SYLLABUS CONTENT

Assessments are designed to test deep knowledge of each topic area and **go beyond desk instructions**.

Generic GBS controls, tools & techniques	A	Understanding global business services in the context of globalisation, different operating models and the services mix.	10%
	B	Understanding governance structures and operating models. Costing and pricing of services. Change issues. Data ownership and risk.	10%
	C	End-to-end process mapping and efficiency. Standardisation. Stakeholders and service management. Qualitative service considerations and other customer measures.	15%
	D	Tools applied in global business services including SLAs, KPIs, project management, continuous improvement, defect management, Six Sigma and benchmarking.	15%
Service specifics	E	Understanding the full range of end-to-end finance processes. Providing decision support and traditional finance operations.	20%
	F	Planning, analysing and reporting workforce metrics. Process compliance and control. Supporting a range of HR activities including recruitment, payroll and benefits processes. L&D support.	10%
	G	Approaches used to manage hardware, software and information systems. Management of IT planning, projects and ongoing IT operations.	10%
	H	Understanding supply chain fundamentals including sourcing, category and contract management. Compliance and disputes. Stakeholder management.	10%

BROAD PERSPECTIVES

Diploma in Global Business Services (DGBS)

Strategy and information	A	GBS operations in the context of business strategy, GBS models and best practices	25%
	B	GBS objectives, developing SLAs & KPIs and explaining requirements for GBS reporting	
Placement and process	C	Placement of services (corporate, shared services, business units, etc.)	25%
	D	Strategy for captive vs. outsourced sourcing, location selection and site build-out	
	E	Process designs, SOPs, process & technology migration and improvements	
Organisation and governance	F	GBS staffing, developing teams and people capabilities	25%
	G	Developing organisation models and detailed organisation charts	
	H	Governance models and accountability	
Service and transformation management	I	Service management, pricing, managing supply & demand, talent management, continuity management and continuous improvement	25%
	J	Transformation management strategy, stakeholder management and transformation projects	

Advanced Diploma in Global Business Services (ADGBS)

Strategic alignment	A	Development of a strategy, vision, goals and objectives for GBS aligned to business strategy	25%
	B	Setting GBS objectives, developing KPIs and explaining requirements for GBS reporting	
Service delivery - placement and process	C	Placement of services - corporate, shared services, business units, etc.	25%
	D	Location strategy, location selection and evaluating sourcing options	
	E	Process designs, controls framework, process & technology migration and improvements	
Service delivery - organisation and governance	F	GBS staffing, competencies and skills, training and talent management	25%
	G	Development, design and roll-out of the GBS organisation model	
	H	Design and implementation of GBS governance and process ownership	
Service and transformation management	I	Service strategy, service design, service operations and continuous improvement	25%
	J	Transformation management, programme and change management plans	



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The Hackett Group and the Chartered Institute of Management Accountants (CIMA) have jointly established the Certified Global Business Services Professionals programme. Together, they are addressing the need to provide clear, consistent and structured professional certification, talent development and lifelong learning for the global business services (GBS) and shared services sector. The unique and pioneering programme combines the strengths of CIMA's global professional development accreditation capabilities with The Hackett Group's GBS best practices intellectual property that defines how to achieve world-class performance. Rooted in the proven best practices that underpin the professional skills and knowledge needed to achieve and maintain world-class performance standards, the programme offers recognition and accreditation in the form of global designations for world-class multi-discipline GBS organizations, complemented by current research and lifelong learning.

CIMA is the world's largest professional body of management accountants. CIMA helps businesses succeed by harnessing the full power of management accounting. Since inception in 1919 we have grown to span 179 countries with a global population of over 228,000. We provide continuing professional development services, fund academic research, develop thought leadership, maintain a code of ethics for members and monitor professional standards. In 2012 our joint venture with the AICPA created the global CGMA designation.

The Hackett Group (NASDAQ: HCKT), an IP-based global strategic business advisory consulting firm, is a leader in best practice advisory, benchmarking, and transformation consulting, and assists GBS clients in all aspects of their transformation. The Hackett Group's insights are fact based, from over 11,000 benchmarks with 4,500 major corporations and government agencies, including 93% of the Dow Jones industrials, 86% of the Fortune 100, 87% of the DAX 30 and 52% of the FTSE 100.

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