



Playbook: Integrating Work From Home (WFH) in the Global Business Services (GBS) Delivery Model

Catalyst™

Playbook – June 2020: Complimentary Abstract / Table of Contents

Note: “Captive”, “Global In-house Center,” “GBS”, and “Shared Services Center” are interchangeable terms that describe the capabilities of an offshore/nearshore location to support corporate and business functions

Our research offerings for global services

▶ Market Vista™ Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available	
▶ Application Services	▶ Human Resources
▶ BPS Banking & Financial Services	▶ ITS Banking & Financial Services
▶ BPS Healthcare & Life Sciences	▶ ITS Healthcare
▶ BPS Insurance	▶ ITS Insurance
▶ Catalyst™	▶ IT Services Executive Insights™
▶ Cloud & Infrastructure	▶ ITS Life Sciences
▶ Customer Experience Management Services	▶ Locations Insider™
▶ Data & Analytics	▶ PricePoint™
▶ Digital Services	▶ Procurement
▶ Engineering Services	▶ Recruitment & Talent Acquisition
▶ Enterprise Platform Services	▶ Service Optimization Technologies
▶ Finance & Accounting	

More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model® reports
- PriceBook
- Virtual Roundtables
- Workshops

Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Membership information

- This report is included in the following research program(s)
 - Catalyst™
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at info@everestgrp.com

Table of contents

Topic	Page no.
Background and methodology	06
Section I: Defining WFH in the next normal for GBS	07
• Change in outlook	08
• Defining WFH	11
• State of adoption of WFH	14
• A blue print for the next normal	15
Section II: The business case for WFH adoption in GBS	16
• Summary	17
• Operating cost savings	18
• Improved talent models	21
• De-risking of locations portfolio	23
Section III: Key aspects for successful WFH integration into the GBS standard delivery model	24
• Summary	25
• Identify the work-mix for remote workforce	27
• Build appropriate technology and real estate infrastructure	29
• Transform talent models	36
• Redefine performance management practices	41
• Strengthen the risk mitigation strategy	44
Section IV: Key aspects for successful WFH integration into the GBS standard delivery model	46
Section V: Use cases for scaled WFH adoption in GBS	48
Appendix	52

Background of the research

Before COVID-19, most Global Business Services (GBS) organizations regarded Work From Home (WFH) as a hard-to-govern delivery model, relevant only for limited services and employees, and typically for Business Continuity Planning (BCP). But COVID-19 has fundamentally altered that perspective

In a post-COVID-19 scenario, we expect WFH to emerge as an imperative for GBS, with more than 50% GBS organizations expected to sustain scaled WFH adoption even after the lockdown measures are lifted. While most GBS organizations have approached WFH opportunistically, they are now trying to understand the business case for scaled adoption, beyond BCP benefits and including factors such as cost and talent proposition

This report is based on Everest Group perspectives from our extensive engagements in the GBS market, including conversations with 50+ GBS CXOs and a survey among enterprise and GBS CXOs, and the Work At Home Agent (WAHA) model implementation in the global services sector

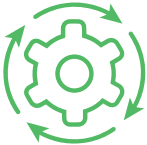
This playbook will guide business leaders on various WFH strategy design and implementation aspects, including:



Definition of WFH and how it fits the next normal for GBS



The business case for WFH



Key action steps for operationalizing WFH



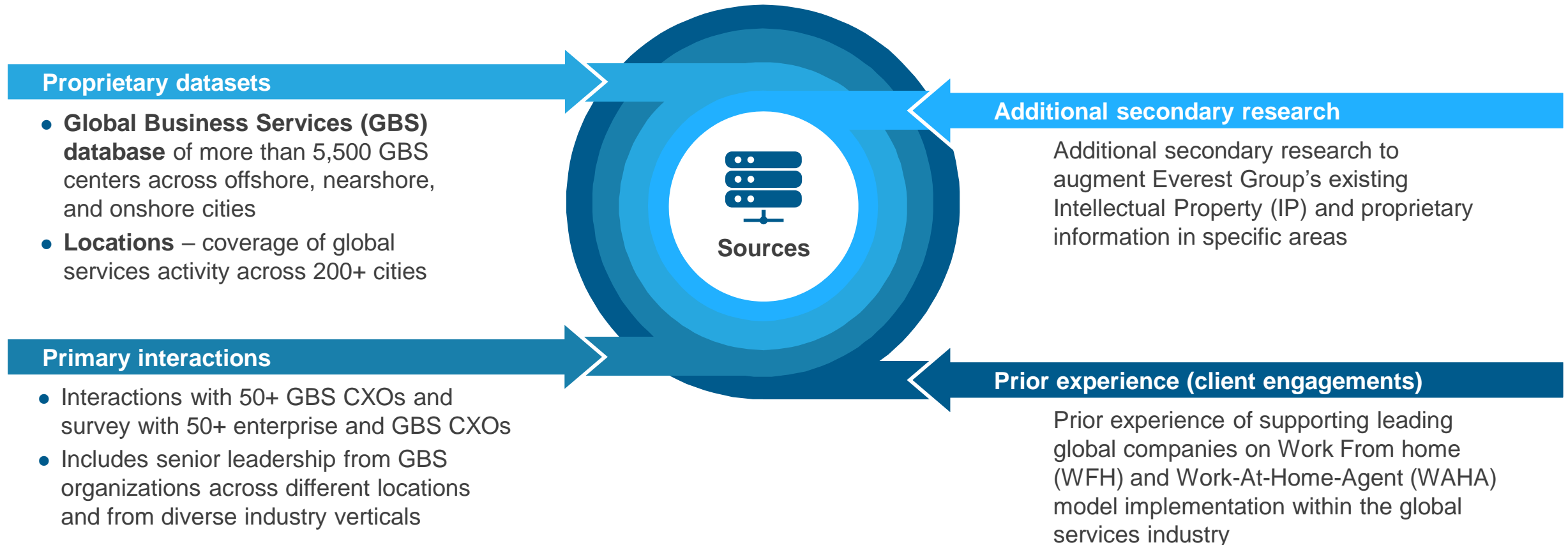
Key challenges and success factors



Use cases for scaled WFH adoption in GBS

Note: The terms “Work From Home” (WFH), “telecommute workforce,” and “remote workforce” have been used interchangeably in this report

We have leveraged multiple sources of information for this research



This playbook will guide business leaders on various WFH strategy design and implementation aspects; below are four charts to illustrate the depth of the report

The business case for WFH adoption in GBS

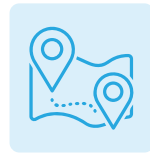
THE BUSINESS CASE FOR WFH HINGES ON FIVE LEVERS



Significant cost savings



Improved talent models



De-risking of locations portfolio

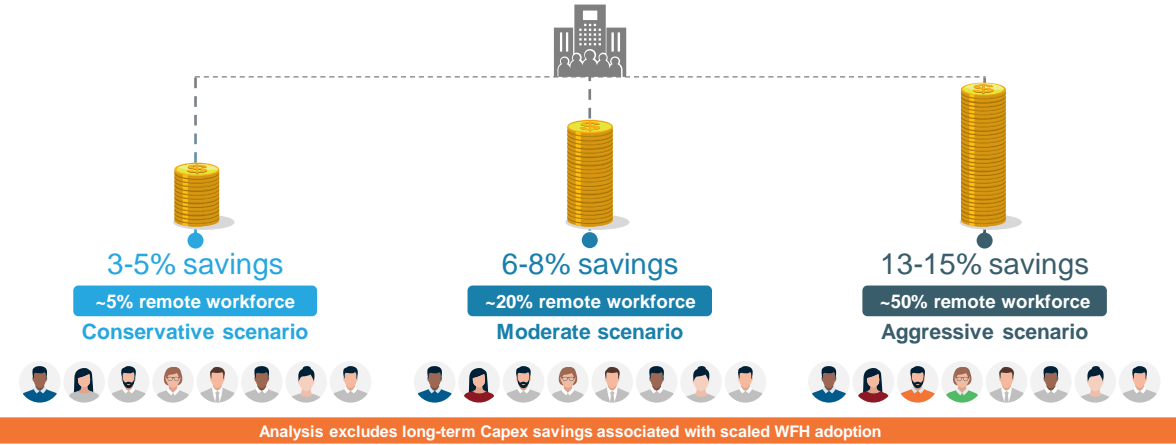


Strengthened GBS value proposition

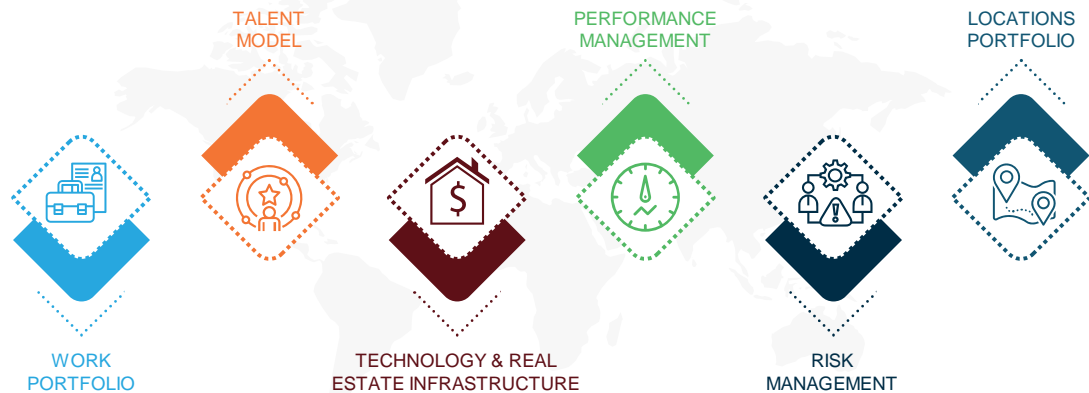


Societal and environmental benefits

Scenario-based assessment of WFH financial benefits

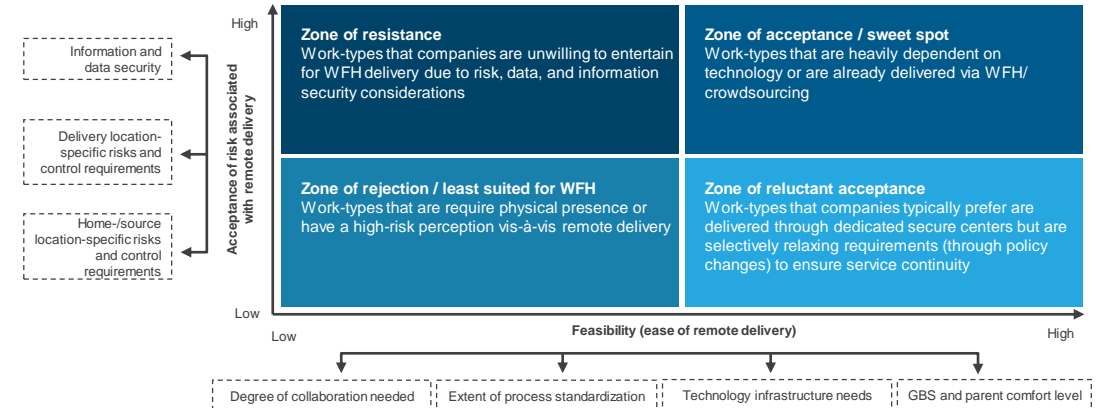


Key aspects for successful WFH integration into the GBS standard delivery model



Identify the work-mix for remote workforce

Everest Group framework for identifying and prioritizing work-types for remote delivery



Research calendar – Catalyst™

Published
 Planned
 Current release

Flagship Catalyst™ reports	Release date
Global In-house Center (GIC) Landscape Annual Report 2018 – GICs Emerging as Innovation CoEs for Global Enterprises	May 2018
Global In-house Center (GIC) Landscape Annual Report 2019 – Enterprises Insourcing IT Services to their GICs	July 2019
GBS State of the Market Report: Evolving Operating and Governance Models to Build GBS of the Future	March 2020
Playbook: Integrating Work From Home (WFH) in the Global Business Services (GBS) Delivery Model	June 2020

Thematic Catalyst™ reports	
How to Drive Revenue Impact Through Global In-House Centers (GICs)	June 2019
Building the Insurance BPS Workforce of the Future	October 2019
Case Studies on Scaled RPA Adoption in GICs	October 2019
Innovative Talent Practices to Build the GBS of the Future	November 2019
Improving the Productivity of the GIC Workforce	December 2019
Global Services Market Pressing Issues in 2020: GBS Perspectives	February 2020
Navigating the Coronavirus Outbreak for Shared Services Organizations	March 2020
Innovation in GBS Organizations Pinnacle Model® Analysis 2020	March 2020
Evolving Role of Onshore GBS Centers and its Impact on Role of Offshore GBS Centers	Q2 2020
GBS Report on the Retail and CPG Industries	Q2 2020
State of Adoption for Intelligent Automation (RPA++) in GBS Organizations	Q2 2020
Building the BFSI IT Workforce of the Future	Q3 2020

Note: For a list of all of our published Catalyst™ reports, please refer to our [website page](#)

Additional Catalyst™ research references

We recommend the following documents for additional insight into the topic covered in this report. The recommended documents either provide additional details or complementary content that may be of interest.

- 1. Market Vista™: Navigating the Coronavirus Outbreak for Shared Services Organizations** ([EGR-2020-0-V-3614](#)); 2020. In the light of the COVID-19 crisis, most shared services organizations have implemented their business continuity plans and adjusted their operations. The uncertainty associated with a risk such as a virus – unbounded by location or other formal borders – will continue for some time and require sustained diligence and proactive efforts to manage operations. This report summarizes the standard responses of most organizations, offers some best-in-class industry practices, and provides an outlook on the post-COVID business scenario. These perspectives are drawn from both our previous experience with organizations reacting to pandemics and specific responses in the current situation. It is vital to acknowledge that the impact of COVID-19 is different from crises, such as natural disasters or civil unrest, as it has disrupted multiple locations across geographies at the same time, and the global economy remains uncertain about the duration of impact.
- 2. Webinar Deck: What Next? Adjusting Your Workforce Strategies to Address Tomorrow's Global Economy** ([19May20-Webinar](#)); 2020. In the light of the COVID-19 crisis, the resulting economic downturn will have longer-term impact. As a result, organizations like yours are rapidly refocusing, reprioritizing, and redesigning their workforce strategies. The webinar will help answer questions such as:
 - How has COVID-19 impacted enterprise workforce strategies to date?
 - What is the next normal for locations and delivery strategies in this unfolding economic environment? Will the balance between offshore, nearshore, and onshore change?
 - How can organizations make their Business Continuity Planning (BCP) strategies simultaneously resilient and responsive?
- 3. Catalyst™: GBS State of the Market Report: Evolving Operating and Governance Models to Build GBS of the Future** ([EGR-2020-34-R-3643](#)); 2020. The success of GBS model in India, Ireland, Poland, Philippines, and China has led buyers to explore it in other locations in Asia, Central & Eastern Europe, Rest of Nearshore Europe, Latin America, and Middle East & Africa. The GBS market has also expanded across verticals and functions. In this report, we provide an in-depth analysis of the GBS landscape and trends, including market size, growth, and distribution of GBS centers by buyer portfolio, scale, functions supported, and offshore delivery locations. The study concludes with a deep dive into the changing operating and governance models for GBS.

For more information on this and other research published by Everest Group, please contact us:

Rohitashwa Aggarwal, Practice Director: rohitashwa.aggarwal@everestgrp.com

Akshay Pandita, Senior Analyst: akshay.pandita@everestgrp.com

Sonora Gaggar, Intern

Website: www.everestgrp.com | Phone: +1-214-451-3000 | Email: info@everestgrp.com



About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at www.everestgrp.com.

Dallas (Headquarters)

info@everestgrp.com
+1-214-451-3000

Bangalore

india@everestgrp.com
+91-80-61463500

Delhi

india@everestgrp.com
+91-124-496-1000

London

unitedkingdom@everestgrp.com
+44-207-129-1318

New York

info@everestgrp.com
+1-646-805-4000

Toronto

canada@everestgrp.com
+1-416-388-6765

Stay connected

Website



www.everestgrp.com

Social Media



@EverestGroup



@Everest Group

Blog



www.everestgrp.com/blog/

This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.