



DEVELOPING
THE FUTURE OF
BUSINESS SERVICES



| ABSL FUSION SUITE OF QUALIFICATIONS

ABSL Fusion suite is a unique set of qualifications **tailored for business services professionals** arising from the vast expertise and network of ABSL in partnership with The Hackett Institute.

ABSL Fusion is the only **one of its kind for the business services sector** and is open exclusively for ABSL members only.

“The goal of ABSL Fusion is to develop the longterm capabilities of business services sector and to leverage the power of the amazing ABSL network as well as The Hackett Group expertise.”



Joe Appleton

Managing Director, ABSL Czech Republic

| BENEFITS OF ABSL FUSION QUALIFICATIONS

- › Gain recognized international qualifications awarded by both ABSL and The Hackett Institute
- › Learn from business services leaders, centre heads and top experts from the ABSL network and The Hackett Group
- › Gain access to business services insights and analyses
- › Join a strong network of ABSL professionals and The Hackett Institute alumni

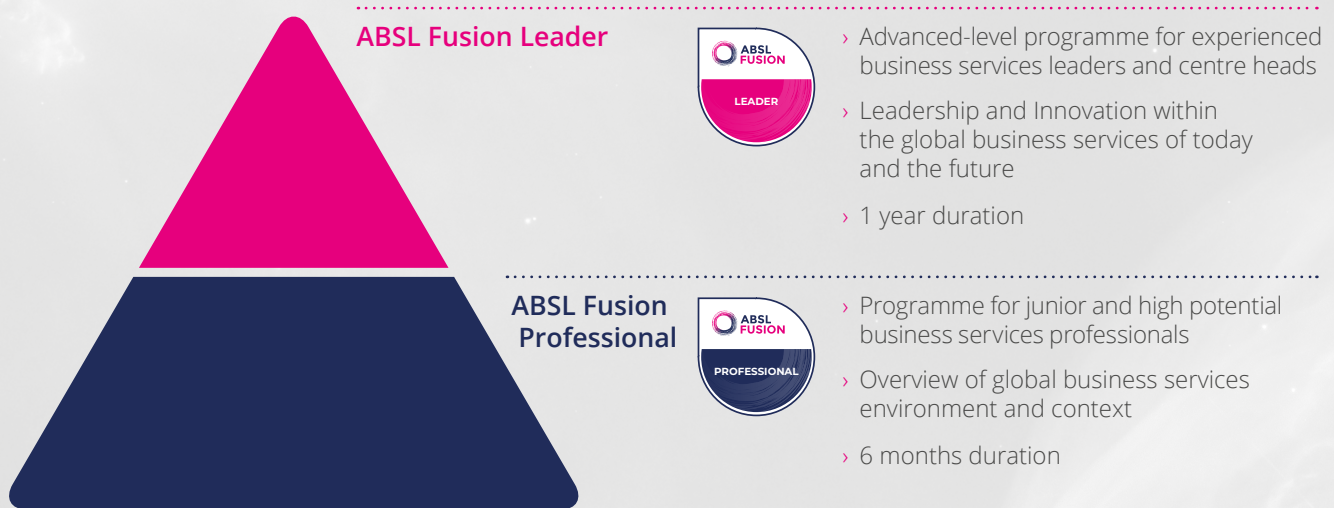


"The best thing about the programme is the 'Fusion' aspect of it - perfect platform to create bonds across Business Services Centres."



Ondřej Hlavička
Country & Corp. Services Director,
Edwards Lifesciences
ABSL Fusion Leadership 2019 Alumni

| QUALIFICATIONS STRUCTURE



Entry is available at any level for candidates with suitable experience and role.

ABSL FUSION QUALIFICATION OVERVIEW.

WHICH PROGRAMME TO CHOOSE?

	 ABSL FUSION PROFESSIONAL CERTIFICATE	 ABSL FUSION LEADER DIPLOMA
Qualification level	Entry level / Mid level	Advanced level
Target audience	First-line Professionals, Specialists in Finance, Recruiters, Analysts, Representatives, IT Developers	Business services leaders, managers, center heads, HR, project, team and transformation leaders or key future leadership talents
Necessary professional experience	1 – 5 years experience	More than 5 years
Duration	6 months	12 months
The Hackett Institute qualification included	Certificate in GBS qualification - CGBS	Diploma in GBS qualification - DGBS
Delivery	<ul style="list-style-type: none"> › Fully digital › Webinar sessions › Digital meet-ups 	<ul style="list-style-type: none"> › Digital & Face to Face › 10 days of group sessions › Individual coaching
Price	40,000 CZK + VAT	85,000 CZK + VAT

CERTIFIED GBS PROFESSIONALS TRAINING

ROLE MAPPING TO CERTIFICATION LEVELS

LEVEL	GENERAL MANAGEMENT	FINANCE
DGBS Manager 	<ul style="list-style-type: none"> › Global Process Owner › GBS Financial Manager › GBS Sourcing Manager › GBS Vendor/Supplier Manager › Service Manager › Transition Manager › GBS IT Manager › GBS HR Manager › Contact Center Manager › Quality/Continuous Improvement Manager › Master Data Manager › Analytics Manager › Other SMEs 	<ul style="list-style-type: none"> › Accounts Payable (AP) Manager/Team Leader › Accounts Receivable (AR) Manager/Team Leader › Business/ Functional Controller, Divisional Controller, Area Controller › GL Accounting Manager/Team Leader › Cost Accounting Manager/Team Leader › Credit Manager › Collections Manager › Tax Manager/SME › Treasury Manager/SME › Reporting Manager › Finance Business Partner › Reporting Manager
CGBS Associate 	<ul style="list-style-type: none"> › Performance Analyst › Continuous Improvement Team Member › Contact Center/Help Desk Agents/ Associates 	<ul style="list-style-type: none"> › Accounts Payable (AP) Associate › T&E Associate › Accounts Receivable (AR) Associate › General Ledger Accountant › Fixed Assets Accountant › Intercompany Accountant › Reconciliations Analyst › Budget/Forecasting Analyst › Financial Analyst › Reporting Analyst

Notes: Job titles are indicative, not exclusive and can vary from organization to organization. These qualifications may also be relevant for those on GBS transition projects and other managers and staff outside the GBS organization.

HR

- › HR Services Manager
- › HR Operations Manager
- › Recruitment Manager/Team Leader
- › Workforce Planning Manager/Team Leader
- › Compensation Manager/Team Leader
- › Health and Welfare Manager/Team Leader
- › Learning & Development Manager/Team Leader
- › Pension and Savings Manager/Team Leader
- › Mobility Manager/Team Leader
- › HR Manager
- › Training Manager

- › HR Business Analyst
- › HR Data Administration Associate
- › Recruiter
- › Recruiting Administration Associate
- › Compensation Administration Associate
- › Health & Welfare Administration Analyst
- › Learning & Development Associate
- › Pension and Savings Analyst
- › Customer Service Representative
- › HR Associate

IT

- › IT Security Manager
- › Risk/IRM Manager
- › IT Governance Manager
- › Enterprise Architecture Manager
- › IT Service Desk Manager/Team Leader
- › Applications Development Manager
- › IT Competency Center Manager
- › IT Infrastructure Manager
- › IT Development Manager

- › IT Service Desk Analyst
- › IT Demand Management Analyst
- › Network Services Administrator
- › Desktop Services Administrator
- › IT Infrastructure Associate
- › Development Analyst

PROCUREMENT

- › Procurement Manager
- › Procurement Operations Manager
- › Purchase-to-Pay (PTP) Manager
- › Purchasing Operations Manager
- › Category Manager
- › Contract Manager
- › Supplier Relationship Manager

| 1. ABSL FUSION PROFESSIONAL

PROGRAMME OVERVIEW

- › Entry-level qualification providing overview of global business services environment and context
- › A fully digital online curriculum
- › Live webinar sessions with business services leaders
- › Online study programme: Certificate in GBS (by The Hackett Institute)
- › Digital community of business services professionals



THE CERTIFIED GBS PROFESSIONALS PROGRAM BUILDS DIGITAL WORLD CLASS GBS TALENT

BENEFITS FOR THE ORGANIZATION

Companies that have a world class talent management strategy have a demonstrable improvement in overall business performance.

Create a more dynamic, agile and engaged workforce to support the development of digital GBS.

Build the key foundational knowledge and skills in best practices, performance metrics, stakeholder management and control frameworks.

Create a culture of continuous improvement.

Create clear career development paths at every level.

Attract, retain and develop talent with cutting edge, globally consistent training programs.

BENEFITS FOR THE TEAM MEMBER

Acquire an industry leading and globally recognised professional qualification.

Equips you with the key knowledge required to support your ongoing career aspirations.

Develop a broader understanding of what Digital World Class GBS means and how you can influence improvement initiatives.

The most relevant, up-to-date and applicable knowledge in the GBS sector.

Gain recognition from business leaders as a subject matter expert.

LIVE WEBINAR SESSIONS

- › **Welcome session:** Building participant network, understanding programme walkthrough
- › **Global Perspective:** SME insight session focusing on the latest developments in the GBS space - Digitization, The 'New Normal' in Business Services
- › **2 x Business Leaders Insights:** ABSL business services leaders sharing insights, views and real-life experience
- › **Graduation session**
- › **CGBS Qualification ~30hrs of online study:** An introduction in to the what and why of Digital World Class™, including insight in to the importance of Strategic Alignment, the latest Service Delivery Model, Service Management Framework and Integrated Transformation Management Framework.

"ABSL Fusion Professional provides a comprehensive overview and knowledge of the terminology, processes most commonly used in the sector. I recommend it to all employees."



Pavel Ondrejek
Team Lead Application
Governance
ABSL Fusion Professional
Delegate 2021

CGBS TOPICS

CERTIFICATE

COURSE 1	COURSE 2	COURSE 3	COURSE 4	COURSE 5
STRATEGIC ALIGNMENT	ANALYTICS & INFORMATION MANAGEMENT	SERVICE DESIGN	TECHNOLOGY	ORGANIZATION
<ul style="list-style-type: none"> › Define Global Business Services (GBS) › Summarize the history and core concepts of GBS › Identify the stages of maturity and value of GBS › Discuss GBS mission and vision statements › Understand Hackett's Digital World Class™ performance › Describe the characteristics of a Digital World Class™ GBS 	<ul style="list-style-type: none"> › Understand how goals and objectives for GBS organizations are set › Define Metrics and how they link to strategy › Choose relevant KPIs and supporting metrics › Understand usage of Metrics, KPIs and Scorecards › Explain key concepts of analytics › Describe how analytics drives business outcomes 	<ul style="list-style-type: none"> › Understand the broad concepts of service design, customer experience and customer journey mapping relating to customer experience › Understand how process maps and standard operating procedures are developed › Understand the different phases, training and maturity levels of process migration 	<ul style="list-style-type: none"> › Identify smart automation technologies › Define the value achieved through digitization › Identify where RPA can be helpful in improvement opportunities › Describe an RPA methodology to manage risks of implementation and operations 	<ul style="list-style-type: none"> › Identify processes and activities to be delivered from a GBS organization › Describe steps to an effective service placement strategy › Understand GBS organization models › Define essential components of GBS organization charts

COURSE 6	COURSE 7	COURSE 8	COURSE 9	COURSE 10
GOVERNANCE	SERVICE PARTNERING	HUMAN CAPITAL	SERVICE MANAGEMENT	TRANSFORMATION MANAGEMENT
<ul style="list-style-type: none"> › Understand the importance of governance › Identify options for GBS operating models (integrated, infrastructure, or combined) › Identify entities for GBS governance (GBS Executive Board, Customer Council, GBS Leadership Team, Global Process Owners Council) › Define global/end-to-end process ownership 	<ul style="list-style-type: none"> › Understand the differences between captive and BPO solutions › Understand the methodology for location selection › Understand best practice for facilities design › Consider the impact of hybrid working 	<ul style="list-style-type: none"> › Understand the cycle of talent management › Identify requirements for a business case to create a staffing plan › Define the role of job descriptions › Identify best practices in learning & development, including effective team building › Develop a GBS brand to attract and retain talent 	<ul style="list-style-type: none"> › Identify service management components › Identify options for GBS service pricing › Recognize the concept of business relationship management › Describe the components of service level agreements (SLAs) › Recognize the importance of GBS talent and IT management concepts › Define the concept of a business continuity plan › Describe continuous improvement methodologies. 	<ul style="list-style-type: none"> › Define baseline performance metrics › Identify the components of a GBS business case › Define a high-level change management plan › Identify importance of benefit realization management › Identify transition strategy options › Define capabilities to be used in optimization projects and continuous improvement.



PRICE PER DELEGATE

40,000 CZK + VAT*

* Volume & Loyalty **discount** available



NEXT COHORT

start: September and January



SIGN UP NOW

At www.absl.cz/fusion

Cost includes all materials, venues, The Hackett Certificate in GBS and support of ABSL Faculty and Academy team.

| 2. ABSL FUSION LEADER

PROGRAMME OVERVIEW

- › Advanced-level qualification allowing participants to master their leadership and innovation skills within the global business services of today and the future
- › Blended programme combining face to face sessions, group project work, digital online meetings and personal leadership coaching with a professional coach
- › Online study programme: Diploma in GBS (by The Hackett Institute)
- › 10 intermediate level courses focusing on operational excellence
- › Digital community of business services professionals



PROGRAMME CONTENT

- › **4x Vision 2025 expert sessions:** Understanding the current and the future development of business services and the strategies for successful leadership in such context
 - › Areas include: Future Scope, Workforce, Business Environment, Technology & Automation
- › **5x Project Based Learning groups:** Leveraging the cross-BSCs cooperation to develop innovative projects bringing value to your business
- › **6x Personal Leadership Coaching:** Supporting your personal leadership journey
- › **ABSL Network / Events:** Growing your network and sharpening your leadership skills via the ABSL events and activities
- › **ABSL Leadership learning board:** Access to a shared online network and tools to support learning and boost your business value
- › **The Hackett Institute DGBS Qualification ~40hrs of online study:** Deep insight in to Digital World Class, the advantages it provides and the value it can create, including the importance of Strategic Alignment, the latest Service Delivery Model, Service Management Framework and Integrated Transformation Management Framework.

“The course in my opinion was great. Very great overview of the GBS organization, really interesting content, I love the multiple kinds of media used to present the course.”



Benny Shingler
Former Country
Director, Department
Manager, OKIN
Business Process
Services, ABSL
Fusion Leader 2020
Delegate

DGBS TOPICS

DIPLOMA

COURSE 1	COURSE 2	COURSE 3	COURSE 4	COURSE 5
STRATEGIC ALIGNMENT	ANALYTICS & INFORMATION MANAGEMENT	SERVICE DESIGN	TECHNOLOGY	ORGANIZATION
<ul style="list-style-type: none"> › Define GBS operations in the context of the business strategy › Recognize the use of best practices in specific functions served by GBS › Describe how the vision and mission for GBS are developed › Explain the scope of services for specific functions within GBS › Analyze the use of offshoring and BPOs 	<ul style="list-style-type: none"> › Identify how to set goals and objectives for GBS organizations › Identify how to set goals and objectives for GBS organizations › Choose relevant KPIs and supporting metrics › Define business analytics and its value › Apply analytics to drive business outcomes › Recognize emerging trends in analytics. 	<ul style="list-style-type: none"> › Apply the concepts of service design, customer experience and customer journey mapping to improve customer experience. › Create process maps and standard operating procedures (SOPs). › Outline an approach for process migration. › Assess process maturity and opportunities for continuous improvement. 	<ul style="list-style-type: none"> › Deploy smart automation across end-to-end processes › Add value through digitization › Apply RPA to suitable activities to achieve an ROI › Apply an RPA methodology to manage risks of implementation and operations › Choose criteria for RPA vendor evaluation. 	<ul style="list-style-type: none"> › Analyze how process activities are allocated to specific delivery points and places within GBS › Analyze process and technology readiness and choose a migration approach › Identify best practice service placement for GBS services › Identify trends in service placement for specific areas of GBS › Develop an organizational model › Develop detailed organization charts › Optimize teams balancing customer and process focus › Develop RACI (Responsibility, Accountability, Consult, Inform) charts.

COURSE 6	COURSE 7	COURSE 8	COURSE 9	COURSE 10
GOVERNANCE	SERVICE PARTNERING	HUMAN CAPITAL	SERVICE MANAGEMENT	TRANSFORMATION MANAGEMENT
<ul style="list-style-type: none"> › Identify options for GBS operating models › Identify options for GBS governance › Define global/end-to-end process ownership › Understand the role of GBS in enterprise-wide risk management, controls and compliance 	<ul style="list-style-type: none"> › Identify the advantages and disadvantages of captive and BPO solutions › Apply a methodology for location selection › Apply best practice for facilities design, including hybrid working › Analyse current trends in location selection 	<ul style="list-style-type: none"> › Create a staffing plan › Apply recruitment techniques › Create relevant job descriptions › Use best practices in performance management and team building › Develop GBS competencies and skills. 	<ul style="list-style-type: none"> › Distinguish between service management components (service strategy, service design, service transition, operations support, continuous improvement) › Advise on options for GBS service pricing › Recognise the concept of business relationship management › Identify how to develop service level agreements (SLAs) › Recognise best practices for GBS talent management techniques › Define the concept of a business continuity plan and how GBS teams contribute to it. 	<ul style="list-style-type: none"> › Define baseline performance metrics and opportunity assessment › Create a project organizational design › Develop a GBS business case › Outline options for optimization › Define a high level change management plan › Define a high level communications plan › Prepare stakeholder management plans to overcome challenges to change › Identify transition strategy options › Identify implementation roadmap contents › Apply risk management concepts to the transformation project › Define preparation steps for implementation using transition resource planning › Define how to manage transition to GBS (transition teams, transition planning, go-live preparation and cut-over, and transition issue management) › Implement capabilities to be used in optimization projects, such as a service monitoring plan (transition, steady state) and continuous improvement project management.

PROGRAMME OBJECTIVES

- › To ensure the **competitive advantage** of our Czech BSS in next 5-10 years.
- › Develop a robust **network of Visionary leaders** to shape the future of our sector.
- › Encourage and build benchmarking and knowledge **sharing practices across the sector**.
- › **Support, challenge, teach and empower** our young leaders to meet their full potential.
- › Clearly **brand our** business services **sector** as a great career for the best talents.
- › **Support retention** of our best leaders and build their global views of Business Services.
- › Leverage our ABSL network of experts, advisors and members to **help develop future leadership talent**.

"The fusion program was great opportunity to meet my colleagues on the market, learn new things, get important experiences and strengthen the regional network. Our group had a lot of exciting discussions but also a lot of fun and I am very happy meeting my Fusion friends regularly even after program graduation."



Bohumil Riha
Regional Procurement
Delivery Lead EMEA,
Johnson & Johnson

| THE FACULTY



SENIOR LEADERSHIP

From ABSL Board member firms.



EXPERIENCED / QUALIFIED

Professional coaches and facilitators.



LEADERS AND EXPERTS

From ABSL Strategic Partners.



SELECTED VIP SPEAKERS

From Czech / Global business.



EXPERTS AND ADVISORS

In the business services sector.



EXPERTS

In corporate education and adult learning.

YOUR LEADERS - WHO IS ABSL FUSION LEADER FOR?

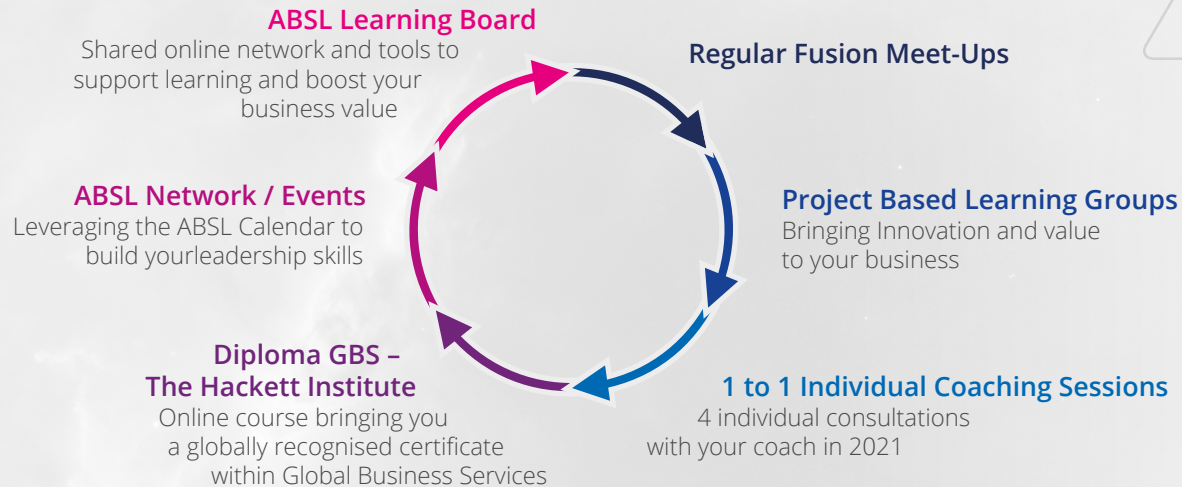
- › Centre heads for small/medium size centres
< 500 heads
- › Division/sector/project leaders for larger centres.
> 500 heads
- › HR leaders and key future talents.
- › > 5 years experience in Business service environment
and senior roles.
- › Good English language and communication skills.
- › Clear talent potential for future roles in the sector.
- › Willingness to learn and combine a busy learning
programme with leadership role.
- › Full support from company and leadership
for programme involvement.

"It is definitely the most complete resource, opportunity I have seen to really, in a structured way, to go through what GBS is and how it is being applied".



KyRic Tucker

Former Site
Lead, Global Fin.
Solutions
ABSL Fusion
Delegate 2019



DURATION: 1 calendar year

LAUNCH: January

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
Vision 2025 Leader	○			○			○			○		
Project Learning Groups	○		○		○			○			○	
Personal Leader Coaching ABSL		○		○		○		○		○		○
Events Calendar ABSL			○		○		○		○			
Learning Board	○	○	○	○	○	○	○	○	○	○	○	○
The Hackett DGBS	○	○	○	○	○	○	○	○	○	○	○	○

Total programme time over 1 year is **10 days per delegate** or **5% working year**.

Meetings/coaching etc are managed by **delegates** around work schedules.

ALL sessions are **practical work based**, value adding sessions.



PRICE PER DELEGATE

85,000 CZK + VAT



NEXT COHORT

start: January



SIGN UP NOW

At www.absl.cz/fusion

Cost includes all materials, venues, coaching, expenses, The Hackett DGBS Programme as well as the support of ABSL Faculty and Academy team.



CERTIFIED GBS PROFESSIONALS PROGRAM

COURSE STRUCTURE

1 STRATEGIC ALIGNMENT

GBS strategy – GBS maturity and trends – Services scope – Vision and mission

2 ANALYTICS & INFORMATION MANAGEMENT

Goals and objectives – KPIs and SLAs – Performance reporting, scorecards and dashboards – Adding value with analytics

3 SERVICE DESIGN

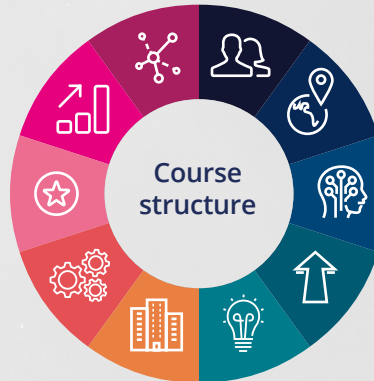
Customer experience – Customer journey maps – Process design – Process maps – Operating procedures – Process migration – Process maturity and continuous improvement

4 TECHNOLOGY

Smart automation – RPA – Technology selection – Smart automation CoE – technology testing and implementation

5 ORGANIZATION

Best practice service placement – Organization models and design – Optimization of team design – RACI charts



6 GOVERNANCE

Governance model – Governance bodies – Global process ownership – Risk management, controls and compliance

7 SERVICE PARTNERING

Service partnering/ sourcing model strategy – Outsourcing partner selection and implementation – Location strategy and selection – Facilities design – Hybrid working options

8 HUMAN CAPITAL

Talent strategy – Strategic workforce planning – Competency frameworks – recruitment, onboarding, retention and performance management – Team building – Learning and development

9 SERVICE MANAGEMENT

Service strategy – Business relationship management – Service pricing – GBS talent management – Service continuity planning – Knowledge management – Continuous improvement

10 TRANSFORMATION MANAGEMENT

Baselining, benchmarking and opportunity assessment – Business cases – Program and project management – Change management and communications – Transition management – Optimization projects

| JOIN THE ABSL FUSION COMMUNITY

PARTICIPATING COMPANIES



"What do I enjoy the most about ABSL Fusion? Different companies, Various businesses, Diverse leaders, THE COMMON GOAL to grow the GBS sector through our people."



Michal Brož
International Capabilities Lead,
AB InBev

IN COOPERATION WITH



The Hackett Institute is the professional development arm of The Hackett Group. Offering training and certification in traditional and emerging business areas, our Certified GBS Professionals programs are rooted in both action and academics: grounded in real-world implementation experiences and informed by unmatched intellectual property derived from our benchmarking data, proprietary research and Best Practices Intelligence Center™.

Learn more about The Hackett Institute & the Diploma in GBS qualification:
<https://www.thehackettgroup.com/gbs-training/diploma/>



MAIN CONTACT:
Ben Hartfield
Senior Director
The Hackett Institute



ABSL Fusion was created in close cooperation with Coaching Systems who provide the best personal coaches and trainers to all of our Fusion delegates.

Learn more about Coaching Systems
at <http://www.coachingsystems.cz/>



MAIN CONTACT:
Norbert Riethof
Owner, Director
Coaching Systems

| CONTACTS



MAIN CONTACT:

Jarmila Drastíková

Education Programmes Manager

ABSL Czech Republic

jarmila.drastikova@absl.cz



Learn more details & Apply at www.absl.cz/fusion.

Association of Business Service Leaders in the Czech Republic

Jugoslávská 620/29, 120 00 Prague 2, Czech Republic

IČO: 02030489



BUILD OUR **FUTURE.**
JOIN US.

