

PROFESSIONAL GBS® CERTIFICATION PROGRAM

Grow Your Shared Service Leadership Skills



30+
Years
Experience

6,000
Alumni
Worldwide

6
Levels of
Certification

Provided by Inixia in
partnership with SSON



sson | GBS TRAINING & CERTIFICATION

PROFESSIONAL GBS® CERTIFICATION PROGRAM: WHY NOW?

The global enterprise landscape is being reshaped by AI and digital disruption at unprecedented speed. The World Economic Forum projects that **83 million jobs will be displaced and 69 million new roles created by 2027**, signaling massive workforce transformation rather than simple automation (WEF, 2023).

McKinsey estimates generative AI alone could add **\$2.6 to \$4.4 trillion annually** to the global economy, fundamentally redefining operating models and leadership expectations (McKinsey, 2023).

For Global Business Services organizations, AI and digital enablement are now top strategic priorities, with over **75% of GBS leaders investing in automation and AI initiatives**, yet relatively few achieving scaled enterprise impact (SSON Research & Analytics, 2025).

For enterprises with revenues above \$1B, this is not simply a technology shift. It is a cultural and leadership transformation challenge. Boston Consulting Group reports that only **30% of digital transformations fully succeed**, with failures driven primarily by capability gaps and leadership misalignment rather than technology itself (BCG, 2023).

Inixia, in partnership with SSON, offers the **Professional GBS® Certification Program**, a practitioner-led, globally recognized program designed to close this capability gap.

More than training, it equips leaders and teams with the governance models, service management frameworks, and transformation methodologies required to embed AI readiness and continuous evolution as a permanent enterprise capability.



Naomi Secor

Global Managing
Director, SSON

[Connect with me](#)

"Our students tell us this course is a must-have for everyone looking for insights and strategies on how to balance cost reduction with strategic transformation while also ensuring the GBS organization continues to evolve and mature." Let's talk!

WHAT IS A *PROFESSIONAL* GBS® CERTIFICATION?

The *Professional* GBS® Certification is the **global benchmark credential** for leaders building cultural and operational excellence in Global Business Services. Developed by **Inixia in partnership with SSON**, it provides a guided framework to design, lead, and scale GBS as a **strategic engine for enterprise transformation**.

Unlike generic training, *Professional* GBS® Certification is **practitioner-taught** by the executives who created and scaled GBS at Fortune 20 companies like Procter & Gamble. The certification program builds the **cultural readiness, leadership behaviors, and transformation mindset** that organizations need to thrive in an era of **agentic AI and continuous disruption**. Participants learn directly from proven leaders applying frameworks and real-world playbooks tested at scale.

The curriculum covers the **five core dimensions of world-class GBS**:

- **Foundations:** GBS Overview, GBS Initial Implementation and GBS Processes.
- **Service Management:** GBS Service Fundamentals. Service Design & Service Strategy.
- **Operations Management:** Operations planning, operations control, and continuous process improvement.
- **Transformation Management:** Automation/Digital, Opportunity Assessment/Future State Definition and Executing Transformations.
- **Leadership:** GBS Operational Leadership and Strategy, Continuous Improvement Strategy and GBS Future Strategy.

Additionally, the curriculum covers the approaches towards Digital & AI Enablement, which addresses how GBS practitioners should build strategies for modern AI enabled transformation. Certified professionals emerge ready to **lead transformation, embed culture change, and harness AI responsibly** to ensure that GBS becomes a lasting source of competitive advantage rather than an episodic project. With over **6,000 alumni worldwide** and adoption by **170+ enterprises**, the *Professional* GBS® Certification has become the **gold standard for cultural and operational readiness** in the digital era.

Register now to join the world's leading GBS certification program, taught by the ex-P&G executives who created the model and now lead Inixia. This is your path to professionalizing GBS through global standards, best practices, and practitioner-led expertise.



WHY PURSUE A **PROFESSIONAL GBS®** CERTIFICATION?

Enterprises today face transformation fatigue at the very moment when the pace of digital and AI disruption is accelerating. Traditional consulting approaches often create dependency and deliver only episodic results. Transformation can no longer be treated as a one-off project and too many transformations stall because the most critical dimension, the cultural change that enables organizations to adapt continuously, is overlooked.

The *Professional GBS®* Certification equips executives and practitioners with the **frameworks, tools, and leadership behaviours** to build GBS as a **strategic, self-sustaining capability**, one that delivers measurable efficiencies today while future-proofing the enterprise against tomorrow's disruptions.

Students gain a globally recognized credential built on the proven GBS model pioneered at Fortune 20 companies like P&G. They access a guided framework with step-by-step action plans, checklists, stakeholder engagement tools, and measurable outcomes, all tailored to their enterprise context. Participants learn to position GBS as an innovation engine that drives agility and cultural transformation, **achieve up to 50% cost reductions and 3X value creation**, and avoid common pitfalls with strategies that advance maturity and deliver tangible results. Most importantly, graduates join a global community of more than 6,000 certified professionals across 170 enterprises, creating a powerful peer network and ensuring lasting impact.

PROGRAM BENEFITS

Earn a globally recognized credential built on the proven GBS model pioneered at Fortune 20 companies like P&G.

Access a guided framework with step-by-step action plans, checklists, stakeholder engagement tools, and measurable outcomes, all designed for real-world execution.

Tailor a framework to your enterprise context, positioning GBS as an innovation engine that drives agility, efficiency, and cultural transformation.

Achieve up to 50% cost reductions and 3X value creation, while avoiding common pitfalls with strategies to advance GBS maturity and deliver tangible results.

Lead enterprise-wide digital and AI transformation, now the #1 priority for boards, requiring a strong cultural and operational foundation.

Stay at the forefront of industry evolution, as GBS scales from a \$1.8 trillion market in 2022 to \$2.5 trillion by 2025, underscoring its strategic importance to CEOs and boards worldwide.



NEW FOR 2026!

FRESH CONTENT IN THE TRANSFORMATION MODULE: THE IMPACT OF AI ON GBS AND SHARED SERVICES

The *Professional* GBS® Certification has been updated for 2026 with dedicated new content that explores the **impact of AI on GBS and Shared Services**. As AI continues to evolve, GBS is moving beyond manual execution and automation toward **intelligent, self-optimizing systems** that fundamentally change how enterprises operate.

The updated module now addresses **human–AI collaboration** and the rise of **Agentic AI**, where systems don't just automate tasks but proactively adapt, assist, and make context-aware decisions. Participants explore real-world use cases from companies like Netflix and JPMorgan, learning how to design smarter interfaces that improve both productivity and decision quality.

The curriculum also dives into **Intelligent Process Automation (IPA)**, showing how AI and machine learning can predict and prevent issues before they arise by shifting operations from reactive to proactive. Alongside this, participants gain insights into data readiness, governance, and how to ensure that emerging technologies remain aligned with enterprise business outcomes.

Finally, the program addresses the **risks of automation bias and oversight gaps**, reinforcing the importance of human-centered governance as GBS leaders guide their organizations from early RPA deployments to autonomous, agentic workflows. This fresh content ensures graduates are prepared not just to adopt AI, but to lead responsibly in a rapidly changing digital landscape.



COMPREHENSIVE LEARNING. REAL-WORLD IMPACT

Curriculum: The *Professional* GBS® Certification curriculum covers the full spectrum of what it takes to lead enterprise transformation. Participants begin with the foundations of GBS, exploring operating models, strategy alignment, and maturity stages, before advancing into transformation leadership, where the focus is on cultural change, self-sufficiency, and building responsiveness. The program integrates technology as a true enabler, with modules on automation, digital platforms, and responsible AI adoption. It also places GBS in the broader enterprise context, addressing stakeholder alignment, innovation frameworks, and customer-centric KPIs. Finally, participants prepare for the future by learning how to future-proof their organizations for agentic AI, digital ecosystems, and continuous reinvention.

Delivery: The program is delivered through live, instructor-led virtual classroom training, accessible worldwide. Courses are taught by a practitioner faculty of executives who built and scaled GBS at Fortune 500 companies, ensuring real-world relevance. Participants work through case studies and simulations that mirror complex enterprise scenarios, and complete the program with a capstone certification project: a transformation roadmap directly applicable to their own organizations.

Network: With more than 6,000 professionals certified across 170 enterprises, the program has become the global benchmark for GBS leadership development. Alumni now lead transformation at companies including PepsiCo, Walmart, Mars, Salesforce, Enel, and many more, demonstrating the lasting impact of a certification that equips leaders to deliver value today while building the organizational DNA to thrive tomorrow.

TESTIMONIALS

"Attending the GBS Certification Program has been both an eye-opener and a validation on what we are doing currently. Tony has a knack of explaining things with interesting examples, and correlating with real life scenarios. I have definitely taken a couple of to-dos for me from this program, and am looking forward to implement them in my SSC "



Shubham Goyal

Finance & Accounting Manager

Trelleborg Marine Systems India Pvt. Ltd.

"Inixia's Professional GBS Training and Certification Program has been an eye-opening experience, deepening my understanding of Global Business Services and its potential to enhance efficiency within a company like Schneider Electric. This program has equipped me with valuable skills and insights that not only advance my career but also enable me to contribute to our organization's success in a more impactful way."

Héctor Juárez M.

Director AEn Business Solutions Center

Compania General De Servicios

"The program was truly excellent! It was well-structured, engaging, and highly relevant to real business scenarios. I found the sessions both insightful and impactful, and I'm confident the learnings will add great value to my work."



Sravan Kumar

Senior Finance Manager - AR - Accounts
Receivable Finance

Medline Industries, LP

"Thank you so much—it was an honor to participate in the Inixia Professional GBS® Training and Certification Program. The program not only deepened my understanding of the Global Business Services model but also equipped me with practical tools and strategies that I hope can directly apply in leading HR operations and shared services transformation initiatives.

The insights on governance, service excellence, and value creation were especially impactful, helping me approach challenges with a broader, enterprise-wide perspective. I've already seen the benefits of applying these principles to drive efficiency, innovation, and a stronger stakeholder experience. Thanks again for creating such a meaningful learning experience."



Balasubramanyam PV

Head of Global HR
Shared Services

Commvault

WHAT IS GLOBAL BUSINESS SERVICES (GBS) AND WHY DOES IT MATTER?

Shared Services has long been a core strategy for enterprises seeking to optimize costs and enhance service delivery. The global shared services market is projected to reach USD 111.26 billion by 2025, while global digital transformation spend is expected to exceed USD 2.5 trillion. Over the past two decades, organizations have matured their shared services models through offshoring, outsourcing, ERP rollouts, and automation. These paved the way for something more transformative: Global Business Services (GBS).

GBS represents the next evolution: a holistic, integrated, and business-focused approach. Rather than simply reducing costs, GBS aims to fundamentally transform how business is conducted, acting as the enterprise engine for digital transformation and value creation. It consolidates support services under a centralized model that combines shared services, centers of excellence, digital capability, and enterprise-wide governance to drive efficiency, consistency, and scale.

For large enterprises, GBS has become more than a cost-saving mechanism: it is a driver of competitiveness. Deloitte's 2025 GBS survey found that 55% of GBS organizations report cost savings of over 20% when led by a global GBS leader. KPMG reports that 98% of GBS organizations have deployed or will pilot generative AI within the next 12 months, and 62% of firms expect to scale GBS enterprise-wide within two years. Despite this progress, a 2024 BCG study revealed that only 41% of companies believe their GBS function currently delivers value beyond cost savings, highlighting the opportunity for GBS to serve as the cultural and operational backbone of enterprise transformation.

Leading GBS organizations go beyond efficiency to drive revenue growth, asset efficiency, and new business models. They achieve this by embedding cultural change, leveraging AI and automation, and aligning enterprise operations around responsiveness and resilience. Inixia, in partnership with SSON, is proud to establish a global standard for developing and certifying GBS leaders, ensuring organizations can build the capabilities needed to succeed in an era of agentic AI, digital transformation, and continuous change.

PROFESSIONAL GBS® MASTER CERTIFICATION

PROGRAM AGENDA AND TIMELINE – SEPTEMBER 2026 COHORT

This program includes five core areas of training: Foundations, Service Management, Operations Management, Transformation Management and Leadership.

Participation in the Foundations Module is a prerequisite for the Service Management, Operations Management, Transformation Management Modules. Completion of all four of these modules is a prerequisite for participation in the Leadership Module.

Each of the five modules comes with its own professional certification. Completing all successfully, earns a sixth designation: **Professional GBS® Master**.

This program is delivered entirely online (EST) via live, instructor-led virtual classroom training. Each module has three classes, each lasting 2-3 hours + designated open office hours and supplemental learning material.

Module 1	FOUNDATIONS Thursday Sept 10 GBS Overview Tuesday Sept 15 GBS Implementation Thursday Sept 17 GBS Processes		TIMES: All sessions in this module are 2 hours live, instructor-led, from 9:00 am to 11:00 am EST
Module 2	SERVICE MANAGEMENT Tuesday Sept 22 Service Fundamentals Thursday Sept 24 Service Design Tuesday Sept 29 Service Strategy		TIMES: All sessions in these modules are 3 hours live, instructor-led, from 9:00 am to 12:00 pm EST
Module 3	OPERATIONS MANAGEMENT Thursday Oct 1 Operations Planning Tuesday Oct 6 Operations Control Thursday Oct 8 Continuous Process Improvement		
Module 4	TRANSFORMATION MANAGEMENT Tuesday Oct 13 Automation/Digital Thursday Oct 15 Opportunity Assessment/Future State Definition Tuesday Oct 20 Executing Transformations		
Module 5	LEADERSHIP Thursday Oct 22 GBS Operational Leadership & Strategy Tuesday Oct 27 Continuous Improvement Strategy Thursday Oct 29 GBS Future Strategy		TIMES: All sessions in this module are 2.5 hours, from 9:00 am to 11:30 am EST

**Professional
GBS® Master
Certification**

Price: \$9,880
• Group Discounts Available •
Modular Certification Pricing
Available



Location: Virtual
Format: Live,
Instructor-Led

WHY SSON & INIXIA

As enterprises face the dual disruption of digital transformation and agentic AI, only those with the right cultural infrastructure will thrive. The *Professional* GBS® Certification is how GBS practitioners prepare, not simply to withstand change, but to turn transformation into a lasting competitive advantage.

Inixia and SSON bring together the pioneers who built GBS at scale, the world's largest shared services community, and proven frameworks recognized by more than 200 global enterprises. Together, we deliver the certification that equips leaders and teams to future-proof their organizations.

Equip yourself and your enterprise for the era of agentic AI and continuous change. Enroll your leaders and teams in the *Professional* GBS® Certification Program today at <https://www.ssonetwork.com/events-gbscertification> or by contacting Inixia directly.





ABOUT INIXIA

Inixia is a unique advisory services firm providing a combination of CXO client perspective and deep strategic analytical thinking, drawing upon years of practical operational excellence in leading and developing best-in-class Global Business Services (GBS) organizations.

THE FOUNDERS:



Filippo Passerini

International business strategist who launched and built the world's largest and most complex shared service organization at Procter & Gamble, then grew it into a global benchmark of excellence with year-on-year transformations. Highly sought speaker and an acclaimed advisor and board member.



Tony Saldanha

Best-selling author of "**Why Digital Transformations Fail**" and globally recognized expert and thought leader in Global Business Services (GBS) and digital technology. A 27-year career running Procter & Gamble's multi-billion-dollar GBS and IT operations globally.

Filippo & Tony's co-authored book "**Revolutionizing Business Operations**" was ranked among the top 10 business books of 2024 by CEOWorld magazine.

sson | RESEARCH & ANALYTICS

OUR MISSION:

To empower global business services through data, intelligence, and insight - enabling smarter decisions, stronger performance, and transformative impact.

WHO WE ARE

SSON Research & Analytics (SSON R&A) is the world's leading data and intelligence platform for the Shared Services and GBS industry. Built on insights drawn from the largest and most credible executive community, we deliver world-class research, benchmarks, and advisory - supported by powerful self-service data tools that give leaders on-demand access to actionable intelligence that drives transformation and results.