Global business services (GBS) is a management function and an organizational model that encompasses multiple functions, such as finance, human resources, procurement, and technology, to deliver services at the highest level of efficiency and effectiveness. GBS is typically led by a chief financial officer (CFO) and is designed to create value for the organization's stakeholders.

GBS organizations are likely to embrace a hybrid model and incorporate multiple functions. This model is more sophisticated than traditional shared services, which typically focus on transactional processes.

When looking at certain characteristics, there is a striking disparity between those of a GBS and shared services. Shared services organizations are more likely to be mature, with a focus on efficiency and cost reduction. GBS organizations, on the other hand, are more likely to be innovative, with a focus on value creation and strategic decision-making.

The difference begins to be more acutely felt as more organizations consider the transition to GBS. Those that are actively thinking about the journey to GBS are more likely to be more advanced in their process and budgeting and strategy activities. GBS organizations are also more likely to be customer-focused, with a focus on providing higher value to customers.

In conclusion, the transition to GBS is not a one-size-fits-all solution. It requires careful consideration of the organization's unique needs and goals. GBS organizations are more likely to be innovative and customer-focused, with a focus on value creation and strategic decision-making. Shared services organizations are more likely to be mature, with a focus on efficiency and cost reduction. The transition to GBS is a journey that requires careful planning and execution.