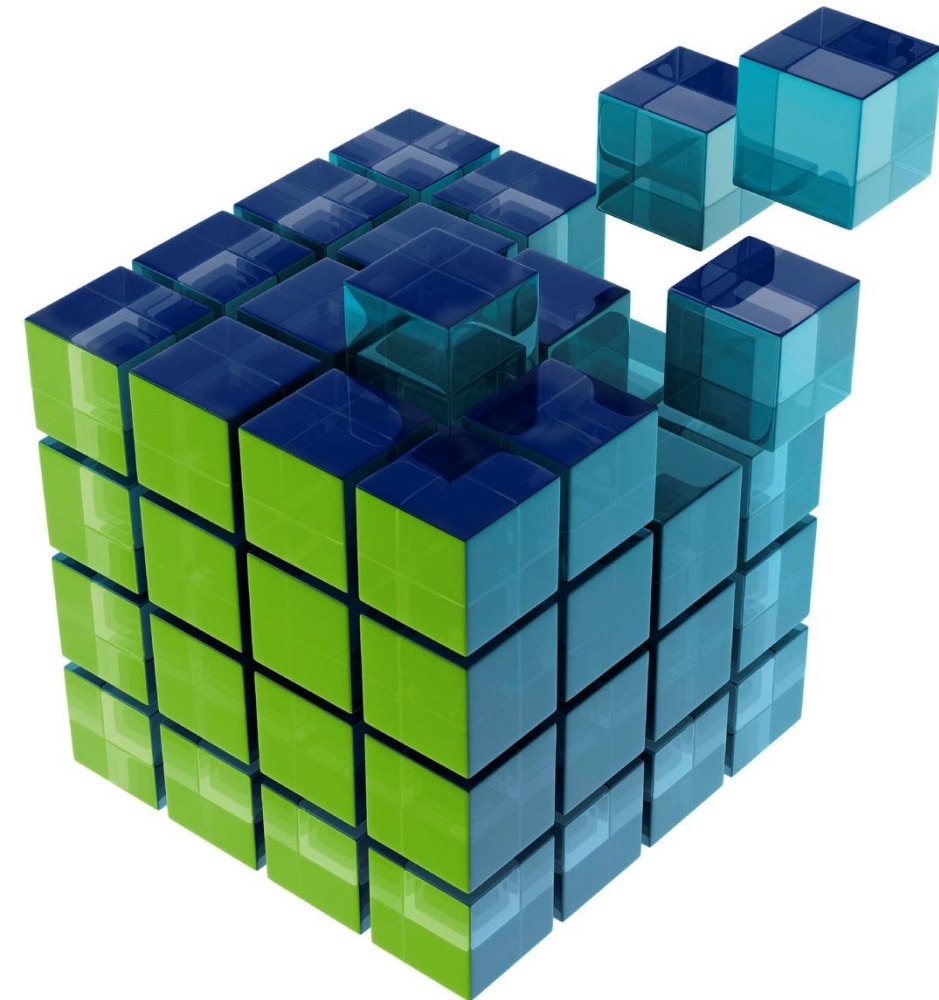





Welcome

Introduction to current market trends

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GBS Integration Framework

Geographical Scope	Local 		Regional 		Global 	
Degree of Automation	Limited automation		Medium automation		Maximum automation	
Degree of Value Add	Transactional			Transactional and Advisory		
Functional Scope	One Function		2–3 Functions		Multi-Function	
Functional Integration	Little sharing		Sharing of tools/processes		Co-location	
Customers	Customer Interaction	Myriad of customer interaction tools		Universal customer interface supported by standard toolset		
Governance	Governance	Governance by/in function		Single over-arching governance with one GBS lead, often C-level		
	Service Management	Different models per function/BU		Consistent Service Management Framework		
	Continuous Improvement	CI specific to function / BU		Enterprise-wide CI with common budget & tools		
	People Development	Specific to centre and/or function		GBS competency model & training curriculum		
	Culture	Different culture at each centre		Strong GBS culture & brand		
Operations	Systems & Master Data	Multiple systems & decentralised master data		One integrated platform, centralised Master Data Management		
	Location	Separate functional centres		Co-location into multi-functional centres		
	Sourcing	In-house and outsourcing, not aligned		Managed Services blending captive and outsourcing solutions		

The Eight Global Business Services Efficiency Levers

Eliminate

Simplify

Automate

Standardise

Consolidate

Offshore

Outsource

**Continuously
Improve**

