



## GBS Value Model

Defining the value model is crucial for GBS to deliver business impact. Key focus areas:

### Strategic vs. Commodity Operations

- In strategic operations like sales, product development, GBS plays an advisory role.
- In commodity operations like F&A, HR, GBS drives process efficiency and automation.

### Business Partner vs. Service Provider

- As a business partner, GBS co-creates solutions tailored to business needs.
- As a service provider, GBS delivers standardized services.

### Cost Focus vs. Value Focus

- With cost focus, GBS targets headcount and expense reduction.
- With value focus, GBS also drives revenue, cash flow, risk management.

### The GBS Value Proposition:

- Process efficiency - Shared services, automation
- Business insights - Reporting and analytics
- Innovation - New capabilities and solutions
- Cost savings - Operating leverage

### Evolving GBS Impact:

- Early stages - 20-25% cost savings from consolidation.
- Stage 3 - Additional 15-20% savings from automation and optimization.
- Stage 4 - Exponential value from new business capabilities.

Determining strategic vs. commodity operations, preferred partnership model, and value vs. cost focus enables GBS to deliver maximal relevant impact. GBS value expands from pure cost play to business transformation.