



GBS Business Role Model

The GBS business role model defines key relationships and governance to enable it to operate effectively. Elements include:

- GBS Leadership - Accountable for overall performance and transformation.
- GBS Service Lines - Manage end-to-end delivery of specific services.
- Corporate Functions - Set enterprise policies, standards, capabilities.
- Business Units - Utilize GBS services aligned to their needs.
- GBS Leadership - Aligns GBS strategy with corporate priorities and oversees execution.
- GBS Service Lines - Orchestrate operations, client management, and service delivery across regions.
- Corporate Functions - Establish enterprise standards for GBS to follow on HR, IT, finance, legal etc.
- Business Units - Provide requirements, funding, and feedback on GBS services.

Governance Mechanisms:

- Operating Committee - Joint governance forum between GBS and business units.
- Client Advisory Boards - Key user feedback mechanism on service delivery and innovations.
- Business Planning - Annual business plans co-created by GBS and business units.
- Reporting - Performance dashboards, financial reporting to stakeholders.

This operating model enables GBS to maintain independence in execution while ensuring alignment with stakeholders on strategy, standards, performance and funding.

By effectively playing the role of a semi-autonomous business unit, and participating actively in enterprise governance, GBS can deliver efficiency and impact without fragmentation.