



## Integrated IT & GBS Structures

Organizational design is a key lever for integrated IT and GBS to maximize their collaboration and synergy. Two prevalent models are:

### **Embedded Model:**

- IT roles are distributed within GBS service teams
- IT team members report into respective service heads
- Allows close responsiveness to business needs
- Risk of fragmented priorities and architectures
- Needs strong central IT governance

### **Center of Excellence (CoE) Model:**

- Centralized IT teams organized by capability
- Specialized talent pooled for re-use across GBS
- Maintains consistent architectures and platforms
- Can struggle scaling varied service needs
- Relies on consultative partnership with GBS

### **Hybrid model:**

- Blend embedded IT with centralized CoEs
- Embedded IT partners with GBS services
- CoEs provide platforms, tools, architecture
- Unified IT strategy and portfolio governance
- Balances business-IT linkage with standards

### **Key Success Factors:**

- IT leaders part of GBS leadership team
- Joint accountability for outcomes
- Leadership commitment to integration
- Clear decision frameworks
- Incentives aligned to collective goals
- Communication and change management
- Cross-trained talent

In summary, organizational design combining embedded unit-specific IT with centralized IT CoEs can enable balancing business intimacy with architecture consistency for integrated GBS and IT.