



Data & GBS

Moving from Cost-Optimizer to Value-Creator

GLOBAL BUSINESS SERVICES

Grow our People. Create Value. Drive Innovative Solutions.

Rich Dobbs

Vice President, Global Business Services



Responsible for building and running Global Business Services for Kimberly-Clark.



Experience



Kimberly-Clark

Vice President, Global Business Services



Mondelez International

VP of Shared Services & Corporate Information Services



Xerox - ACS

Senior Managing Director - Finance & Accounting



Fidelity Investments

Executive Vice President, Enterprise Operations



General Electric

President - Client Business Shared Services

A group of people in a meeting, overlaid with a blue filter. The text "Has anything changed for GBS?" is prominently displayed in white. The background shows several individuals, including a woman with curly hair on the left and a woman with blonde hair in the center, who is smiling and looking towards the right. They appear to be in a collaborative work environment with laptops and tablets visible on the table.

Has anything changed for GBS?

Value Delivery = A New Standard

3 ways to deliver value



Labor arbitrage

Every GBS fundamentally does it



Process optimization

Most GBS are leveraging standardization, automation, and process improvement in some form



Data driven top and bottom-line impact

Few to no GBS are doing it

The Opportunity



Data proliferation is providing businesses (including GBS) significant data pools

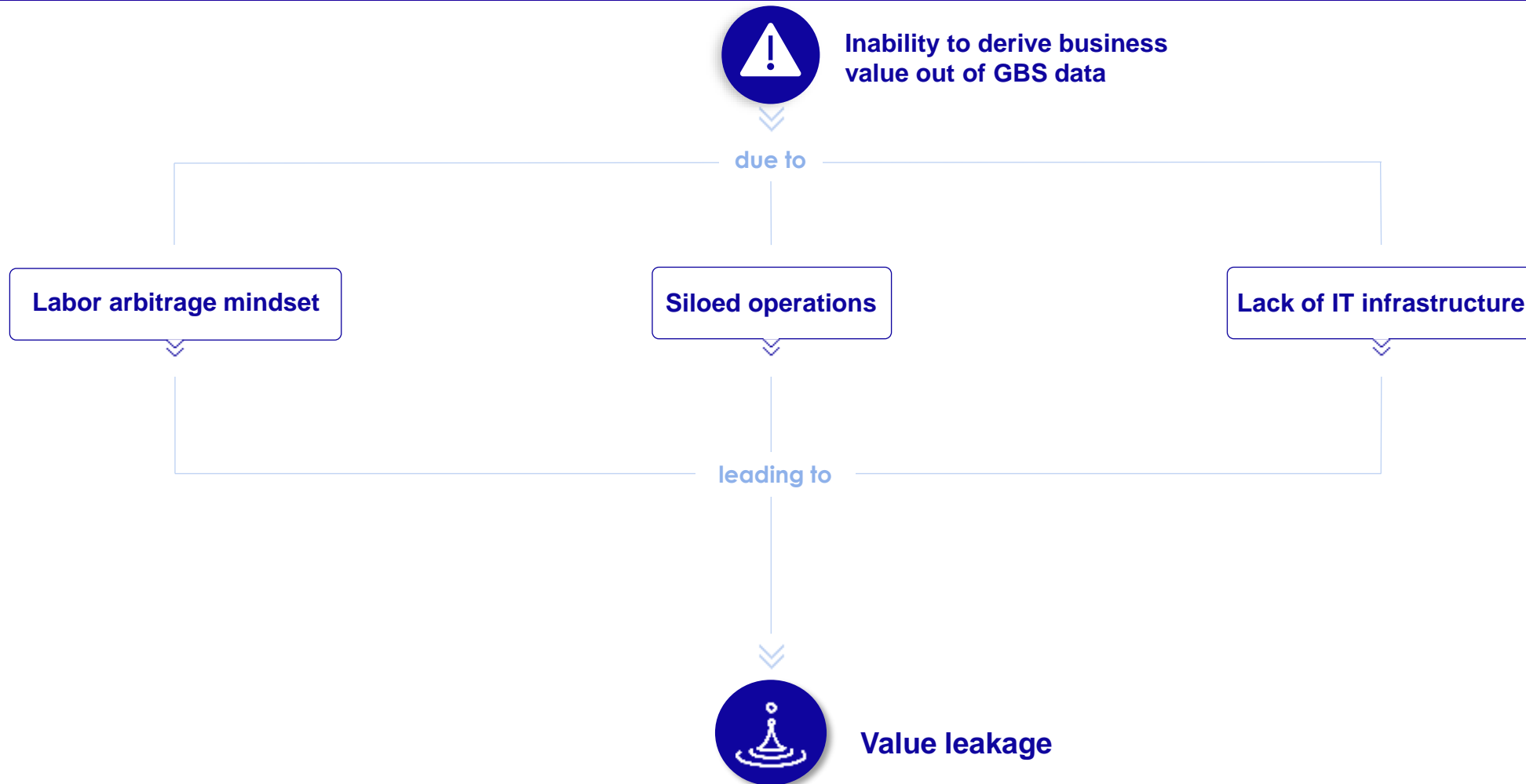


86% B2B companies believe they can do much better with data



Most GBS teams do not know **how to deal with this data** to derive business value

Un-utilized Data Leading to Value Leakage



A group of business professionals in a meeting, with a blue overlay. The image shows several people sitting around a table, engaged in a discussion. One woman in the foreground is smiling and looking towards the right. Another woman is looking at a tablet. The overall scene is professional and collaborative.

Resolving Value Leakage with Data

The Right Culture

Create a culture that encourages GBS teams to evaluate existing business processes with an eye for value creation.



Build into objectives and measure it



Recognize and reward it



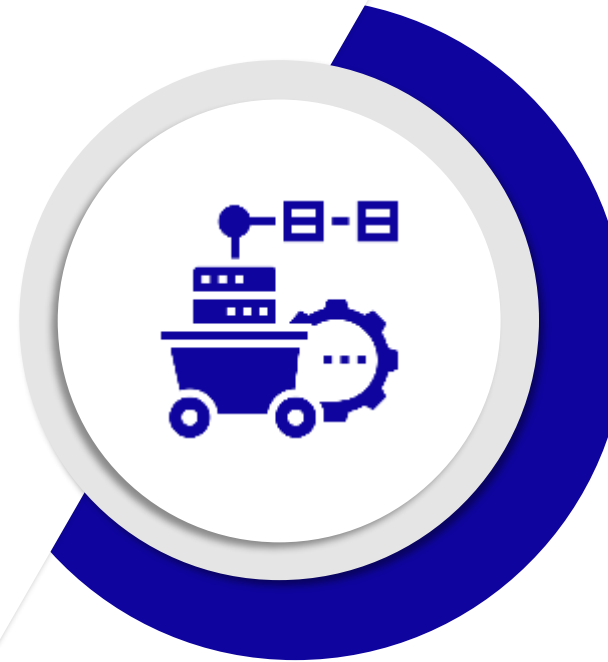
Embed in the way we lead, investing in technology / tools

Leveraging GBS' Access to Insights

In-depth View of
Processes



+



Visibility to
Business
Operations Data

Opportunities of Data-Driven Decisions

Contract leakage

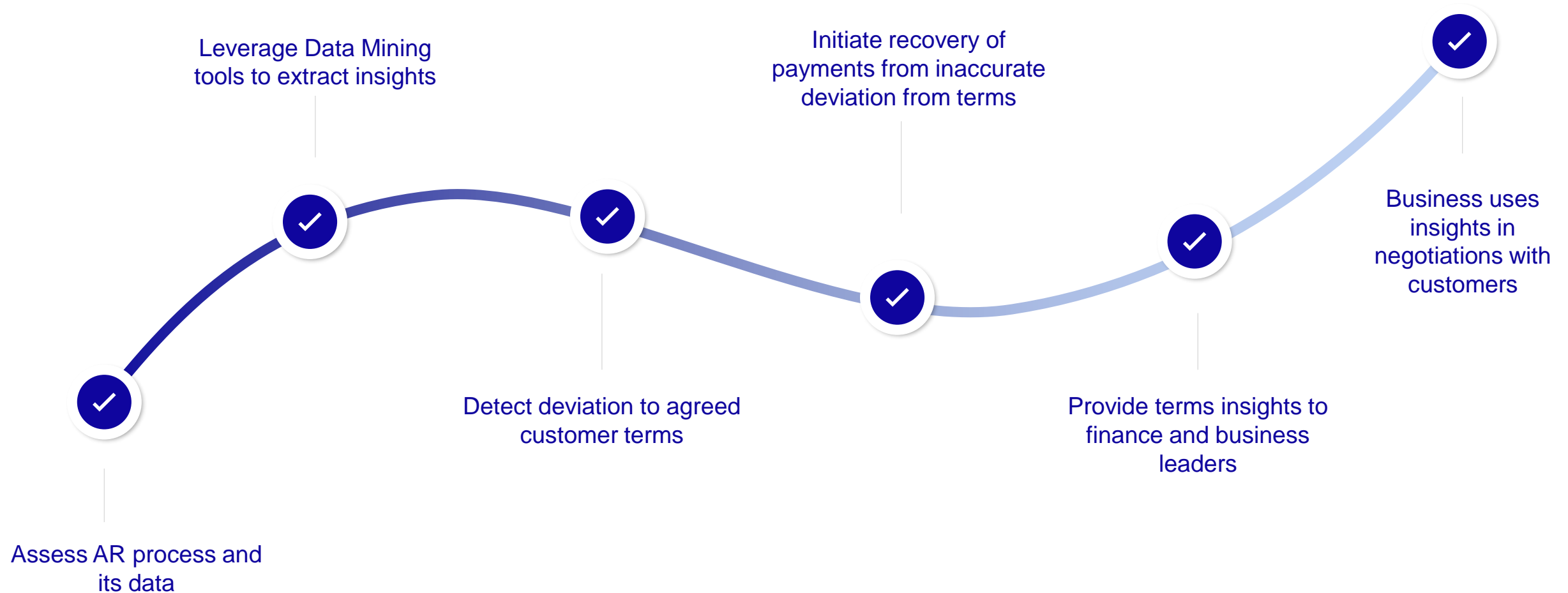
Uncollected payments



Overpaid taxes

Supplier overcharges

Example (Receivables)



5 Life Lessons on How to Build a World-Class GBS

1

Be Purpose Led, Performance Driven

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Be Purpose Led, Performance Driven

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Practice the Art of Servant Leadership

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Be Purpose Led, Performance Driven

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Obsess Over Value Creation

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Be the Tip of the Spear For Process and Data Innovation

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Create a Culture That Drives Active Listening



Q&A

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