

\*Kimberly-Clark

# Strategic Value Creation

Unlocking Potential and Driving Growth



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If the Shared Services Center is viewed as processing transactions at a lower cost and nothing more, **you will not get a seat at the table.**

The price of admission for that seat is to contribute directly to the success of the company.



Adding value beyond the base requires you to understand the **business**, how the **internal divisions/departments** are measured, the **voice of your customer**, and your **competitors**.



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¿How should a GBS be recognized  
as an enabler of Value Creation?

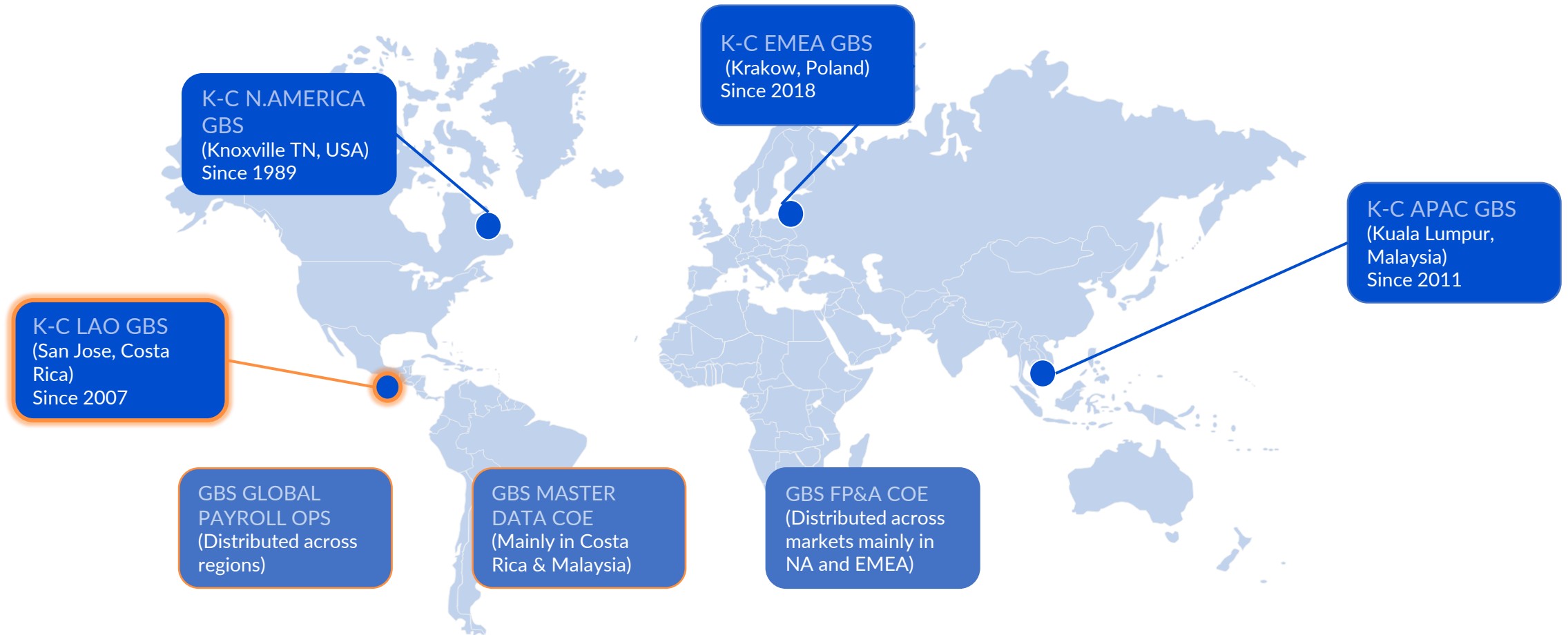


A small green plant with two leaves is growing out of a clear glass bottle. The bottle is placed on a weathered wooden plank. The background consists of several other weathered wooden planks, creating a rustic, natural setting. The text "Who are We?" is overlaid in a bold, blue font.

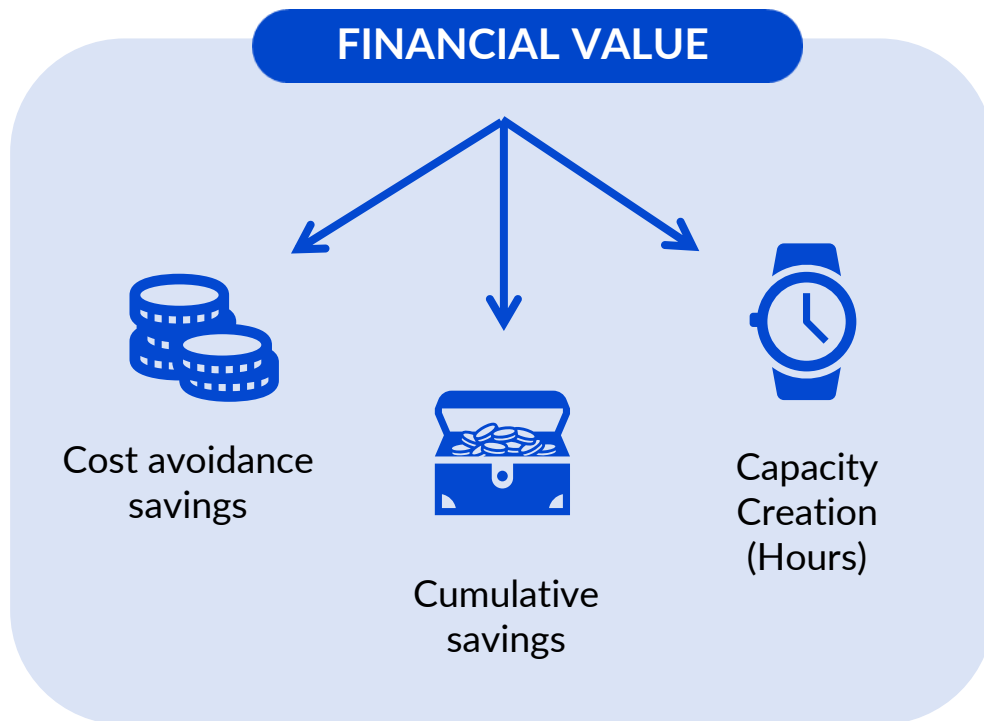
# Who are We?

# GBS is truly global with representation in all four regions

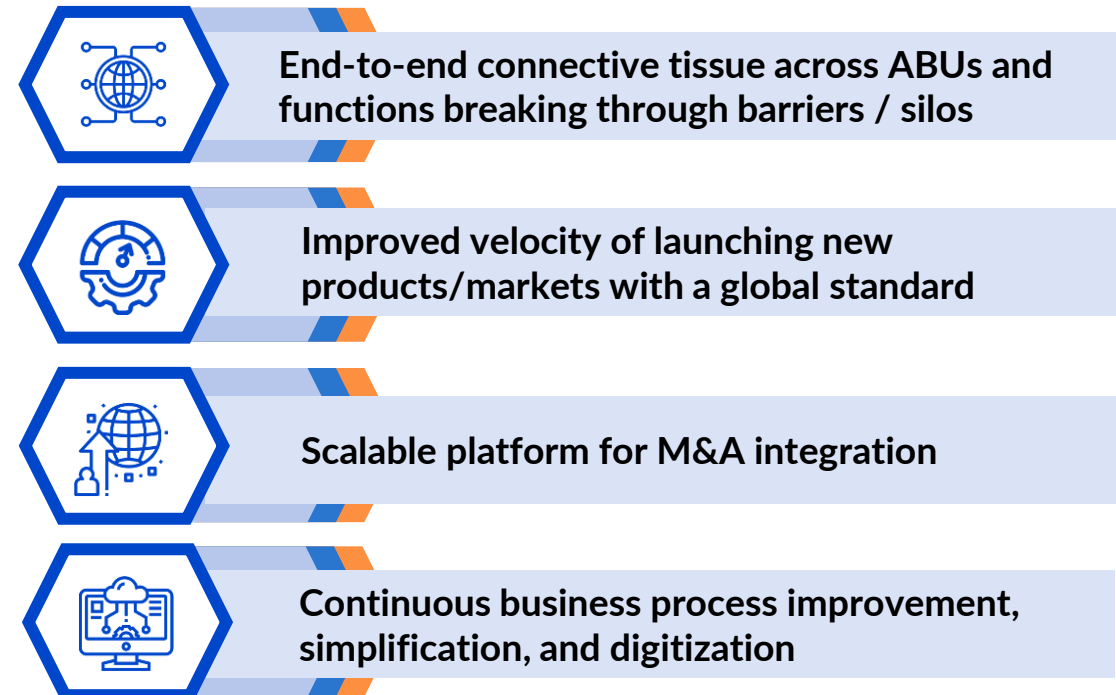
Costa Rica GBS is the largest center at K-C



# GBS's capabilities and infrastructure uniquely position it to create strategic value for K-C beyond cost and process efficiency



## BEYOND THE NUMBERS...





# K-C has a long way to go in terms of expansion and processes centralization...

In GBS, we manage processes across all these **service verticals**, which is why we know there are many **opportunities to grow and expand** our services.

FINANCIAL PROCESSES

MARKETING

HUMAN RESOURCES

CONTACT CENTERS

IT SUPPORT

BUSINESS SERVICES

PROCUREMENT & SUPPLY CHAIN



# What is a GBS?

## Three-Tier Service Model

### Business Partners



**Trusted advisors**, close to local leaders in the business to drive strategy, direction, & growth

### COEs



**Highly skilled and deeply knowledge-able experts**, analyzing, trending, & driving value/excellence

### Transaction Services



**Skilled experts in process efficiency and effectiveness**, lowering cost and improving speed/quality of services

# Here's how to think about GBS

## GBS is...

A BUSINESS PARTNER TO THE FUNCTIONS AND BUs

- ✓ High-value work
- ✓ Highly skilled professionals
- ✓ Thinkers and innovators
- ✓ Talent with relevant expertise, industry knowledge, and transformation experience
- ✓ Inventing new processes and technologies
- ✓ Problem solving
- ✓ Value- and revenue-generator
- ✓ End-to-end process optimization
- ✓ Global

## GBS is not...

THE OWNER OF THE FUNCTIONAL AND BU STRATEGIES

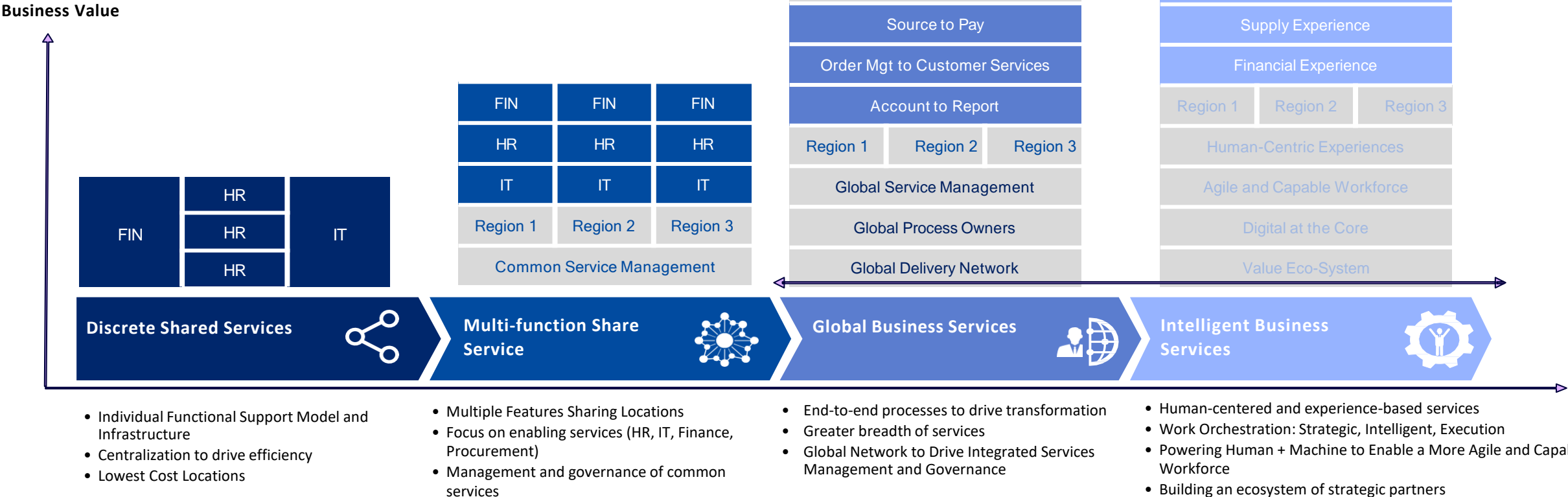
- Only transactional
- Inexperienced resources
- Just “doers”
- Only entry-level talent
- Order takers
- Problem paralysis
- A cost center
- Check the box
- Region or BU/function specific



# Customer expectations demand a next level of capabilities



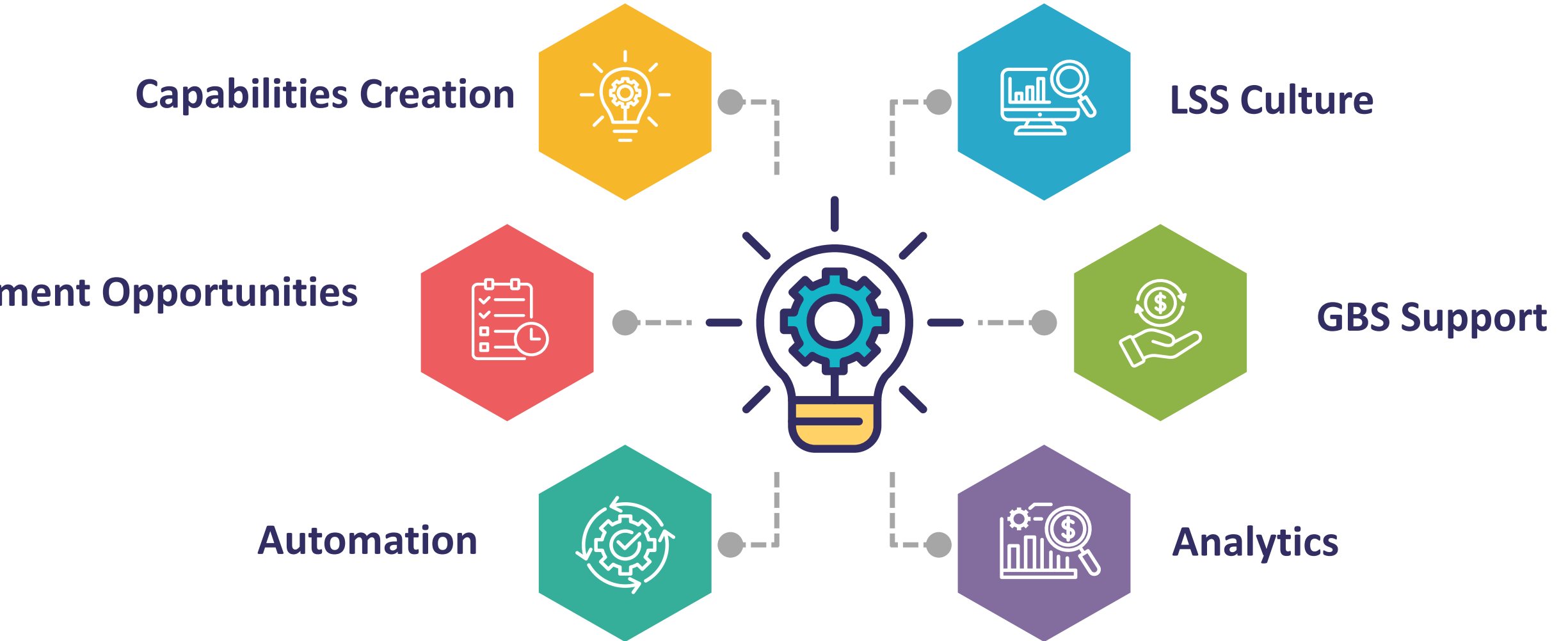
# Service Center Maturity Journey



# GBS has a proven approach for unlocking financial value across multiple layers, built on foundational value



# LAO GBS enabling efficiency and productivity through 6 pillars







# Striving for Maturity: Developing 7 Key Initiatives to Create Business Value

We are committed to delivering exceptional results by focusing on process, technology, data, and people. Which ensures that we not only meet but exceed our stakeholders' expectations.

## OPTIMAL ORGANIZATION & NEW SERVICES

- Workload Balancing
- Strengthen productivity
- Cost savings
- Sustainability

## APPLIED AGILITY & SERVICE MANAGEMENT

- Simple & automated processes
- Governance & stakeholders' alignments
- Continuous improvement

## ANALYTICAL CAPABILITY & INSIGHTS DELIVERY

- Focus decision-making
- Reduction of errors
- Real-time information
- Process optimization
- Data Centric Culture

## EMPLOYEE EXPERIENCE

- Training Plans & Capabilities Creation
- Strengthen leadership levels  
Competitiveness, retention & attraction of talent



# GBS is on a path to becoming a capability and outcomes enabler for K-C

Act as business partners and trusted advisors to functions and segments

Offer segments the agility to quickly scale up or down

Grow with the business



Serve across and between global functions

Be K-C's go-to digital engine driving productivity

Achieve global process optimization and standardization, at scale

# Are you in the correct path to create value?

