\*Kimberly-Clark

## **Strategic Value Creation**

**Unlocking Potential and Driving Growth** 



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## Strategic Value Creation

**Unlocking Potential and Driving Growth** 



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.



## \*Kimberly-Clark

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





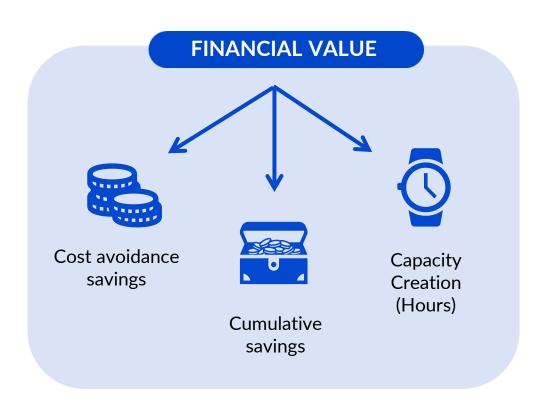
## GBS is truly global with representation in all four regions

Costa Rica GBS is the largest center at K-C

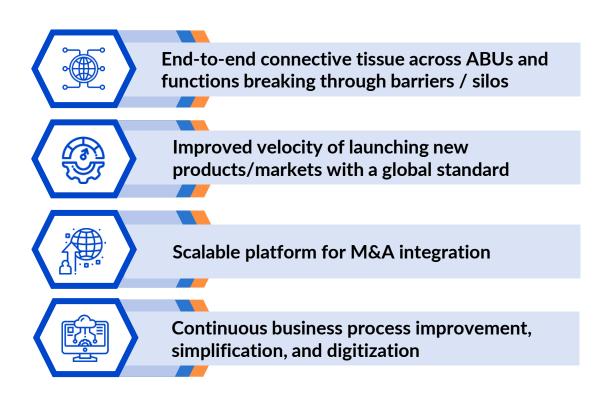




## GBS's capabilities and infrastructure uniquely position it to create strategic value for K-C beyond cost and process efficiency



#### **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**



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



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



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 BUS STRATEGIES

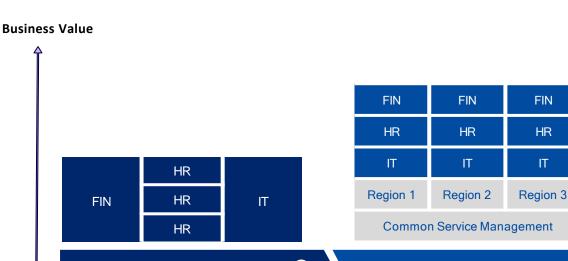
- Only transactional
- Inexperienced resources
- Just "doers"
- Only entry-level talent
- Order takers
- Problem paralysis
- A cost center
- Check the box
- Region or BU/function specific



## Customer expectations demand a next level of capabilities



## **Service Center Maturity Journey**







Discrete Shared Services



Multi-function Share Service



**Global Business Services** 



Intelligent Business
Services



- Individual Functional Support Model and Infrastructure
- Centralization to drive efficiency
- Lowest Cost Locations

- Multiple Features Sharing Locations
- Focus on enabling services (HR, IT, Finance, Procurement)
- Management and governance of common services
- End-to-end processes to drive transformation
- · Greater breadth of services
- Global Network to Drive Integrated Services
   Management and Governance
- Human-centered and experience-based services
- Work Orchestration: Strategic, Intelligent, Execution
- Powering Human + Machine to Enable a More Agile and Capable Workforce
- Building an ecosystem of strategic partners

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

20-40% 3

#### **Actionable Business Insights**

- Generate top and bottom line for regional BU P&L through World Class capabilities and expertise
- Global standards, process optimization, data management, analytics and insights



#### **Productivity and Insights through Intelligent Transformation**

- o Operational improvements: standardization, automation, process mining
- o Solution scalability, delivery network optimization, enabling services/
- Regional/global-based value creation



#### Labor Cost Arbitrage and Work Absorption through Everyday Excellence

- o Entry here allows for greater value creation to follow even if negligible
- o CI, standardization and absorption of work based on economies of scale

## FOUNDATIONAL VALUE ELEMENTS

**Control & Compliance** 

**Service & Quality Ecosystem** 

**Business Partnership Mindset** 

Talent Management & Development

**Innovative Toolset** 

**Business Continuity & Resilience** 

**Technology & Automation** 

## 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 enables for K-C

Act as business partners and trusted advisors to funtions and segments



Are you in the correct path to create value?



