

Enterprise Support: Supporting Winning Enterprise



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Paris, November 2012

Comfort
Cho Da Nhạy Cảm

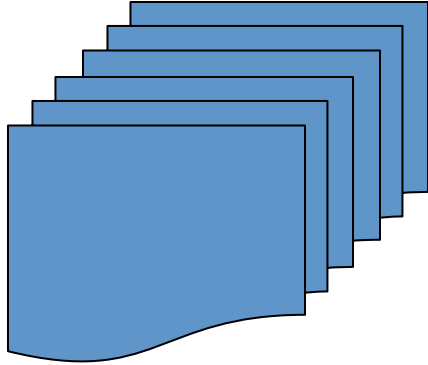
Mềm mại dịu hương
như tình thương của mẹ



Comfort Đậm Đặc Cho Da Nhạy Cảm an toàn cho da

Our Global Business Services journey

From



Traditional 'Back-office'
Organised by Function

To



Streamlined operational processes
that serve customers and consumers better

2010
Think Big

2011
Start Smart

2012/14
Scale-up Fast

2000-2010 : The foundation on which we build

Moving from local to regional/global



Global IT-Services
Global HR-Services
Regional Finance - Services

Converging the system landscape

200



From

4

To

SAP instances

Outsourcing transactions



Global IT Network - BT
Global HR – Accenture
Regional Finance - IBM/CG

Our objectives : Scale, Service, Speed

Build scale
but retain local relevance



Improve service
continuous improvement



Increase speed and agility
radical simplification



Costs



Service , Speed and Agility



Significant progress to date

Global service organisation established



D&E : Main hub Bangalore + satellites
(Katowice, Omsk, Istanbul, Shanghai and Rio)

Halving the number of locations in D

Driving for Business Excellence



Hard service metrics trending up
Satisfaction up by 11% to 64% ('12-'10)

Operating leverage



Support Functions contributed
to Overheads reduction

D & E mindset in everything we do

D&E

relevant innovation
and services



Cost advantages

arbitrage, efficiencies, synergies



Speed and agility

through co-location



Leverage

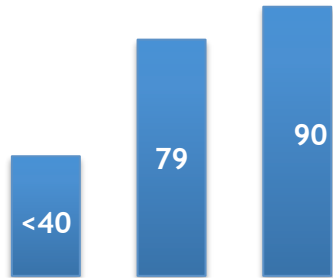
talent and employer brand



Bangalore Operation Centre : 1400 FTE's on site – 550 own and 850 co-located vendor partners

Finance Services - key deliverables

Increased discipline



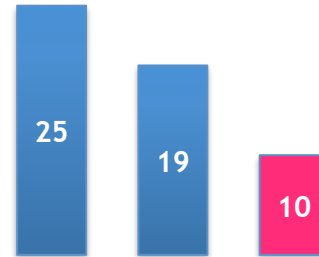
2010 2012 2013

Purchase order compliance

Reduced cost



Speed in closing



2010 Today 2014

Closing in days

Improved controls



Basics right



Value add

HR Services - key deliverables

Service & efficiency

New Accenture contract

5 yr savings:
€45m

Basics right



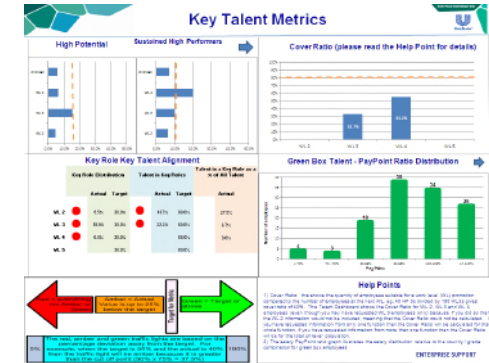
Discipline

Linking people data to 'usage' :
create cost consciousness



Insight

Providing HR analytics



Value add

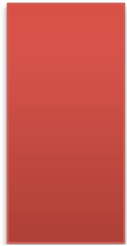
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Info Management Services - key deliverables

Simplification

120 standard reports x MCO

12,000



From

1,800



To

Scale

Global report
production
from
Bangalore

Faster, better decision making

All Company reports **2**
clicks away

Analytics power house

Basics right



Value add

Workplace Services - key deliverables

Global approach to real estate



1900 properties

Service and efficiency
5 year savings €56m

600



From

1

To

of European facilities
suppliers

Agility & Sustainability
roll out 'agile offices' ; drive **USLP**



66 Telepresence and 328 VC
rooms – integrated

Basics right



Value add

IT Services – Key deliverables

Service & efficiency

Better internal & external collaboration

Fewer data centres

7



2



From

To

Single SAP
Command centre

System Reference	System Name	Uptime	Down	Alerts
System Reference	System Name	227	226	492
System Reference	System Name	100%	100%	100%
System Reference	System Name	98	172	25
System Reference	System Name	171	162	164
System Reference	System Name	100%	100%	100%
System Reference	System Name	25	24	45
System Reference	System Name	30	22	21
System Reference	System Name	239	179	249
System Reference	System Name	221	19	14
System Reference	System Name	0	0	0
System Reference	System Name	0	0	0



Higher speed, more resilient network



M&A 'plug and play'

Basics right



Value add

Enterprise Support : leveraging the power of One

Supporting a truly
globally integrated enterprise



Scale, Operating leverage, Speed & Agility