

P&G's Global Business Services

Transforming the way business is done

Our Mission

Our mission is to transform the way business is done.

Our Business Model

- The GBS organization is one of the company's four pillars and is composed of 7000 people.
- We support P&G's 127,000 employees and 300 brands sold in 180 countries.
- We provide more than 170 employee and business services including IT, finance, facilities, purchasing and employee services as well as business building solutions.
- The GBS model is all about the AND. We want lower costs AND improve quality AND innovation AND productivity.
 - GBS is one of the largest, most progressive Shared Service Organizations in the world.



The Value of GBS

- We deliver cost savings
 - Nearly \$800MM cost savings
 - costs as % of sales reduced by 1/3 since 2003
- We drive scale
 - From 27% systems standardization post-Gillette to 60% today
 - Ability to manage 3x project workload
- We innovate
 - Virtualization of brand design and development
 - Productivity building capabilities and tools to steer the business real-time
- We enable agility
 - P&G Integrations and Divestitures
 - Staffing to meet company priorities in 4< days
- We are delivering the Company's digital strategy

Our Unique Capabilities

- Ensure operational excellence of services
- Scale services, systems and processes globally
- Create new business-building capabilities



How We Got There

1999 – 2002

Creation of Shared Services

- Service consolidation & basic infrastructure
- Re-site services to central locations

2003 – 2005

Building a Progressive Business Model

- Strategic sourcing with external partners
- Run our services as businesses
- Business Service and IT integration

2006 – 2009

Agility, Flexibility & Change Anticipation

- Dramatic IT-driven Innovation
- Ever greater reduction in costs
- 3-fold increase in org capacity & flow-to-work

2010 -- ...

GBSe – Running Simpler, Flatter, Faster

- Focus on key audiences: employees, functions and BUs
- More dynamic identification of priorities
- Scaled capabilities to build, operate & deliver GBS services

GBS Innovation at Work

It's not about running faster; it's about changing how you run

Virtualization

Replace physical product mock-ups with virtual reality applications

- **Consumers:** focus group mock-ups replaced by virtual designs
- **Customers:** virtual shelving & displays to test, learn and wow!
- **Engineering & Production:** product modeling tools

Virtual Solutions Tools were used on all top tier Initiatives



Accelerate Internal Collaboration

Help P&G employees connect internally faster, more cost effectively, and more sustainably

- **Video Collaboration Studios:** instant “on,” real-time video, studio quality audio
- **Improved productivity:** scales P&G executives, furthers internal connect & develop opportunities, eliminates costs/time spent on travel, and reduces P&G’s carbon footprint.
- **80 locations:** representing key business hubs

Saving \$4 in travel cost avoidance for every \$1 invested



Steer the Business Real-Time

Help P&G make accurate and timely decisions via Business Sphere and Decision Cockpits

- **Revolutionized** integration and delivery of business information
- **Empowers** executives to anticipate what is happening in the business
- **Decision Cockpits Available** to everyone, based on a common data set – 38,000 users

38,000 users, 40% less touches @ \$40 per touch



Driving Digital Capabilities

Creating a Real Time environment

- **Digital Business Intelligence:** harness the power of real time business intelligence
- **Digital Value Chain:** create a faster, simpler and more agile P&G
- **Digital Business Capabilities:** digital experiences that transform consumer relationships
- **Digital Organization:** work from anywhere, with peak performance

