Centralization/Decentralization Cycle



Decentralized

Challenges

- Disparate processes
- Multiple standards
- Duplication of effort
- Different control environments
- High cost and costs unclear across the business
- Not scalable

Benefits

- Responsive to Business and Operational needs
- Business/
 Operations
 control
 decisions
- Customized solutions to meet Business/Operational requirements

Shared

- Highly client focused
- Commercially driven
- ServicePartnershipAgreements
- > Clear unit costs
- Flexible delivery
- Clear understandingof drivers and activities

Centralized

Unresponsive to needs-of-business

Benefits

- Common systems and support
- Consistent standards and controls
- Tight control environment
- Economies of scale

Challenges

- Remote from business
- Unresponsive and inflexible
- No Business/Operational control over costs
- Viewed as central overhead
- Prevalence of shadow operations

Costs too high, poor compliance environment