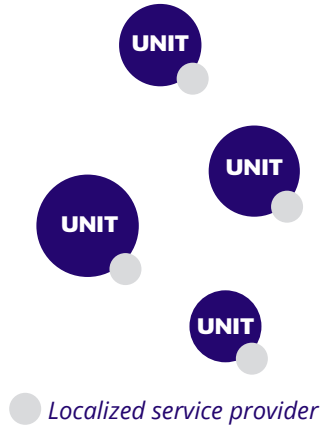
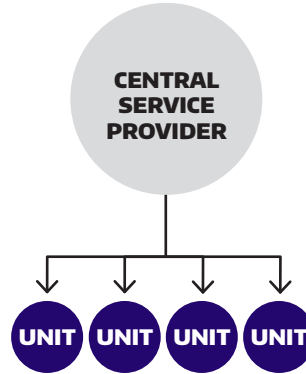


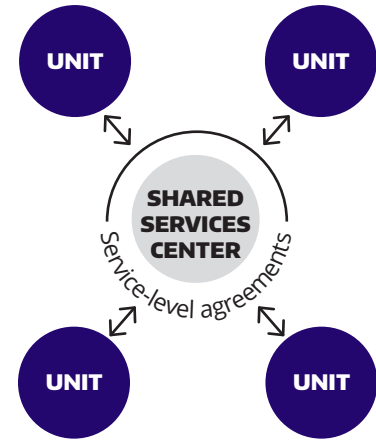
DECENTRALIZED SERVICES



CENTRALIZED SERVICES



SHARED SERVICES



Control over decisions and direction	✓		✓
Responsiveness and reliability	✓		✓
Economies of scale		✓	✓
Common systems and support tools		✓	✓
Consistency and standardization		✓	✓
Partnerships established with units served ("share" resources and cost)			✓
Agreed-upon service levels and communication of performance			✓
Multiple services and cross-functional teams with opportunities for staff learning and development			✓
Focus on customer value: continuous improvement, standards and metrics			✓