



SAP: The Challenge of Aligning Sourcing and Innovation Strategies

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It's more than
a win-win Deal

It's more than adding value
to our businesses

Creating a New Environment
Bancolombia's Outsourcing Business Case.

Produced by



In partnership with



FORTUNE

The difference between thinking in processes...

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Results



Universal Banking Concept

Time-line and
Enterprise Evolution

	1995	2011	Growth
Assets	1.6 \$ COP Billions	85.5 \$ COP Billions	53 Times
Shareholders' equity	0.3 \$ COP Billions	9.0 \$ COP Billions	28 Times
Net income	0.06 \$ COP Billions	1.7 \$ COP Billions	27 Times
Market Share	3.6% 6 th place in Col	22% 1 st place in Col	N/A
Clients	0.25 Millions	7 Millions	28 Times
Common share price (Bancolombia)	3.472 \$ COP	28,480 \$ COP	8 Times
Preferred share price	3.314 \$ COP	27,620 \$ COP	8 Times
ADR Price	16.37 USD	59.56 USD	4 Times

(Corporate Benefits: profits, efficiency, growing, service)

... And thinking in people
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People

Making Dreams come True

(It's not the same offer financial services than support the life projects)



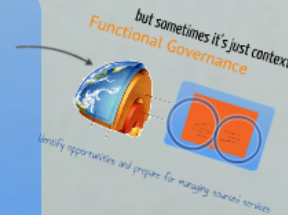
To create Governance in our enterprise

Organizational Governance

Functional Governance

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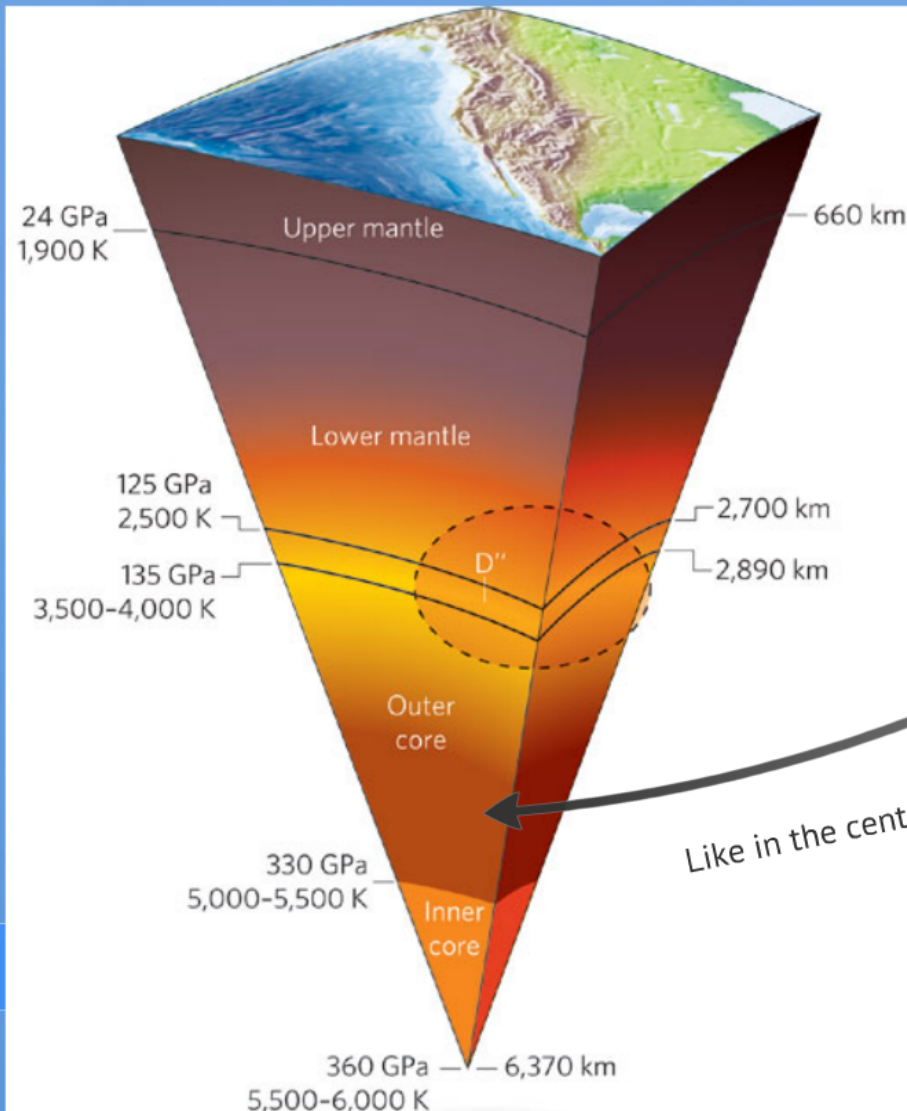
The Core is the operational base ...



Finally we need to create an effectively
environmental to understand the Business

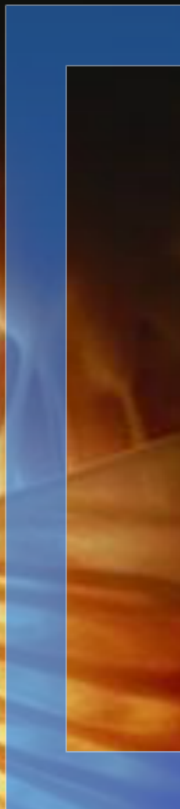
Sourcing Alignment

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People

Like in the center of the earth ...



- Key People (retained personnel)
- Professional Training
- People Transition
- Compensation and Union Relationship
- People Recruiting
- Labor relationships and labor demands
- Organizational Development
- Capabilities and Personnel Competences
- Assign Sourcing Responsibilities
- Define Roles

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People Management

Strategic Partner (inside HR)

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Change Management

- Organizational Changes for:
- Move people from client to Vendor (Captive to Outsource)
 - Operational Change from one vendor to other vendor
 - Finishing a relationship with a vendor
 - Call an operation (Outsource to Captive)

- Change Communication
- In the process (direct or indirect)
 - In the enterprise
 - In a community

- Changes in labor conditions
- Industry Union Law
 - Company Union Law

Relationship Management



- “Open Doors” Conversational Processes
(Alarms mobilization, action plan, sourcing processes)
- “One Team” Vision
- Double Via Scaling
- “Bridge” between culture and communication
(Vendor – User)
- Multisourcing and Multivendor
- The Value Survey

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