

Shared Service Centres

Delivering value from effective finance and business processes

ANDREW KRIS AND MARTIN FAHY

Shared Service Centres Delivering Value From Effective Finance And Business Processes

Anne Barron, Klaus P. Schneider



Shared Service Centres Delivering Value From Effective Finance And Business Processes:

Shared Service Centres Andrew Kris, Martin Fahy, 2003 As organisations struggle to create and sustain shareholder value executives are continually challenged to deliver effective business processes Increasingly today's market requires companies to standardise operations in order to remain competitive And an effective way of keeping costs down and improving efficiency is by moving certain functions to one central location An increasingly popular and effective way of meeting this challenge is to establish a shared service centre This briefing explains how and why more and more organisations are turning to shared services solutions It explains how organisations can tap into the wealth of opportunities that shared services provides by clearly outlining processes for evaluation planning and implementation It examines the structural diversity of shared service centres and the role that good centre design plays in the quest for really effective shared services Shared Service Centres considers the face of shared services today and tomorrow and looks at the challenges posed by the market place increased outsourcing and the consulting boom Providing practical experience driven examples and offering sample presentations tools and templates for immediate use this briefing offers expert advice on the process tools design and implementation of shared service centres Essential reading for those considering implementing SSCs as well as those interested in revamping existing SSC operations This briefing will help you to understand the shared services approach explore the strategic issues that inform the SSC decision become familiar with the management technological and process challenges develop a unique methodology or framework to support SSC deployment deploy a shared services culture which supports sustainable value creation employ best practice processes and systems investigate the opportunities for e shared services and business process outsourcing

Shared Services as a New Organizational Form Tanya

Bondarouk, 2014-07-31 What do shared service models involve Which business processes can and or should be shared This ASM volume deals with such questions relating to the increasingly popular use of Shared Service Centers in organizations The volume intends to move beyond debating the relevance of shared services towards more systematic research action

Beyond Governance Martin Fahy, Anastasia Weiner, Jeremy Roche, 2005-04-08 Following a series of corporate scandals legislators have company executives in their sights and are arming themselves with ever greater regulatory firepower All agree that good governance is essential but must not be allowed to stifle business performance Beyond Governance develops the concept of Enterprise Governance an emerging framework which unites Performance Conformance and Corporate Responsibility and shows how addressing all of these areas in a concerted coordinated fashion will deliver value to the organisation and its stakeholders In particular it focuses on the skills processes and systems that are required to deliver excellence in each of these areas giving readers a practical insight into the issues and an understanding of best practice in each area Many firms are rethinking their finance activities in the light of e commerce shared service centres business intelligence technology and cost pressures Beyond Governance explores the challenge of building a modern flexible finance

function describing the emerging role of the new CFO and how finance professionals should respond to this new business environment

Efficiency and reform in government corporate functions through shared service centres Great Britain: National Audit Office, 2012-03-07 In 2004 the Gershon Review recommended that the Government pursue the sharing of services including human resources finance procurement and payroll to achieve cost savings It has been up to individual departments to establish their own arrangements and between 2004 and 2011 eight major shared service centres emerged The five centres examined by the NAO were expected to cost 0.9 billion to build and operate but to date they have cost 1.4 billion They were also expected to have saved 159 million by the end of 2010/11 While in one instance Government has achieved break even in a time consistent with the private sector its overall performance has been varied and the two centres that are still tracking benefits report a measured net cost of 255 million Most departmental customers have not acted as intelligent customers and they will need to build in house capability with enough business and technical understanding to manage the services and work with the centres to achieve efficiencies Among other findings are that the software systems used in the centres have added complexity and cost and that as the use of the centres has been voluntary departments have struggled to roll out shared services fully across all their business units and arm's length bodies The Cabinet Office has recently gained approval for a new strategy and business case The NAO considers the approach is ambitious and has challenging timescales The Cabinet Office is actively working with departments on its implementation

The Pragmatics of Irish English Anne Barron, Klaus P. Schneider, 2011-06-24 Irish English while having been the focus of investigations on a variety of linguistic levels reveals a dearth of research on the pragmatic level In the present volume this imbalance is addressed by providing much needed empirical data on language use in Ireland in the private official and public spheres and also by examining the use of Irish English as a reflection of socio-cultural norms of interaction The contributions cover a wide range of pragmatic phenomena and draw on a number of frameworks of analysis Despite the wide scope of topics and methodologies a relatively coherent picture of conventions of language use in Ireland emerges Indirectness and heterogeneity on the formal level are for instance shown to be features of Irish English This volume is the first book length treatment of the pragmatics of a national variety of English or any other language Indeed it could be considered a first step towards a new discipline variational pragmatics at the interface of pragmatics and dialectology This book is of primary interest to researchers and students in pragmatics variational linguistics Irish English English as Foreign Language EFL cross cultural communication and discourse analysis Furthermore the pragmatic descriptions provided will be of practical use in the increasingly important English as Second Language ESL context in Ireland Finally it is also of relevance to professionals dealing with Ireland and indeed to anyone interested in a deeper understanding of Irish culture

Das Shared Service Konzept und Möglichkeiten des Controllings im IT-Bereich am Beispiel eines deutschen Industriekonzerns Sandro Schulz, 2012-07-24 Inhaltsangabe Einleitung Problemstellung und Zielsetzung Nicht erst seit der aktuellen Wirtschaftskrise

sind Unternehmen bestrebt Kostensenkungspotentiale und Effizienzsteigerungen zu verwirklichen. Die Möglichkeiten diese Ziele zu erreichen sind unendlich und reichen von Personalabbau über Prozessoptimierung entlang der Wertschöpfungskette bis hin zu einer Organisationsumstrukturierung. Häufig lassen sich die Maßnahmen nicht voneinander abkoppeln. So geht eine konzerninterne Neuausrichtung in den häufigsten Fällen einher mit einer Verringerung der Mitarbeiterzahlen. Wird bei einer Umstrukturierung versucht Synergie und Skaleneffekte zu erzielen, bedeutet das implizit, dass die gleiche Arbeit effizienter bzw. gleichbedeutend mit weniger Personal ausgeführt werden soll. Das sich gerade durch Umgestaltungen der Infrastruktur für administrative Unternehmensbereiche wie die IT-Abteilung ungeahnte Effizienzsteigerungspotentiale liegen, zeigt eine Studie von Deloitte. Im Laufe der industriellen Geschichte gab es unterschiedliche Ansätze zur Unternehmensorganisation. In den 80er Jahren lautete die Lösung Dezentralisation. Dabei wird eine bergeordnete zentrale Organisationseinheit aufgestellt und die Kompetenzen und Aufgaben auf untergeordnete Ebenen verteilt. Dieses System erschwerte jedoch eine Gesamtunternehmenssteuerung durch die weit verteilten Prozesse erheblich. Ein neuerer Lösungsansatz zur Steuerung der IT-Unterstützung ist die Wahl zwischen teilweiser oder gesamtheitlicher Vergabe von IT-Services an externe Dienstleister im Rahmen des Outsourcings. Doch schwerwiegende Nachteile des Outsourcings wie z.B. die Abhängigkeit von Dritten sowie der Umgang mit sensiblen Finanzdaten und Personaldaten und sich daraus ergebenden datenschutzrechtlichen Problemen führten zu neuen Organisationsansätzen. In den letzten Jahren richtete sich der Fokus der wissenschaftlichen Diskussion auf die Ausgründung von IT-Einheiten in eigene IT-Servicegesellschaften. Damit verbunden ist eine zunehmende Bedeutung des Shared Service Center Modells oder auch Internal Outsourcing für international tätige Unternehmen. Unter dem Begriff Shared Service wird eine wettbewerbsorientierte vorrangig konzerninterne Bereitstellung von unterstützenden, also nicht wertschöpfenden Aktivitäten wie z.B. IT-Leistungen für mehrere Konzernunternehmungen oder Einheiten mittels gemeinschaftlicher Nutzung von Ressourcen verstanden. Die organisatorischen Einheiten, welche diese *Shared services in the research councils* Great Britain: National Audit Office, 2011-10-21. The implementation of a project to create a centre to streamline back office functions such as finance, HR and procurement for the seven research councils has so far not been good value for money. When finally operational 15 months late, the Centre was delivering services across the five functions planned, but some services, particularly finance, are not yet where they need to be. By the end of March 2011, the project was 51 million over budget. Available evidence indicates that to date the project has underachieved against total expected savings by at least 73 million. The original business case, which led to the decision to opt for the shared service centre, was flawed. The projected savings to be made from better procurement were uncertain, and a proper financial analysis should have prompted a re-evaluation of the available options. The reasons for the overrun and delay included complex governance arrangements, slow decision making, and the lack of a clear vision for the project from the outset. The contract with Fujitsu, the supplier of the Centre's ICT systems, was terminated, wasting 13 million, because some elements of the system then had to be rebuilt in

house When the project did start to go off course the Department for Business Innovation and Skills as sponsor Department did not intervene A single shared service platform has the potential if managed effectively to offer broader benefits through streamlined processes The report concludes that there is significant scope for further savings EBOOK: Management Control Systems, 2e Frank Hartmann,Kalle Kraus,Göran Nilsson,Robert Anthony,Vijay Govindarajan,2020-11-05 EBOOK Management Control Systems 2e Shared Services in Local Government Ray Tomkinson,2017-03-02 Despite the pressure for local councils to follow the lead of the private sector and develop shared service and partnership arrangements the barriers in terms of culture differences in priorities across councils and lack of experience are formidable yet this is the most likely source of meeting government targets for reduced overheads and improved organizational effectiveness By using extensive case studies drawn from across local councils in England Ray Tomkinson explains the implications of sharing service delivery addresses concerns about loss of control and accountability and demonstrates the potential advantages He shows how to set up collaborative ventures formal partnerships shared service centres or special purpose vehicles while pointing out possible pitfalls thus enabling senior managers to follow all the necessary project steps to create an appropriate shared service It seeks to examine the evidence of the cost effectiveness and quality improvements achieved from sharings This ground breaking book has been written for everyone in local government it explores the political and cultural barriers and legislative legal framework for joint workings explains how to find an appropriate governance vehicle and how to gain the commitment of partners It deals with political and managerial concerns risk aversion and parochial issues and the possible impact on the reputation and performance of both sharers Shared Services in Local Government is the only comprehensive study for the UK and it will ensure any public sector organization pursuing this route is able to approach the task of creating a shared service with a real understanding of the issues involved Finance Bundling and Finance Transformation Frank Keuper,Kai-Eberhard Lueg,2013-11-13 In managerial literature the challenges of ramping up growing and enhancing a Finance Shared Services Organization are regularly neglected Therefore the compilation will address two objectives First based on a generic phase model of an SSO s development frequently arising questions related to the management of SSOs shall be systematically discussed and practicable solutions derived Secondly a picture of the future of SSOs shall be elaborated resulting in new future management implications **CFO Insights** Michael R. Sutcliff,Michael Donnellan,2006-05-12 CFO Insights Delivering High Performance explores the implications of Accenture s high performance finance research and interprets the link between high performance business and the role of the CFO in delivering this Written from the perspective of the Chief Financial Officer the book provides real world relevant examples including flagship interviews with CFOs of high performing businesses The book also includes industry analyses prepared by the Accenture Strategy and Business Architecture Practice case studies and chapters dedicated to the CFO and financial practices of Japan China Latin America and Eastern Europe The New CFOs Liz Mellon,David C. Nagel,Robert Lippert,Nigel

Slack,2012-04-03 In the aftermath of the financial crisis the spotlight is even more on the role and activities of the CFO Specifically CFOs need to accelerate three aspects of their role develop dynamic and distinctive risk management capabilities motivate and align increasingly diverse work providers and design and operate effective financial processes for internal and external customers The winning CFOs in the next decade will be the ones who get the basics right who prioritise their efforts and who invest in the leadership development that creates the institutional capacity to achieve and sustain leading industry performance CFOs need to embrace the new challenges and opportunities created by the financial crisis The New CFOs provides the fundamental road map to success in this new environment for finance officers their teams and the organizations who employ them

Operational Risk and Resilience Chris Frost,David Allen,James Porter,Philip Bloodworth,2000-11-14 Well publicised failures in risk management have appeared with shocking frequency over the past few years Affected firms can suffer significant commercial damage or even bankruptcy as a result Only now is there a growing realisation that risk management is a key management responsibility This book will help turn your firm into a risk aware organization which will be able to avoid catastrophic loss It will also enable senior management to make better strategic and operational decisions thanks to an informed understanding of business hazards Case studies from a wide cross section of different firms and markets are used to explain how to define analyse and control operational risk An insightful guide to one of the key topics of modern strategic and operational management written by a team of expert risk management professionals Learn about the application of operational risk management to a wide range of market sectors including commercial retail and investment banking investment management insurance the energy industry telecommunications manufacturing and logistics Case studies and worked examples from around the world including North America Western Europe South East Asia and Latin America

CIMA Official Learning System Financial Strategy John Ogilvie,2009-07-18 This new edition of Financial Strategy includes practice questions throughout a complete revision section topic summaries and a CBA style mock exam

Management Accounting - Financial Strategy John Ogilvie,2006 No further information has been provided for this title

Improving corporate functions using shared services Great Britain: National Audit Office,2007-11-29 Corporate services provide often vital support to the delivery of effective and efficient public services and cover such areas as finance and accounting human resources procurement information technology facilities and estates management Sir Peter Gershon s review of public sector efficiency available on the HM Treasury website http://www.hm-treasury.gov.uk/media/C/A/efficiency_review120704 identified benefits from shared services but found that departments efficiency targets did not include savings specifically from shared corporate services This NAO report has been conducted to take account of developments between the 2004 Spending Review Cm 6237 ISBN 9780101622728 and the 2007 Comprehensive Spending Review Cm 7227 ISBN 0101722729 on shared services and focuses mainly on finance and human resources which are generally the more developed areas of shared service in the public sector The publication is divided into four parts and looks

at general and specific areas including the potential of shared services in the public sector the problems of customer satisfaction experienced by the NHS and HM Prison Service with shared services the variable progress across government the lack of a clear overview from the Cabinet Office on shared services The NAO has also set out 9 recommendations including public bodies should streamline their corporate service processes in line with best practice they should also improve how they analyse the performance of their corporate services and whether there are more cost effective ways to obtain such services Departments should increase public transparency of corporate service performance *Public Shared Service Centers* Gerd Schwarz,2014-06-20 Gerd Schwarz analyzes the pros and cons of shared service centers for the implementation of IT finance personnel and purchasing processes and make design suggestions on the empirical study of American public companies are based at 72 It describes how through the development of shared service centers achieved cost and quality improvements and shows based on the transaction cost approach to outsourcing to the differences in detail

OMB's Financial Management Line of Business Initiative: Too Much Too Soon? Serial No. 109-164, March 15, 2006, 109-2 Hearing, *,2006 The British National Bibliography Arthur James Wells,2003 **Application and Adoption of Robotic Process Automation for Smart Cities** Tailor, R.K.,2023-10-25 In the present era technological developments are increasing the efficiency and potential of each stakeholder in a business Robotic process automation is one of the key areas that can be applied in business organizations and corporate sectors to enhance productivity and show a path to success Application and Adoption of Robotic Process Automation for Smart Cities provides relevant theoretical frameworks and various developments in the area of robotic process automation Covering topics such as banking and financial services public engagement and smart cities this premier reference source is a valuable resource for business leaders IT managers government officials engineers students and educators of higher education researchers and academicians

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