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# Shared Service Centres

*Delivering value from effective finance and business processes*

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

**Frank Keuper, Kai-Eberhard Lueg**



## **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 aufgelöst 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 Konzernunternehmen 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.

**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.

EBOOK: Management Control Systems, 2e Frank Hartmann, Kalle Kraus, Göran Nilsson, Robert Anthony, Vijay Govindarajan, 2020-11-05. **EBOOK Management Control Systems 2e**

**CFO Insights** Michael R. Sutcliffe, 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      *Human Resource Information Systems* Richard D. Johnson, Kevin D. Carlson, Michael J. Kavanagh, 2020-09-29 Human Resource Information Systems Basics Applications and Future Directions is a one of a kind book that provides a thorough introduction to the field of Human Resource Information Systems HRIS and shows how organizations today can leverage HRIS to make better people decisions and manage talent more effectively Unlike other texts that overwhelm students with technical information and jargon this revised Fifth Edition offers a balanced approach in dealing with HR issues and IT IS issues by drawing from experts in both areas It includes the latest research and developments in the areas of HRIS justification strategies HR technology big data and artificial intelligence Numerous examples best practices discussion questions and case studies make this book the most student friendly and current text on the market Included with this title The password protected Instructor Resource Site formally known as SAGE Edge offers access to all text specific resources including a test bank and editable chapter specific PowerPoint slides      *Effective Operations and Performance Management* Bloomsbury Publishing, 2010-10-01 Effective Operations and Performance

Management is a multi author volume written by practitioners and academics in their respective fields of expertise including Andrew Mayo Subir Chowdhur Andrew Cox and Leslie L Kossoff providing coverage in all aspects of operations and performance within a company The book addresses measuring and managing operational issues providing you with a solid platform from which to develop strategies and grow your business It includes over 30 chapters covering the management of operations and performance It offers you a rich vein of thought leadership and best practice and practical step by step guides on methods to improve operational robustness and measure performance There are a range of Checklists including Performing a Skills Gap Analysis The Triple Bottom Line Using and Understanding Financial Ratios for Analysis Applying Stress Testing to Business Continuity Management plus much more 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 **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 *CFO Insights* Stewart Clements,Michael Donnellan,Cedric Read,2005-08-19 Many CFOs have led their companies to invest in ERP and shared services in order to create leaner more global organization structures Today they seek more radical transformation through business process outsourcing BPO CFO Insights is a practical comprehensive guide to this exciting fast growing field It features expert advice from the CFOs of major companies worldwide including BP Procter Gamble Dell and Exel Step by step it takes you through the stages of a successful outsourcing solution from evaluating providers and contracting through transition planning and risk management We have seen cost reductions every year for each of the 13 years of our outsourcing experience now finally we are seeing the outsourcing market mature The advancement of multi client centers will create new value As new low cost centers spring up around the world I want to have easy access to the opportunities Ala n Eilles CFO Downstream BP Outsourcing is not about sitting still On the one hand as CFO you have to be in control and have the right control mechanisms in place On the other this is an evolving relationship where both parties feel empowered and energized to make a real difference in the business John Coghlan Group Finance Director of Exel My view of the CFO s role is relatively simple How do you add value The CFO has to be in the forefront in understanding at a strategic level the relative economics of different parts of the business model and vitally play a decisive role in deciding what should be insourced and what should be outsourced Clayton Daley CFO Procter Gamble **Departments of Transportation, and Housing and Urban Development, and Related Agencies Appropriations for 2016** United States. Congress. House. Committee on

Appropriations. Subcommittee on Transportation, Housing and Urban Development, and Related Agencies, 2015

## Reviewing **Shared Service Centres Delivering Value From Effective Finance And Business Processes**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**Shared Service Centres Delivering Value From Effective Finance And Business Processes**," an enthralling opus penned by a highly acclaimed wordsmith, readers set about an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve into the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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