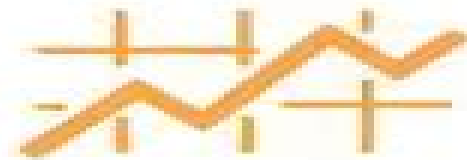


# Shared Services



*Adding Value to the Business Units*

Donniel S. Schulman · Martin J. Harmer  
John R. Dunleavy · James S. Lusk

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# Shared Services Adding Value To The Business Units



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## **Shared Services Adding Value To The Business Units:**

**Shared Services** Donniel S. Schulman, Martin J. Harmer, John R. Dunleavy, James S. Lusk, 1999-03-08 One of the ways companies are looking for competitive advantage in this frenetic business environment is through the use of a tactical technique called shared services In this book we bridge the chasm between the theory of how a shared services operation ought to work and the practical issues involved in how to make it work how to carry out a successful implementation of a shared service operation in your business from the Preface Gaining competitive advantage in today's fierce business environment requires focus throughout the company on value as measured by quality cost speed and service In the quest for superior performance a growing number of companies are now turning to shared services a tactical technique by which corporations can organize financial and other transaction oriented activities to reduce costs and provide better service to business unit partners Written by four authorities three PricewaterhouseCoopers consultants and the executive who has directed the shared service efforts at Lucent Technologies this comprehensive resource the first of its kind examines shared services from the macro issues that compel senior management to embrace this approach through the design and implementation of a shared services environment that leads to increased customer and shareholder value Of all the tools available for gaining competitive advantage why shared services One of the principal reasons is that it creates through consolidation of often disparate activities more of a one company feel among business units The benefits of this are twofold one it enables companies to show a consistent face to clients and customers vendors and suppliers shareholders and potential shareholders two it provides increased flexibility to all of the business operations allowing corporate leaders to maintain a global perspective while at the same time allowing business unit leaders to take strong customer focused actions Providing both a domestic and global view Shared Services addresses the full spectrum of issues including Assessing whether shared services is right for you issues to consider goals to be reached Getting started building support establishing an effective organization instituting continuous communication Setting up the infrastructure billing shared services to business units dealing with tax and legal entity issues International challenges complexity time zone legal issues currency stability and security Program and project management structures planning execution and control A groundbreaking book that examines a timely and important topic Shared Services is an accessible and thorough guide to what could be a critical component in achieving long term business success This comprehensive resource is the first to introduce explain and explore shared services an innovative business strategy that involves centralizing various business units including accounting and transactional operations to reduce costs and increase customer satisfaction Presenting a practical and easy to follow blueprint for the smooth and sound implementation of shared services in your organization Shared Services Adding Value to the Business Units covers all the fundamentals from how to get started to proper management techniques [ENTERprise Information Systems, Part II](#) Joao Eduardo Quintela Varajao, Maria Manuela Cruz-Cunha, Goran D. Putnik, Antonio

Trigo,2010-10-08 This book constitutes the proceedings of the International Conference on ENTERprise information systems held Viana do Castelo Portugal in October 2010 *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

*OMB's Financial Management Line of Business Initiative: Too Much Too Soon? Serial No. 109-164, March 15, 2006, 109-2 Hearing, \**,2006 *OMB's financial management line of business initiative* United States. Congress. House. Committee on Government Reform. Subcommittee on Government Management, Finance, and Accountability,2006

Common Cause: Shared Services for Human Resources Karen V. Beaman,2006 Collection of essays explore shared services in the human resources environment *Shared Services and Outsourcing: A Contemporary Outlook* Julia Kotlarsky,Ilan Oshri,Leslie P. Willcocks,2016-09-27 This book constitutes the revised selected papers from the 10th Global Sourcing Workshop held in Val d Is re France in February 2016 The 11 papers presented in this volume were carefully reviewed and selected from 47 submissions The book offers a review of the key topics in outsourcing and offshoring of information technology and business services offering practical frameworks that serve as a tool kit to students and managers The range of topics covered is wide and diverse but predominately focused on how to achieve success in shared services and outsourcing More specifically the book examines outsourcing decisions and management practices giving specific attention to shared services that have become one of the dominant sourcing models The topics discussed combine theoretical and practical insights regarding challenges that industry leaders policy makers and professionals face or should be concerned with Case studies from various organizations industries and countries such as UK Italy The Netherlands Canada Australia and Denmark complete the book Local Government Shared Services Centers Paweł Modrzyński,2020-08-12 Built on independent research and financial audits of a number of newly created Shared Service Centers SSCs in Poland Local Government Shared Services Centers Management and Organization is the first book to thoroughly examine the organization development and effectiveness of the shared service market in the Polish public sector Hybrid Virtual Teams in Shared Services Organizations Thomas Afflerbach,2019-11-25 This book focuses on virtual teams which are fraught with cooperation problems It offers novel insights into how team members experience and overcome these problems by empirically studying hybrid virtual teams in Shared Services Organizations It firstly enhances the reader s understanding of contextual challenges relating to cooperation and shows how members of such teams experience faultlines through distance disconnection through reliance on communication technology and discontinuity through temporality of team composition Secondly it explores how they use 22 practices to overcome the cooperation problem which can be categorized as strategies of identity constructing trusting and virtual peer monitoring Lastly the study analyzes the role of technology demonstrating that state of the art

media can facilitate but not ensure the use of these strategies and practices As such the book has implications for both researchers and practitioners      **Essentials of Shared Services** Bryan Bergeron,2002-10-31 What works why it works and how to evaluate a shared services program Shared services a form of internal outsourcing enables corporations to achieve economies of scale by creating a separate entity within the company to perform specific internal services such as payroll accounts payable travel and expense processing etc Essentials of Shared Services provides a quick concise overview of shared services fundamentals bringing senior level executives up to speed so that they make the right decision Bryan Bergeron provides a foundation of shared services from a historical economic technical and customer perspective showing how shared services can impact a corporation s bottom line both long and short term He delivers specific recommendations that can be used to establish and manage a shared services effort and includes a variety of examples of programs that work and those that do not      *E-Government, E-Services and Global Processes* Marijn Janssen,Winfried Lamersdorf,Jan Pries Heje,Michael Rosemann,2010-08-23 This book constitutes the refereed proceedings of the IFIP TC 8 International Conference on E Government and E Services EGES 2010 and the IFIP TC 8 International Conference on Global Information Systems Processes GISP 2010 held as part of the 21st World Computer Congress WCC 2010 in Brisbane Australia in September 2010 The 12 revised full papers presented at EGES were carefully reviewed and selected from numerous submissions The papers are organized in topical sections on interoperability participation adoption and diffusion back end transformation and new applications The 6 revised full papers presented at GISP were carefully reviewed and selected from 13 submissions They are organized in two parts global case studies on process design issues with four papers covering the contextual settings of Singapore Kuwait Finland and South Africa and globalized process design with two papers dealing with the demands of large scale process models and a process design project covering two continents      **Human Resource Information Systems** Michael J. Kavanagh,Richard D. Johnson,2017-07-07 Human Resource Information Systems edited by Michael J Kavanagh and Richard D Johnson 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 Fourth Edition offers a balanced approach in dealing with HR issues and IT IS issues by drawing from experts in both areas Numerous examples best practices discussion questions and case studies make this the most student friendly and current text on the market New to This Edition A new chapter on social media explores how organizations can use social networks to recruit and select the best candidates A new HRIS Expert feature spotlights real world practitioners who share best practices and insights into how chapter concepts affect HR professions New and expanded coverage of key trends such as information security privacy cloud computing talent management software and HR analytics is included

**Do the Right Deal, Do the Deal Right** Barry Massoudi,2006      **Human Resources Business Process Outsourcing**

Edward E. Lawler, III, Dave Ulrich, Jac Fitz-enz, James Madden, V, 2004-07-29 In Human Resources Business Process Outsourcing Edward E Lawler III Dave Ulrich Jac Fitz enz the foremost experts in the human resource field and James C Madden V the CEO of the top HR outsourcing firm clearly show how outsourcing offers an effective low cost alternative to traditional administration and provides HR managers with new opportunities to contribute directly to their companies overall strategy and business performance Step by step the authors explore how the HR function in corporations is structured and include a template for analyzing a HR department s value value added and cost to serve In this important resource the authors explain new approaches organizations can take to improve HR administration and demonstrate how HR functions can be best organized

**Designing Effective Organizations** Michael Goold, Andrew Campbell, 2002-06-03 Goold and Campbell leading thinkers on corporate level strategy have turned their attention to corporate level organization design They bring a rigor to this topic that will help managers wrestling with multiple reporting dimensions decentralization and cross unit co ordination Professor Gary Hamel London Business School Author of Competing for the Future and Leading the Revolution Campbell and Goold are renowned for discovering entirely new and useful dimensions to seemingly familiar business issues This book is another shining example It allows executives to replace politics and personality as the rationales for an organizational design with clear effective logic and experience Thomas H Davenport Director Accenture Institute for Strategic Change Author of Process Innovation and Working Knowledge A must read for managers and consultants Redesigning the organization is the most powerful and fastest means for aligning decisions and behavior with strategic objectives Goold and Campbell provide the best and most comprehensive framework for developing and testing the validity of an organizational structure I have seen in recent years Based on years of research and experience they offer clear principles and a process to guide managers in the many design decisions and trade offs involved in developing a more effective organization Professor Michael Beer Harvard Business School Author of The Critical Path to Corporate Renewal Books on organization design tend to fall into one of two categories those that provide interesting concepts but not help on how to implement them and those that are full of check lists on implementation based on sterile and over simplified ideas Michael Goold and Andrew Campbell have written perhaps the finest example of an exception I have ever seen a very practical book with detailed guidelines on implementation yet based on a rich and sophisticated understanding of the real challenges of organization design It will be of immense use to all careful readers Professor Sumantra Ghoshal London Business School Author of The Individualized Corporation and Managing Across Borders As companies search for all sources of competitive advantage many are discovering that the ability to organize and execute complex strategies is an important one Campbell and Goold have again provided us with a good process through which leaders can give organizing its deserved focus Professor Jay Galbraith author of Designing the Global Corporation Campbell and Goold bring much needed clarity and precision to the language of organizational design and show how this can help managers avoid the misunderstandings and

differing interpretations that frequently undermine new organization structures Paul Coombes Director Organization Practice Area McKinsey Company Organization change is close to the top of many companies agendas Goold and Campbell's book equips you with ideas and frameworks to take on the journey The real world examples help make it both pragmatic and readable Steve Russell Chief Executive The Boots Company plc An impressive work The taxonomy of organizational units and organigram symbols will be especially useful to managers working on structures Philip Sadler Patron The Centre for Tomorrow's Company Author of The Seamless Organization Incredibly relevant in helping to pull together a complicated structure based around the dimensions of channels products customers and geography immensely clear and valuable David Roberts Chief Executive Personal Financial Services Barclays plc A welcome breakthrough in designing more effective corporate organization structures The nine design tests of Goold and Campbell are a valuable addition to an otherwise sparse toolkit Jim Haymaker Vice President Strategy Business Development Cargill Inc      **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      **Computerworld**, 2000-11-27 For more than 40 years Computerworld has been the leading source of technology news and information for IT influencers worldwide Computerworld's award winning Web site Computerworld.com twice monthly publication focused conference series and custom research form the hub of the world's largest global IT media network      Technology, Outsourcing & Transforming HR Graeme Martin, 2008-02-22 This book examines the progress made in enabling the HR function and the relationship with outsourcing The editors will review and analyse recent developments in the application of outsourcing and ICT to the HR function and its overall contribution to organizational aims This text aims to fill the gap in current literature by providing accessible guidance on how to tackle the enablement of the function and on the factors associated with successful outsourcing There is no single text that adequately deals with this increasingly important problem and which has been recognised by the CIPD as a key area of research for their forward programme The contributors all have leading edge knowledge and practical experience and aim to provide practical guidance for organizations and HR professionals

**Handbook of Research on Strategies for Local E-Government Adoption and Implementation: Comparative Studies** Reddick, Christopher G., 2009-03-31 This book provides examinations of the adoption and impact of e government Provided by publisher      **Beyond Performance Management** Jeremy Hope, Steve Player, 2012-01-24 There's a bewildering array of management tools out there And they all promise to help you excel at the toughest parts of your job defining your organization's strategic direction managing customers and costs and boosting workforce performance But just 30 percent of

these tools deliver as intended Why As Jeremy Hope and Steve Player reveal in Beyond Performance Management while many tools are sound in theory they re misused by most organizations For example executives buy and implement a tool without first asking What problem are we trying to solve And they use tools to command and control frontline teams not empower them a serious and costly mistake In this eminently useful clear eyed book the authors critically review dozens of well known management tools from mission statements balanced scorecards and rolling forecasts to key performance indicators Six Sigma and performance appraisals They explain how to select the right tools for your organization how to implement them correctly and how to extract maximum value from each Brimming with rigorous analysis and solid advice Beyond Performance Management helps you swiftly gauge the value of each management tool as well as navigate the increasingly crowded field of offerings so the tools you select deliver fully on their promise

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