

Shared Services

Increase effectiveness and control through sharing

Today's competitive business environment demands that companies operate at maximum efficiency, effectiveness and quality yet pressures from both inside and outside against them. Externally, mergers, acquisitions, and cost cutting requirements strain many organisations' ability to cope. Internally, lack of metrics, redundant processes, and mismatched or outdated technologies raise additional barriers to achieving performance goals. The answer to the challenges can potentially be Shared Services.

Contacts

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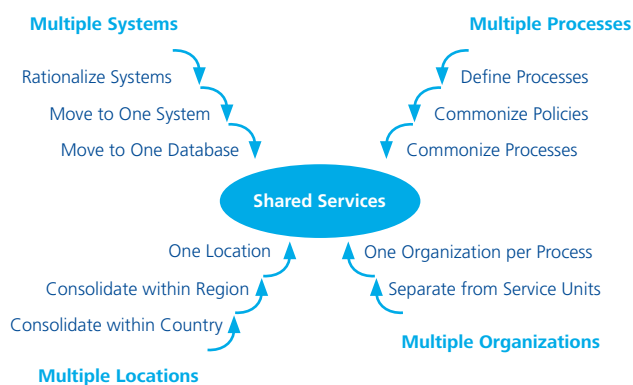
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When to consider Shared Services?

- Support processes and other services in organisations are executed from a number of different locations
- The transaction processes are performed in a variety of ways, their performance is well below peers in the industry
- Internal benchmarks vary greatly, best practices are available, but not shared on an organizational level
- Lack of control over processes, poor service levels due to lack of customer focus
- Lack of standardised systems, restricting access to timely, relevant and comparable information
- Support costs that are too high and continuously growing
- Desire to manage business growth without adding a proportionate number of additional support staff

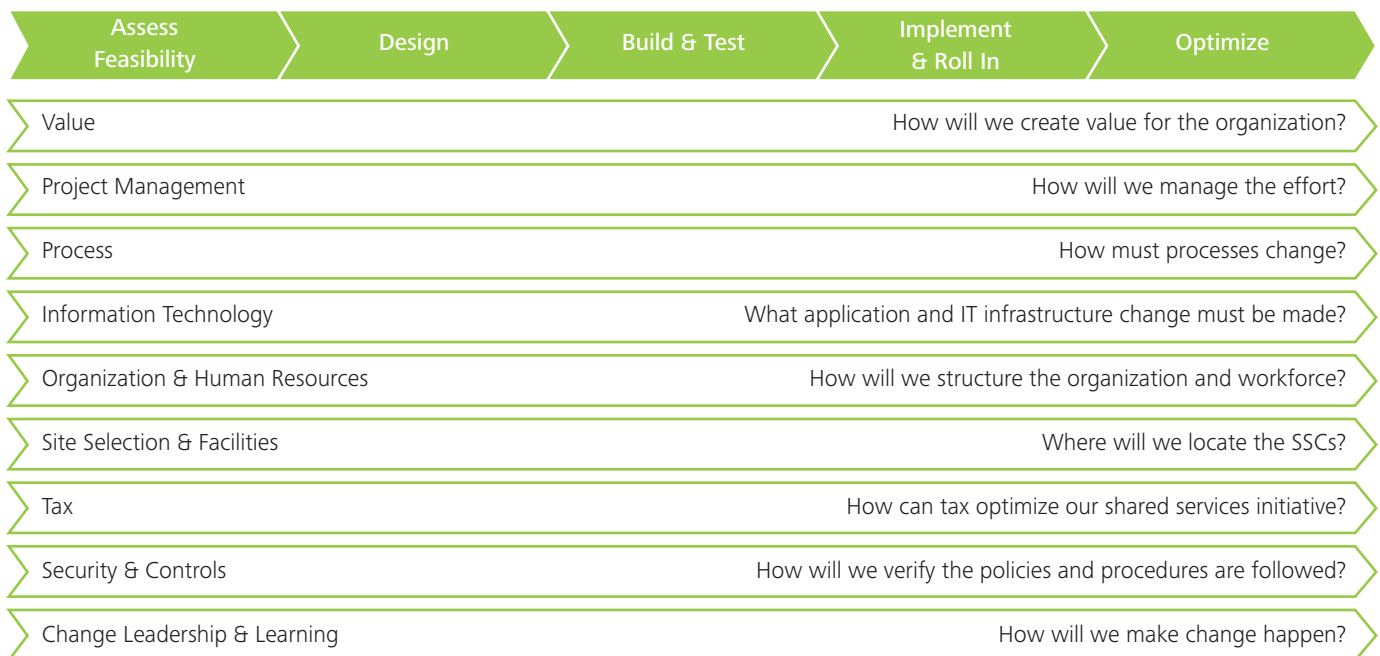
What are Shared Services

Shared services allow companies to strip out the low-value transaction processes common to the disparate locations and merge them at one site. The concept rests upon three principles: standardisation, consolidation and reengineering. Processes are standardised, the people and technology are relocated to a single site, and the work is reengineered to deliver world class standards. The outcome, a shared services centre (SSC), is a separate business unit with consolidated, dedicated resources that provide support processes or knowledge based service to other business units within the company. An SSC operates as an internal customer service business. It typically charges business units for services provided, and uses service level agreements as contractual arrangements, which specify cost, time and quality performance measures. Business unit management is, therefore, able to focus a greater portion of its time on external customers and issues of strategic importance and redirect the role of local units to one of decision support and analysis.



How can Deloitte help?

At Deloitte, we can help you make strategic decisions about whether to implement shared services internally or whether it would even make sense to off-shore or even alternatively to outsource. We can help you develop a high level SSC vision, identify the right processes, and create a sound business case. We can assist you with technology implementation, change and project management, but also with very important parallel matters, such as evaluating the tax, site selection and internal control implications of a shared services strategy. We can help you construct all components of the new SSC solution and subsequently test that your solution actually works and delivers the expected benefits. We can investigate how to further improve your existing SSC to better serve your business needs. In short, we can support you during all phases of your shared services programmes: from feasibility studies, through design and implementation, up to optimisation of your centres. To make your journey as straightforward and as effective as possible, we have developed a Comprehensive Shared Services Methodology, set of proprietary tools and methods, that are aimed at achieving maximum efficiency, control and value of your back office operations. Further to that, thanks to our recognised position of the Thought Leader in the shared services, outsourcing and off shoring market, we can proactively uncover opportunities for your company or make you aware of the new challenges and trends.



Bottom-Line Benefits of Shared Services

Implementation of shared services typically introduces a wide range of benefits to the company, to name just a few:

- Cost savings through consolidation, standardisation and process redesign
- Service improvement, increased control through increased transparency and visibility
- Timely response to resolving problems, resulting in improved service levels and customer relationships
- Ability to focus on core business objectives and competencies

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