



Helping a
conglomerate in
FSSC Operate

Cross-function Operate Services | Business Process as a Service (BPaaS)

The challenge

Our client is a comprehensive industry group with business spreading across urban utility, health care, entertainment, construction, chemical, electronics, consumer and logistics. To tackle internal and external challenges, enhance compliance, standardization and efficiency, the client decided to build Finance Shared Service Center to drive business transformation.

Our solution

Based on our cross-function BPaaS solution, we delivered a full chain of “Advise - Implement - Operate (A-I-O)” services, covering the full lifecycle of Shared Service Center (SSC).

In the “Advise” phase, we designed the blueprint of the SSC including organization structure, location strategy, processes, people management, service management solutions and the roadmap.

In the “Implement” phase, we designed and implemented the shared service system, which brought the aforementioned “Advise” deliverables to life.

In the “Operate” phase, we undertook the SSC operations in a systematic way, through an innovative segregation of service center providing operational services and center of excellence responsible for process and system optimization, change and communications, and project management. We also supported the client’s China-to-Global agenda by running operations for some overseas business. And our Service Level Agreement (SLA) included non-traditional measures of customer satisfaction and innovation, as we took improving the management of clients as part of our responsibilities.

During “Operate”, we not only applied the “Advise” and “Implement” deliverables, but also identified optimization opportunities to enhance the “Advise” and “Implement” solutions. The engagement truly reflected an “A-I-O” loop and witnessed the joint growth of Deloitte and the client.

The value/ outcomes



Large enterprises often face resource and experience shortage when initiating transformation. It’s also hard to bring the initiatives to real practice while maintaining low operating cost. Therefore, **the closed loop of “A-I-O” methodology achieved a “one-stop” SSC service** easing the management’s nerve.



The successful launch of SSC **enhanced the group’s control** over the business sectors, subsidiaries and branches. For example, the standardization of the finance processes **eliminated the weak points of supply chain management**, and **improved the consistency of business fact and financial data**. Based on the standardized financial data and operation process, the management could also **make faster merger & acquisition decisions** saving a lot of management efforts.



The steady operation in the SSC **improved the efficiency of finance operations while lowering the group’s operating cost**. For example, **the efficiency of cash management was lifted by over 50%**, revitalizing the operating fund and reducing the fund occupation. And Deloitte’s Chongqing-based Global Delivery Center **enabled human cost reduction with lower average employment cost and less management cost for the client**.

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