

# Big 4 Professional Services – UK&I Shared Services Feasibility

## The Client

The Big 4 Professional Services firm is a global leader in assurance, tax, transaction and advisory services. With over 140,000 people and revenues over \$21.4 billion, in terms of global revenues Ernst & Young is the second largest of the Professional Services firms.

Following the integration of ROI, the UK & Ireland Practice with revenues of \$1.2 billion, is the largest country in E&Y EMEIA and one of the largest in the globe.

## Project Overview

As part of the EMEIA Finance Transformation Programme, Proservartner were engaged to support the Shared Services Feasibility Study for the UK&I Finance Function.

It was not the first time that Shared Services was investigated in UK&I, and there existed at least two conflicting views within Ernst & Young:

- A local view that there was no business case nor was it feasible for UK&I processes to move to a SSC.
- A global view that shared services was a “no brainer” and that this should be delivered in a period of three months.

Added to this was a third view that even if there were no business case, that the UK&I work should be migrated to support a movement to a global Finance Function.

## Results

### Stakeholder Reporting

Proservartner identified the key stakeholders in at the local, area and global level. These were then assessed, influenced and managed throughout the course of the engagement.

### Solution Design

We detailed a solution that worked at the local level, and at the same time met global requirements. A detail business case, future state process design, technology enablement and change requirements paper was put together to discuss with senior stakeholders and ensure buy in.

### Decision Making

We supported the company throughout the decision making process and the feasibility was signed off. We have now been asked to lead the transition.