



Shared Services



Introduction

Over the past decade shared services have become an integral part of most large organisations. With substantial investments being made to establish shared service centres and growing internal challenges to reduce costs while improving the quality of service provided, clients are looking to maximise their value and take their delivery capability to the next level of excellence.

Tangible and intangible drivers have influenced the decision to pursue shared services with many organisations not only looking for costs savings but a greater focus on processes that drive their organisation. The benefits can be wide and numerous and include the following:



Strategic	Value	Quality	Speed
<ul style="list-style-type: none">• Enable key business models• Automate and digitalise• Support growth• Apply processes and systems Standardisation	<ul style="list-style-type: none">• Higher productivity• Lower cost location• Reduce working capital• Reduced expenses• Reduce expenses infrastructure costs	<ul style="list-style-type: none">• Improved information for decision making• Better customer service• Reduced errors - quality of work	<ul style="list-style-type: none">• Reduce cycle times e.g. Proc• Close• Applications• Credit processing• Billing• Sourcing

The development of shared service centres is not a new concept, and many organisations having set up, are now attempting to maximise their initial investment through: doing more with less; process improvement; maximising the use of technology, improving business partnering models and delivering sustainable business outcomes.

Today, there are a number of shared services models that exist with varying maturity. These range from a single location, single function fully owned model, to a multi location, enterprise (multifunctional) joint venture model, to anything in between.

Our Approach

At Proservartner, we work in collaboration with our clients to establish and optimise shared service centres that deliver business outcomes aligned with organisational needs.

We utilise our industry expertise to develop tailored solutions for your specific needs, whilst taking into consideration the impact on your

We achieve this through not just designing solutions but executing to deliver excellence in shared services. Our services include:

Shared Services Strategy

We encourage our network to take an enterprise view of shared services; reviewing each function of the business and assessing whether shared services, joint ventures, outsourcing or automation is the best option.

Through our knowledge of the provider community, and the various models in place, we are best placed to design the right strategy for your organisation.

Benchmarking

Benchmarking can be performed as a status check at the start of a transformational journey, on a periodic basis during a change programme, or to measure the benefits at the end. We benchmark against top quartile performance to provide:

- Areas of weakness and an indication of the changes needed
- Practical and attainable targets
- A challenge to operational complacency
- An environment that promotes continuous improvement
- Confirmation of suspected current state performance, providing a sense of urgency and motivation to change

This is valuable information and should be leveraged as part of any performance monitoring and improvement process.

Feasibility Study

We will work with you to analyse the business needs for a shared service implementation. The primary focus will be to determine the requirement for change, designing the new organisation, location assessment, sourcing options, identifying key risks, implementation options, timescales and a business case.

The key deliverable for this stage will be a set of strategic options with a documented solution, business case, benefits and risks of each presented to you and your board.

Following a selection of the required option by the senior stakeholders, we would progress to the detailed design stage.

Detailed Solution Design

In the design stage we will undergo meticulous planning to develop a clear strategy for how we should implement the shared service model and what that final model will look like.

A blueprint of the future operating model will be created, showing the detail of the shared service centre, the retained organisation, how they interact around key business process.

At this stage, a series of plans will be developed for HR, Communications, Knowledge Transfer, Technology, Change Management and Service Management that will be executed against during transition.

We will also manage the internal consensus process, identifying with you the key stakeholders, their views on the programme, and then manage them through the initiative.

Transition Management

Our team of specialist can provide expert advice and support in the transition to the new shared service model through:

- Planning and preparing the organisation for the change. This includes developing detailed plans for communication, HR, technology, governance set-up and stakeholder management.
- Managing and monitoring migration. This involves daily, weekly and monthly tracking of progress at each layer of the hierarchy.
- Stabilising & handover. Critical to success is to facilitate a smooth handover process such that services stabilise and become operational.

Additionally, it is important to acknowledge the importance of the following techniques to deliver a successful transition:

Stakeholder Buy-in: The key to success will be in managing the perception of the stakeholders. We will help identify key stakeholders early, recognise their views on migration, and influence them to obtain their “buy in” - this will help break down resistance barriers that clients face during transition.

Change and Programme Management: There are many steps required in setting up a shared service operation. Many people are involved and several dependencies exist which need to be closely monitored. Thereby, to support a smooth transition an effective programme management team needs to be in place to monitor planning, control and risk.

Governance Structures: A strong governance functions plays a fundamental role in ensuring the shared service models meet their expected goals. Our team understand this and place a strong emphasis on creating and maintaining effective governance both within and post a project environment.

Transformation

As business needs change, the economy evolves, new technology is developed it is not unusual to see shared services under-deliver if performance and productivity is not closely monitored and transformed.

We help clients unleash the full benefits from their shared service model through probing services to review:

Delivery of Business Outcomes: Challenging shared service centres on the value that they are delivering to the organisation. In particular, we assess how shared service centres can support organisations in their aims and objectives.

Process Optimisation: Reviewing the level of process automation and standardisation to enhance service delivery and reduce costs through the elimination of non value added activities.

Increasing Scope: Traditionally non-core transactional activities were the target for shared service centres. However, the scope is widening with more complex processes now being considered for transition.

Technology Enablement: Assessing the use of technology and tools within the function, and optimise the benefit accrued from the investments in ERPs, point solutions, and other technology.

Service Management Framework: Supporting you in re-evaluating existing SLAs, perform benchmarking exercises to compare performance against competitors and market leaders, and provide recommendations to drive efficiencies within your shared services.

Charging Mechanisms: Based on the culture of your organisation, setting up and administering the appropriate mechanism for charging the divisions for the service provided by the shared service centre.

Business Partnering: Optimising the models for which the business partners work with the function and the rest of the business focusing on the structure; the alignment; the criteria for success and how to unlock business value.

Retained Organisation: This entails reviewing the people and processes that are not migrated to a shared service centre. The aim is to ensure that the optimal organisational design is in place, with the right roles, the right people, and the right level of training provided.

Divestment: Shared service centres are assets that can be sold to bring in cash flow to an organisation. Whether or not to sell is a question more and more organisations are beginning to ask themselves. How do clients know when the best time is for them to sell? Negotiating sales with BPO providers can prove to be tricky but attractive benefits can still remain for both the acquiree and the seller.

For organisations considering selling their shared service model, we can provide in depth knowledge and advice on finding the correct buyer, maximise market value for the deal and in entering negotiations for “leaseback” options.

Our Proposition

Proservartner will provide you with leading industry experts to understand your needs and extract value from your shared service model at all stages within the shared service lifecycle.

We focus on delivering operational, tactical and strategic benefits to organisations through increasing flexibility, reducing costs and enabling a greater focus on those activities that drive your business.

Tactical, routine and repetitive tasks will be optimised, automated and handled by dedicated staff that will become more adept at performing their role.

On the strategic level, cost reduction and efficiency improvements will be the key drivers to deliver improved operations, better customer service, enhanced customer loyalty and ultimately drive profitability and improved operational performance.

Our staff are trained specialists across:

Finance & Accounting: enabling organisations to enhance their finance function, extract value, improve performance and gain a sharper focus on their core business.

Human Resources: assisting clients transform HR service delivery, creating new business value and driving performance excellence through improved employee service and integrated talent management.

Procurement: providing specific expert support to streamline all aspects of procurement for lower operational costs, better prices, and increased control.

Custom Business Processes: providing industry expertise and shared services experience to support specialist services now being considered for migration in more mature shared service centre environments.

Working with Proservartner

Proservartner service offerings range from activities to support discovery, advice and guidance right through to fully managed solutions.

We foster the development of long-term partnerships with our customers because we offer them a choice, we treat them with respect and we deliver on our promises.

Next Steps

The Proservartner team can provide further detail on our approach to Shared Services and the potential benefits for your business.

Please contact us for further information.