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**FREE FINANCE  
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REPORT**

## Financial Shared Services

Delivering Exceptional Customer Service and Business Value

- Build a solid business case for a financial shared services operation
- Identify sustainable cost savings and added value for the organization
- Redesign process and working practices to maximize benefits
- Realize significant strategic and customer advantages
- Dramatically improve compliance management
- Plan and manage the introduction of a financial shared services organization
- Create a customer-centric culture



# Delivering superior business value

Based on an exclusive research programme among leading global companies and world experts, this report shows you how to achieve strategic and operational benefits from a Financial Shared Services Operation (FSSO).

Finance departments who have got it right found that that an FSSO helped to achieve the company's strategic goals, and have delivered a whole range of benefits to the organization including:

- Higher quality services
- Dramatic and sustained savings in operating costs of up to 45%
- Increased customer satisfaction
- Streamlining and simplification of processes
- More reliable service delivery through automation
- Easier and more effective compliance with Sarbanes-Oxley
- An improved strategic focus – more time for finance to focus on added-value services.

**Financial Shared Services** provides a definitive blueprint on how to plan and scope FSSOs to generate the greatest reward for the organization in terms of higher quality services as well as lower costs. It also explains what the main challenges are and how to overcome them with examples from companies that have tackled and resolved common problems ranging from culture change and location selection to charge back and staff retention issues.




## Find answers to these 20 key questions:

1. Is it better to locate a shared services operation close to existing corporate centres or in a Greenfield site?
2. How can shared services improve the management of compliance with Sarbanes-Oxley and other regulatory?
3. Is there always a clear advantage in charging for shared services?
4. Should business units be free to purchase services from outside suppliers?
5. Who should be involved in managing a shared services operation?
6. Are service level agreements the only way to manage SSOs?
7. Are shared services ever a better bet than outsourcing or insourcing?
8. What kind of qualifications and competencies do financial shared service operators need to possess?
9. Which geographical locations provide the best options?
10. Why is it dangerous to put cost savings ahead of service improvement?
11. Are financial transaction processes the only candidates for a shared services operation?
12. Should you plan for one global shared services centre or multiple sites?
13. What is the most effective way of gaining buy-in from business unit and other managers?
14. How can a customer service culture be developed?
15. Why is it so important to segment customers of financial shared services?
16. How should customers be involved in the ongoing management of the SSO?
17. What are the most appropriate measures for tracking SSO performance?
18. How can appraisal and incentive systems be used to reinforce customer-focused behaviour?
19. How can benchmarking against external organizations be used to spur performance improvement?
20. Is it more effective to retrain existing staff or bring in new staff?

This report reveals how you can answer all these questions and elevate your shared service operation to its next evolutionary level.

# World-class case studies reveal the way forward



**Financial Shared Services** features numerous case studies from leading international organizations. Get the inside stories on these pioneering organizations which have recognized the value of shared services and find out how and why they are exploiting its potential to boost their business performance.

An early adopter of the shared services model, **The New York Times Company** is now a benchmark for organizations planning their shared services journey. Find out the challenges they have faced on the road to shared services excellence and how innovative approaches helped transform an initially sceptical business into strong supporters of the shared services solution.

To inspire the rest of the company to improve its service and quality, but at a lower cost, **FedEx's** CFO called on the global finance organization to reinvent itself. Discover the structural and change management challenges of setting up a shared services operation within a highly decentralized organization.

**Agilent Technologies** has opted for an offshore shared services centre as part of the structuring of its Global Finance Services (GFS) operation. Discover the process by which GFS was restructured into global hubs, centres of expertise and in-country operations and the benefits delivered to the business.

The amalgamation of six discrete councils within the same metropolitan area into a unified **City of Cape Town** council catalysed the decision to implement the shared services concept within the new organization. Stan Wallace, director of shared services, explains how the concept of 'customer empowerment' has guided the process of shared services implementation.

**Reuters Asia** business service centre is one of six regional shared services centres that operate to a standard organizational model, with consistent systems and processes and operating on a single Oracle platform. This case study describes how a global process template can be successfully rolled out within a geographic region.

**InterContinental Hotels Group** has established standard global processes supported by common technologies throughout its four regional finance shared services centres. Discover how this project was managed and implemented and why partnership with the business was an overriding project focus.

The **UK National Health Shared Services** has launched two regional finance shared services centres as part of its continued efforts to increase the effectiveness and efficiency of service delivery. In this case study the centres' managing director David Thorpe describes how they overcame the cultural challenges in becoming a truly customer-focused operation.

**Eastern Health Shared Services** has successfully transformed conventional back-office functions into truly customer-focused shared services operations. Discover how cultural change predicated in a commitment to customer-facing excellence proved to be the bedrock of shared services success.

In addition, this report includes numerous case reports and examples of other leading organizations including **Whirlpool Europe, Allied Signal, Tchibo Holding AG and Accenture.**

## Free Sample Best Practice Case Study


**Financial Shared Services** features numerous original international case studies – each with valuable lessons for your own organization.

Use their first-hand experience to seek out best practice strategies, adopt successful methodologies and much more...

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# Focusing on key issues

## Cost Reduction



Securing significant cost reduction while simultaneously improving service performance is every CEO's dream. The compelling proposition of a financial shared services organization (FSSO) is the realization of both significant cost reduction and substantial service enhancement.

Financial Shared Services reveals how a shared services operation can significantly reduce costs by up to as much as 45%.

## Culture Change

Moving from a back office to a service culture presents a major challenge for finance staff used to a transactional approach to their jobs.

**Financial Shared Services** provides a blueprint for creating a customer-centric, rather than purely operationally driven culture. It reveals best-practice approaches for training, articulating and implementing customer-focused value statements, branding and communication, as well as the important role of dedicated customer relationship teams.

Plus discover whether it is better to launch a shared service organization with existing staff or new recruits, or a balance of both.

## Location, Location, Location

Where to locate the shared operation is a critical early managerial decision, and there are tough choices to make.

This report provides an assessment of the key criteria to consider in making the location decision and reveals how best practice organizations made their choices.

Proximity to corporate headquarters, opting for low-cost locations, language requirements, technological infrastructure, political stability and Brownfield versus Greenfield are just a few of the considerations covered in this report

## Delivery Models

Finance shared services is not a final solution, it is an optimization step. Consequently, leading shared service organizations are proactively considering how to leverage more value for their customers by widening the scope of their sourcing strategies.

Discover how SSO leaders are deploying additional sourcing strategies such as outsourcing, co-sourcing and joint ventures, and how technological advancements are making the virtualization of the finance SSO a technical possibility.

## Sarbanes-Oxley

Specially highlighted in this report is the remarkable value financial SSOs have delivered as a consequence of corporate governance legislation, such as Sarbanes-Oxley.

*"We really realized the benefits of shared services when we were faced with Sarbanes-Oxley. We shudder to think what it would look like without shared services, as we would have had to take all of the work and multiply it by every single unit. Our business units spent very little time on Sarbanes-Oxley matters because the processes are standardized and documented."*

Charlotte Herndon, Director of Finance Shared Services, New York Times Company

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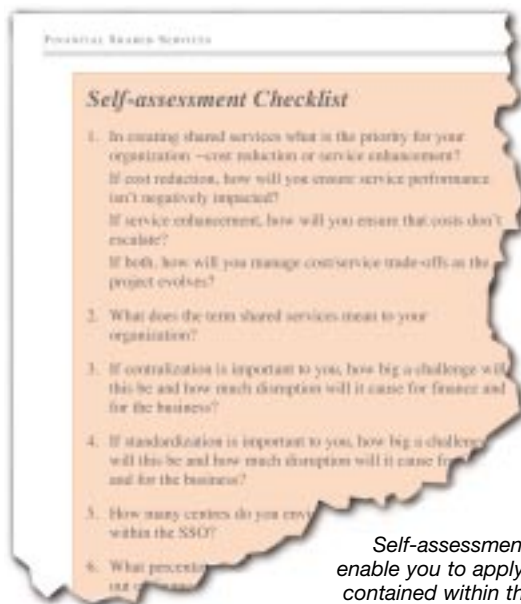
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# A roadmap for success

**Financial Shared Services** goes behind the scenes to reveal the secrets of creating a successful financial shared services operation that delivers extra value to the organization.

Packed with practical advice and case study examples, the report provides you with all you need to know through:

- Self-assessment check lists to plan your shared services strategy
- Expert analysis and advice from consultants and practitioners on all aspects of FSSOs
- Case-study examples of problem solving and trouble shooting
- Results and analysis of an exclusive research programme
- Overviews and summaries of key learning points.



*Self-assessment checklists enable you to apply the advice contained within this report to your own specific requirements*

To view a complete contents listing visit [www.business-intelligence.co.uk/re/fss](http://www.business-intelligence.co.uk/re/fss)

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