

*Shared Service Center*  
Mehr als eine  
Standortbestimmung

Tag der Beratung  
7. Juni 2011

# *Agenda*

1 Survey Statistics

2 Current Status

3 Implementation

4 Lessons Learnt

5 Outlook

# Survey statistics

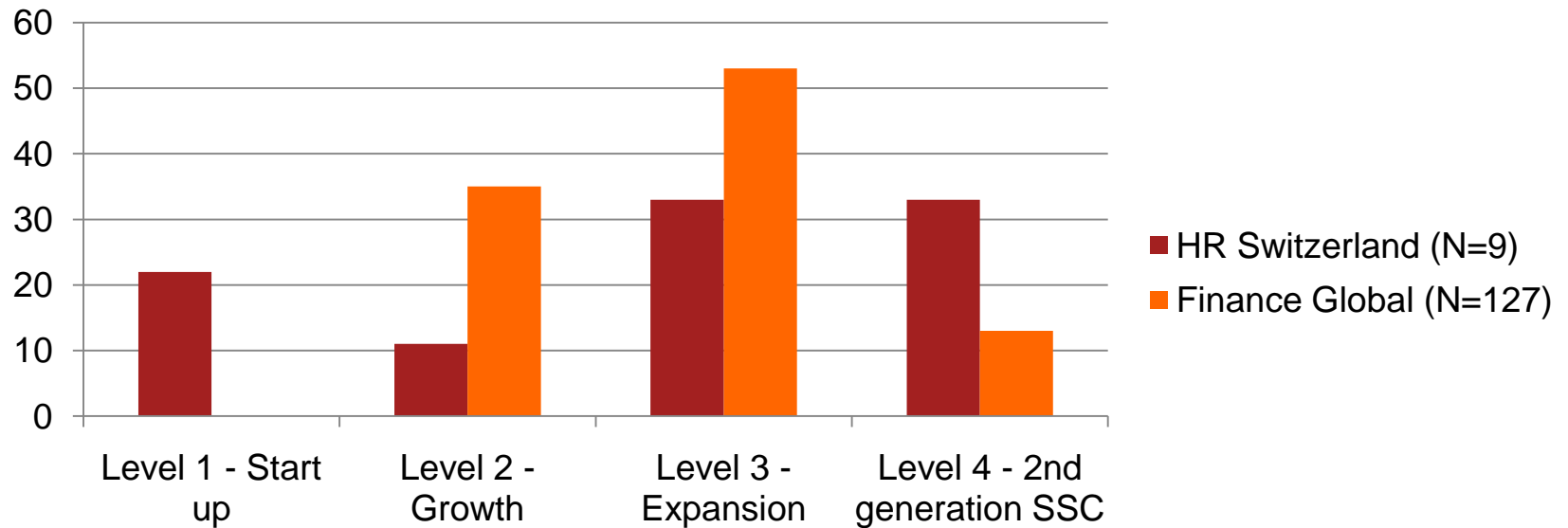
	Finance	HR
Participants	<ul style="list-style-type: none"> <li>• 127 international companies</li> </ul>	<ul style="list-style-type: none"> <li>• 9 Swiss-based companies</li> </ul>
Headcount	<ul style="list-style-type: none"> <li>• &lt; 50': 54%</li> <li>• &gt; 50': 46%</li> </ul>	<ul style="list-style-type: none"> <li>• &lt; 50': 44%</li> <li>• &gt; 50': 56%</li> </ul>
Turnover	<ul style="list-style-type: none"> <li>• &lt; 5 Bill. Euro: 26%</li> <li>• 5 – 20 Bill. Euro: 45%</li> <li>• &gt; 20 Bill. Euro: 29%</li> </ul>	<ul style="list-style-type: none"> <li>• 1 – 20 Bill. CHF: 33 %</li> <li>• &gt;20 Bill. CHF: 66 %</li> </ul>
Industries	<ul style="list-style-type: none"> <li>• Manufacturing: 42%</li> <li>• Transp., comms 17%</li> <li>• Financial Service : 9%</li> </ul>	<ul style="list-style-type: none"> <li>• Transp., comms</li> <li>• Financial Services</li> <li>• Chem., Consumer goods</li> </ul>

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# *Current Status*



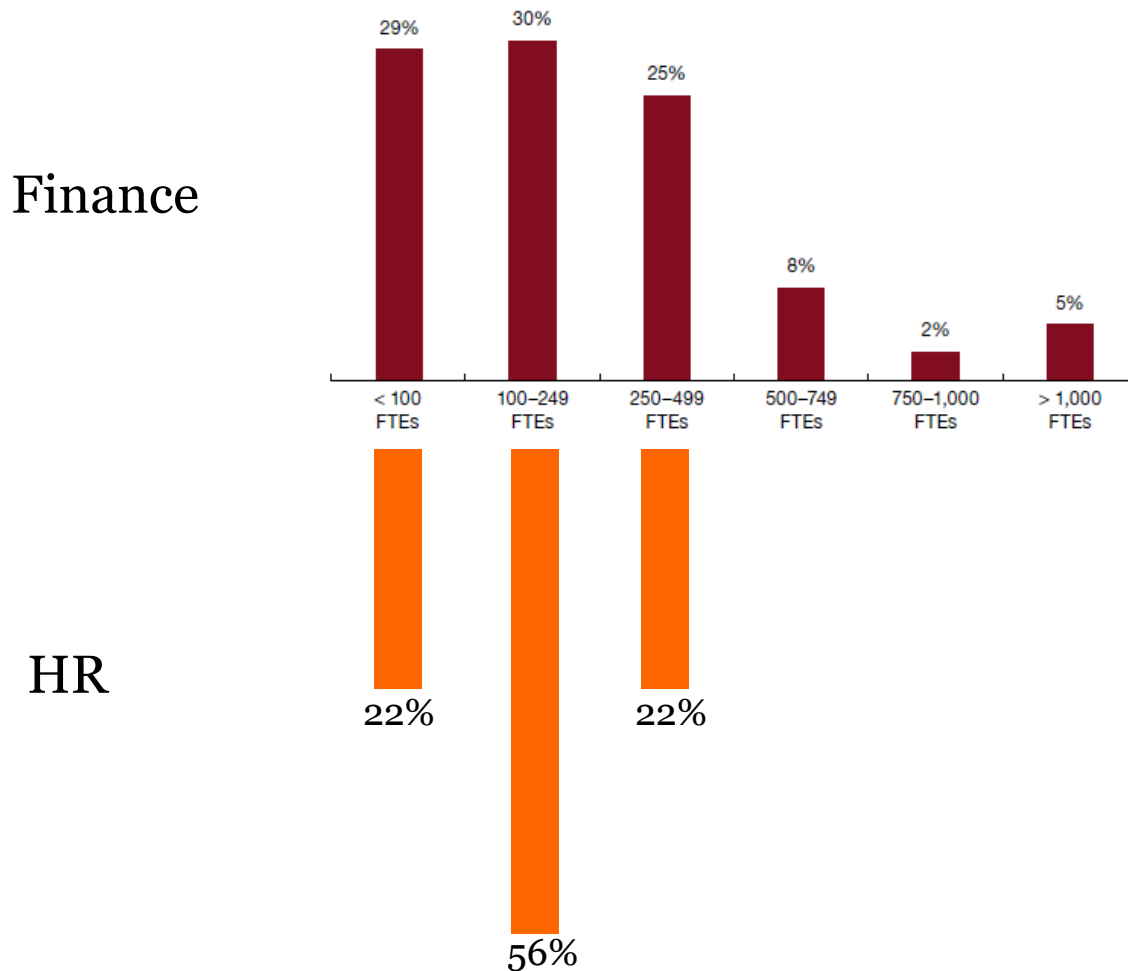
## What is the maturity stage of the SSC's?



**Average running  
time HR SSC:  
2.6 years**

**Average running  
time FI SSC:  
4.6 years**

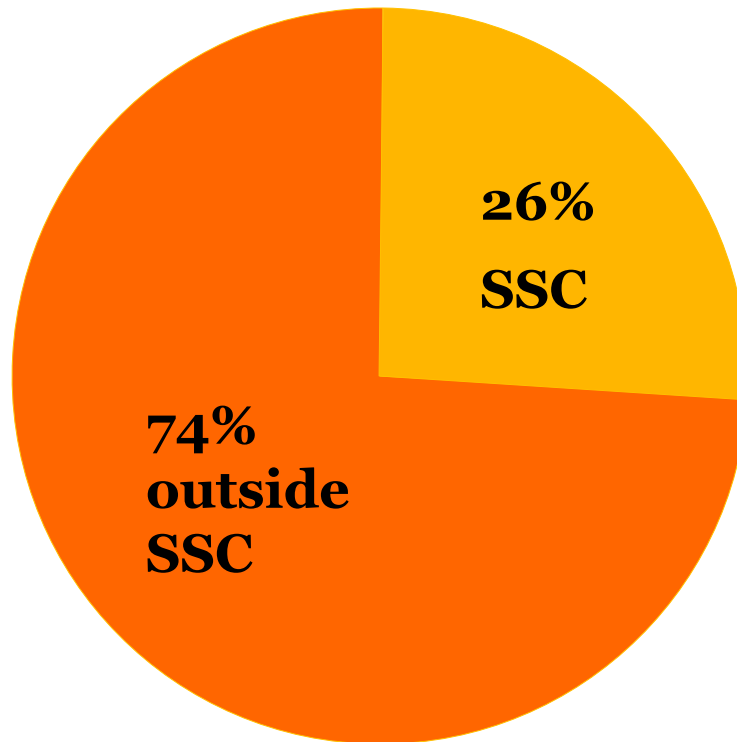
## *In what sizes do the SSC's come?*



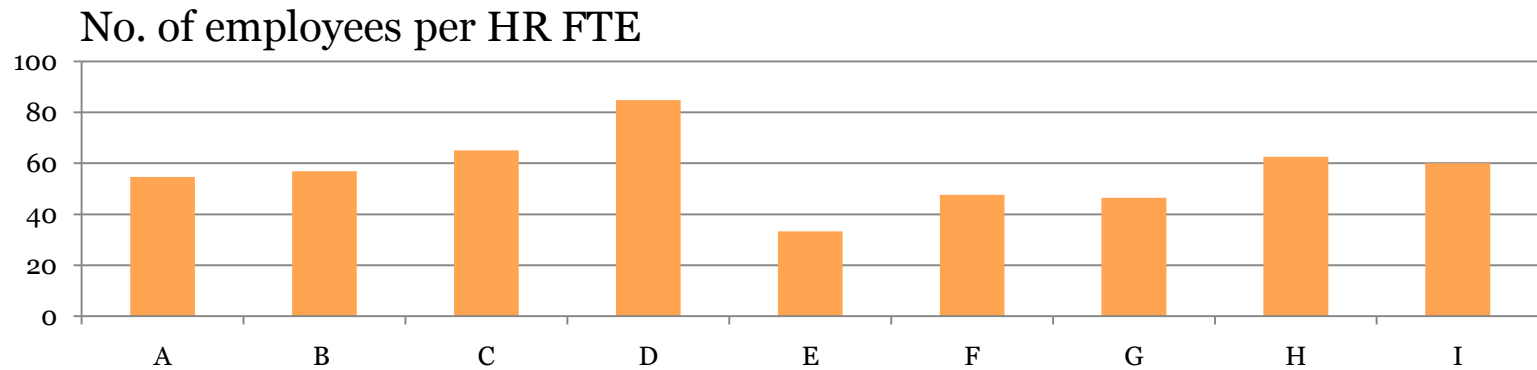
**Size of the SSC  
also grows with  
the level of  
maturity**

**HR staff are  
more segmented**

## *How are FTEs distributed within HR Department?*

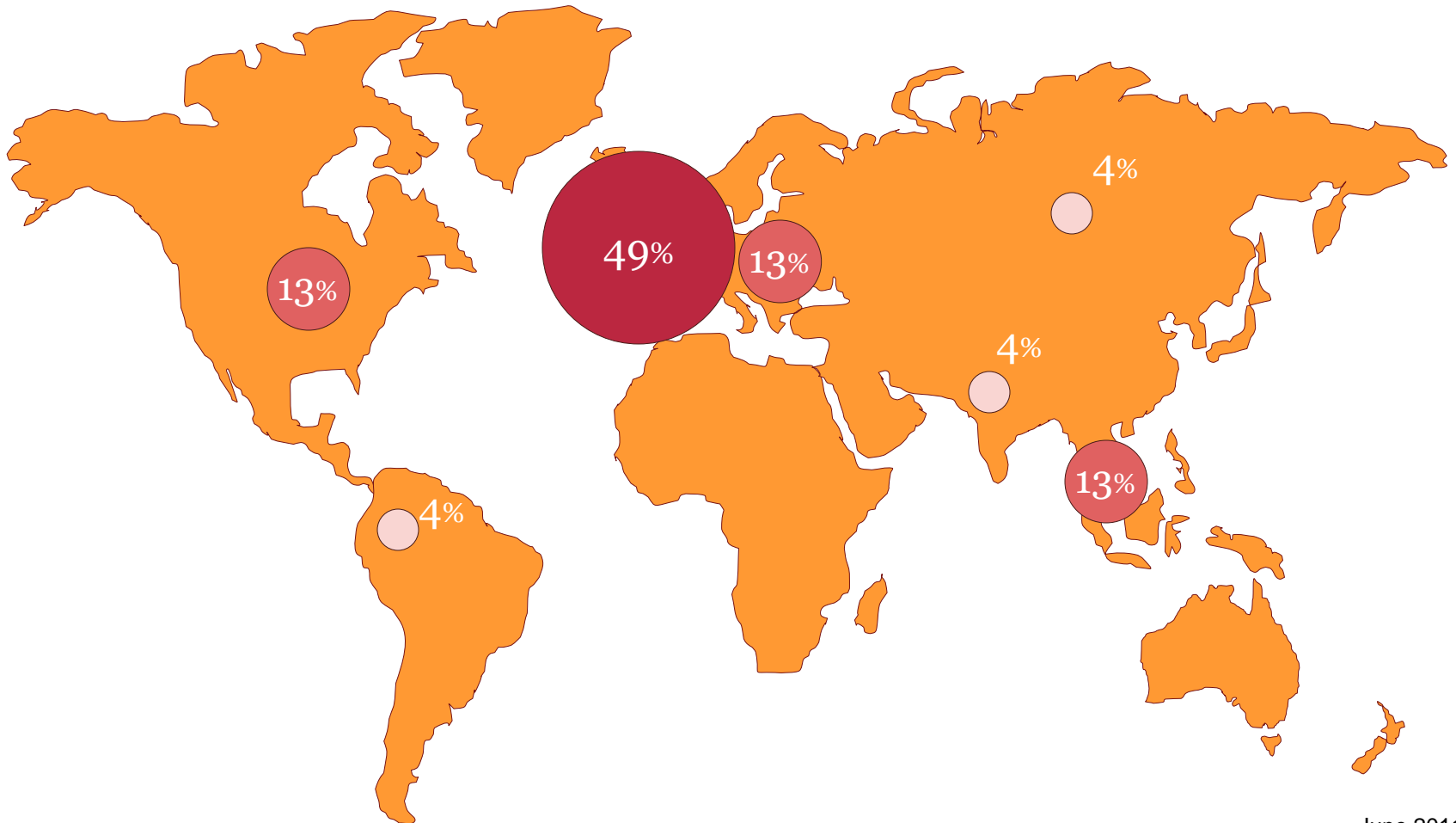


## What are the current HR ratios?

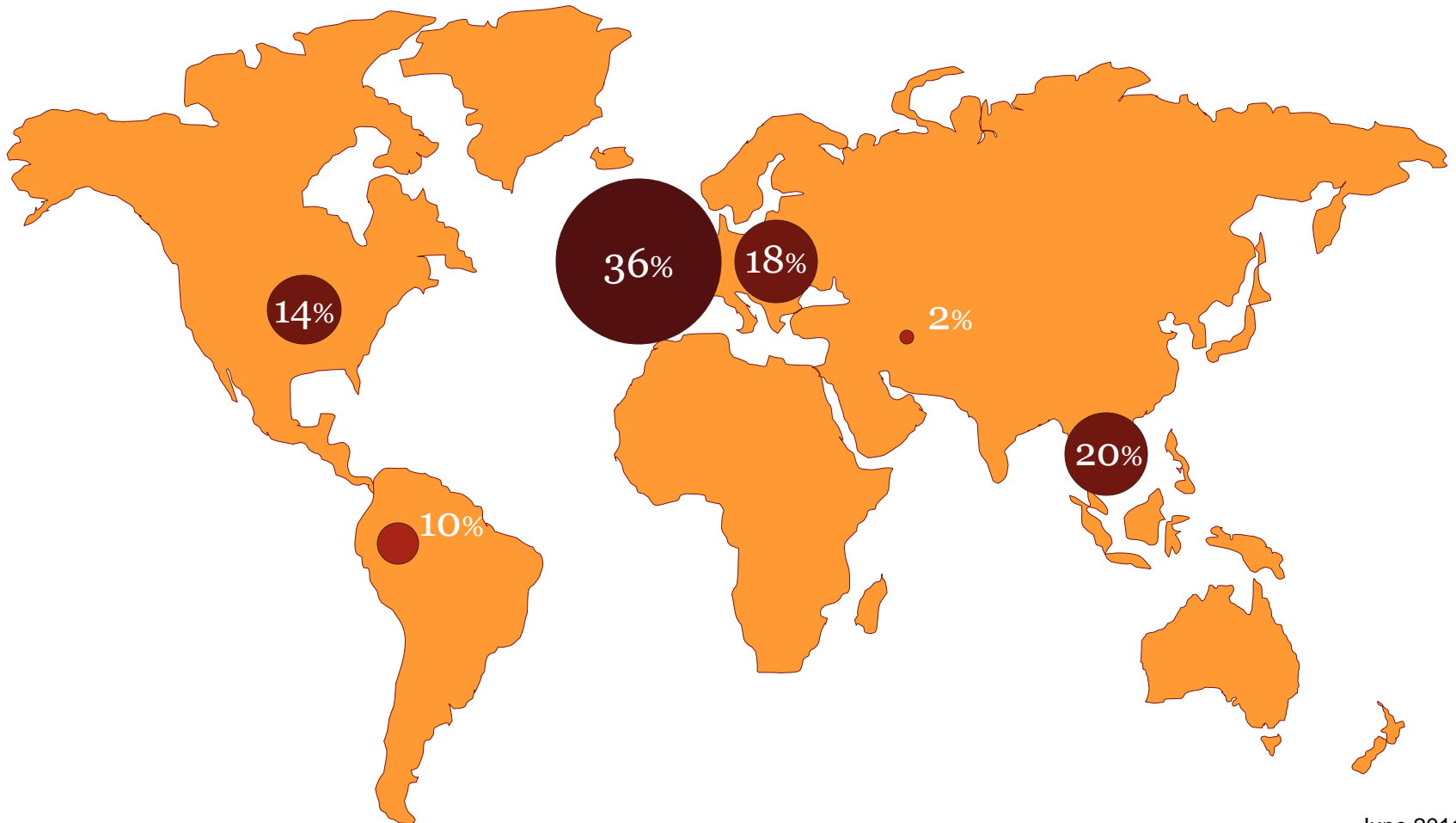


- Disproportionate staff segmentation in HR has a negative impact on the ratios
- Ratios improve over time

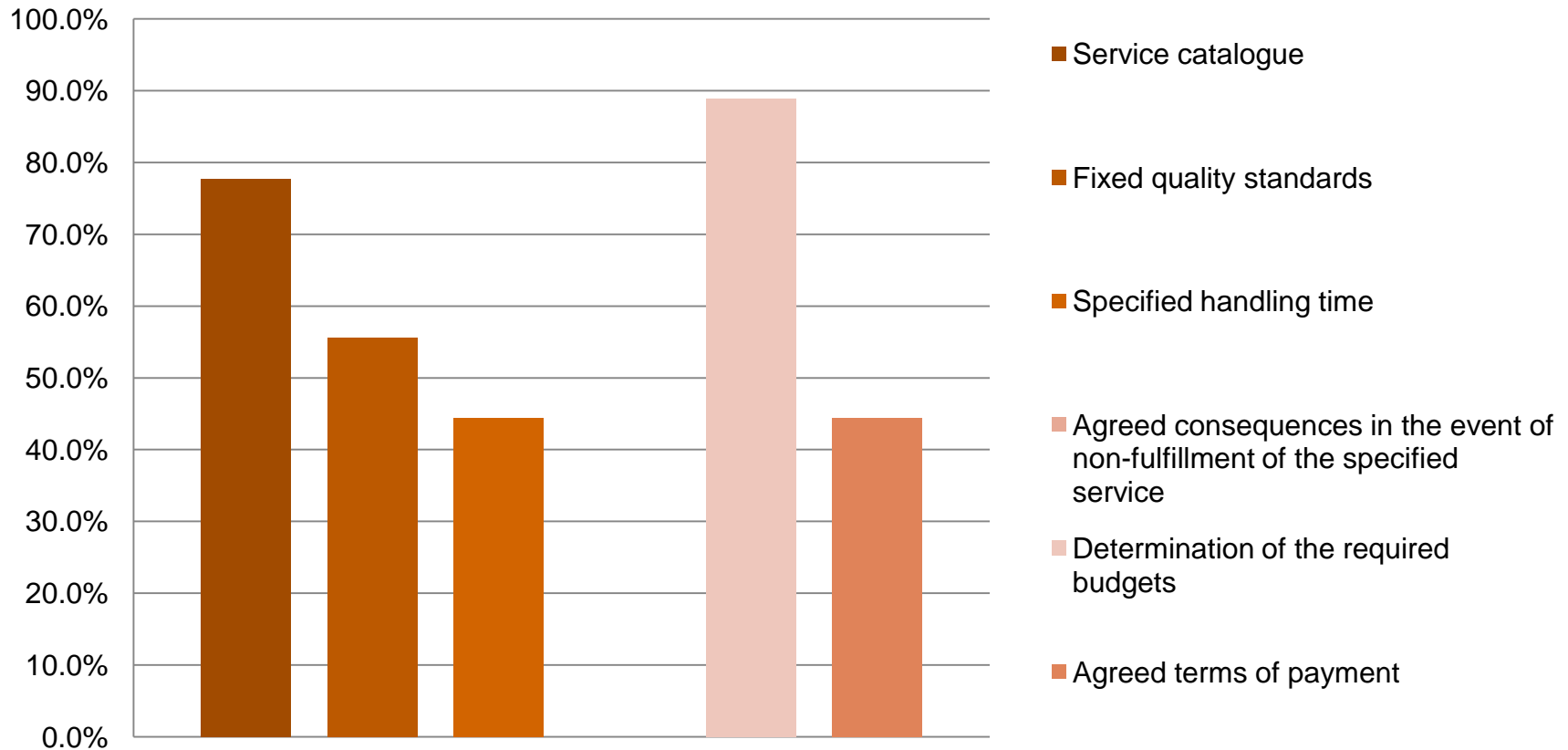
## Where are the HR SSC located?



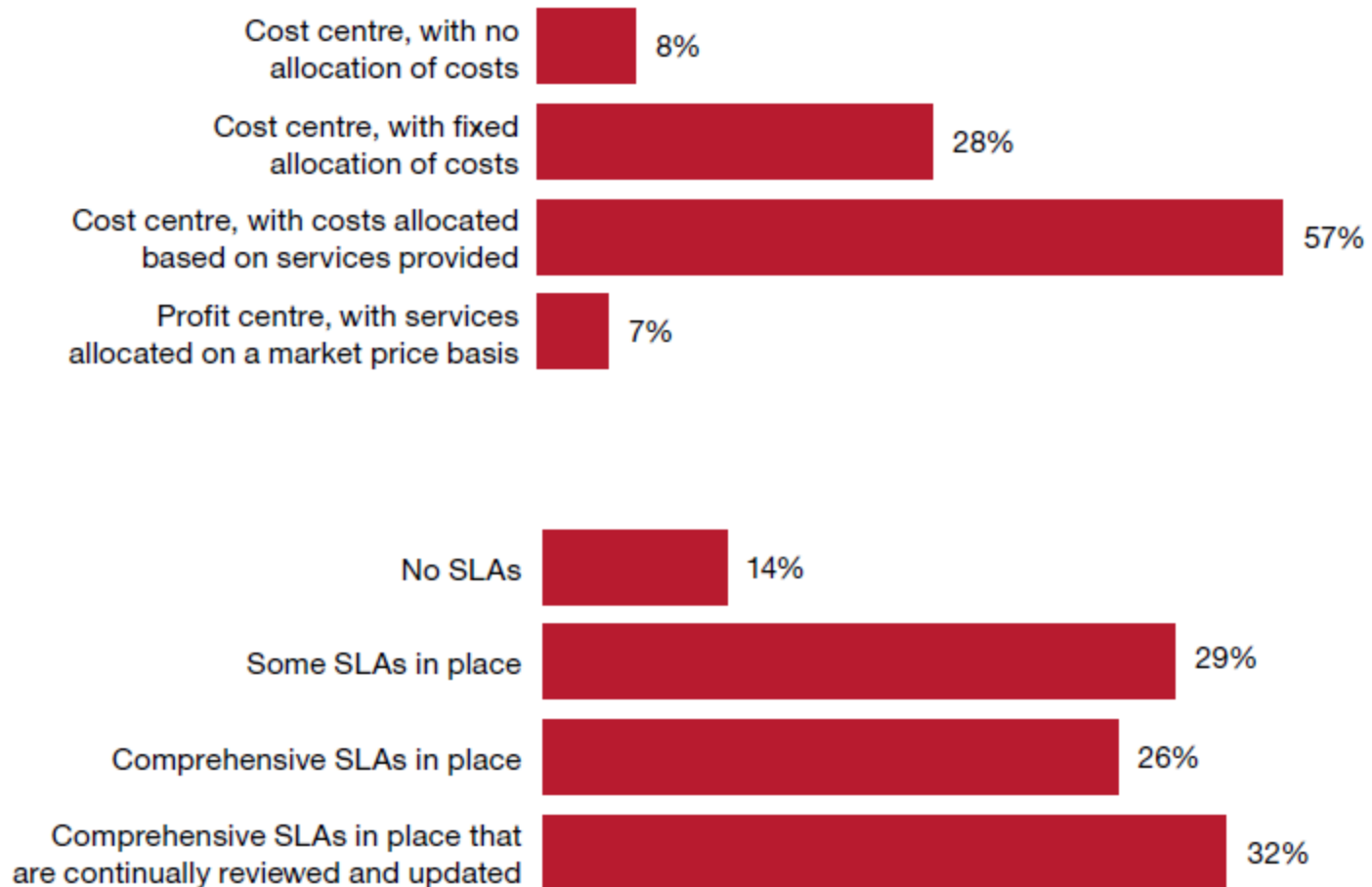
## Where are the Finance SSC located?



## *How are the services for HR managed?*



## *How are the services for Finance managed?*

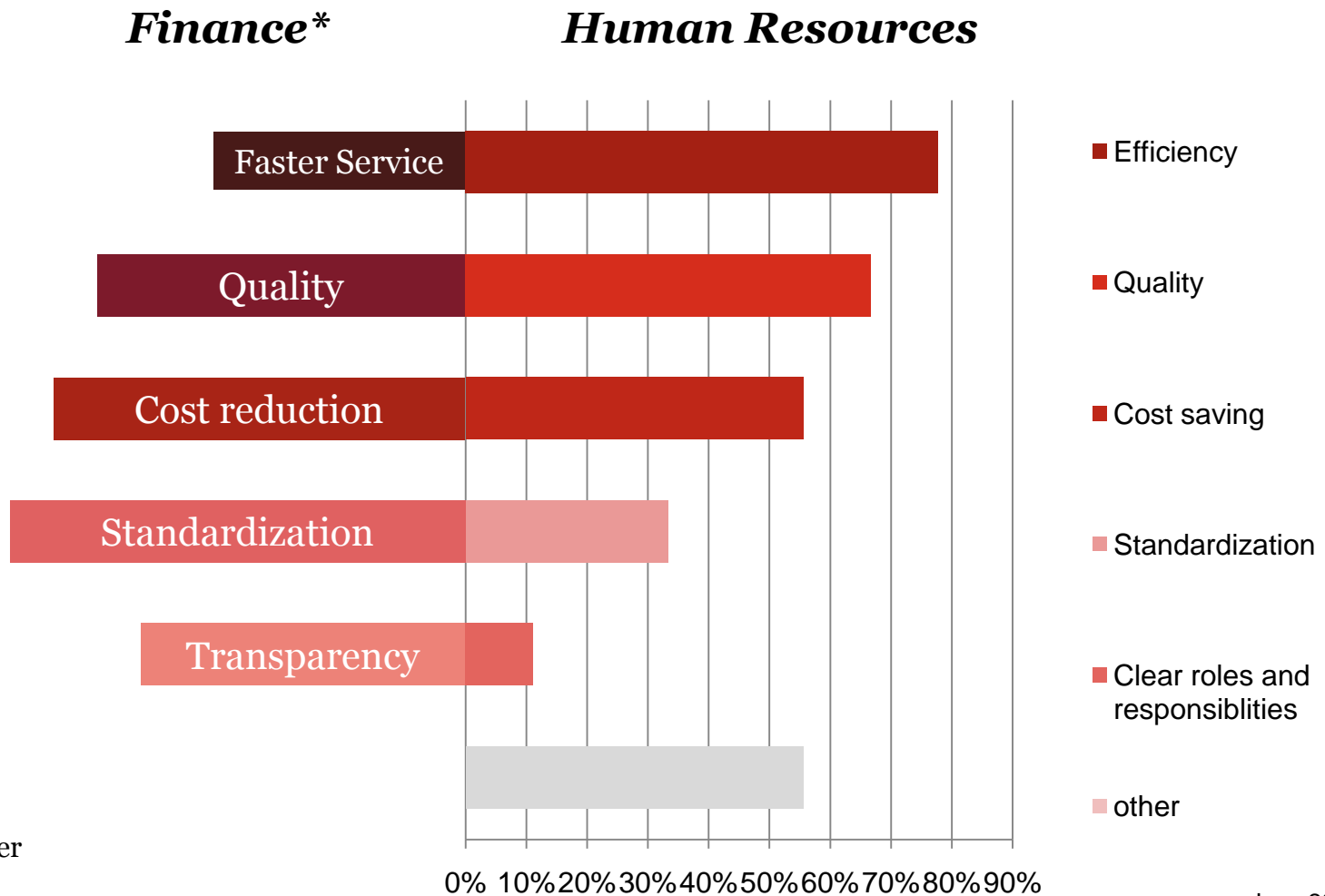


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# *Implementation*

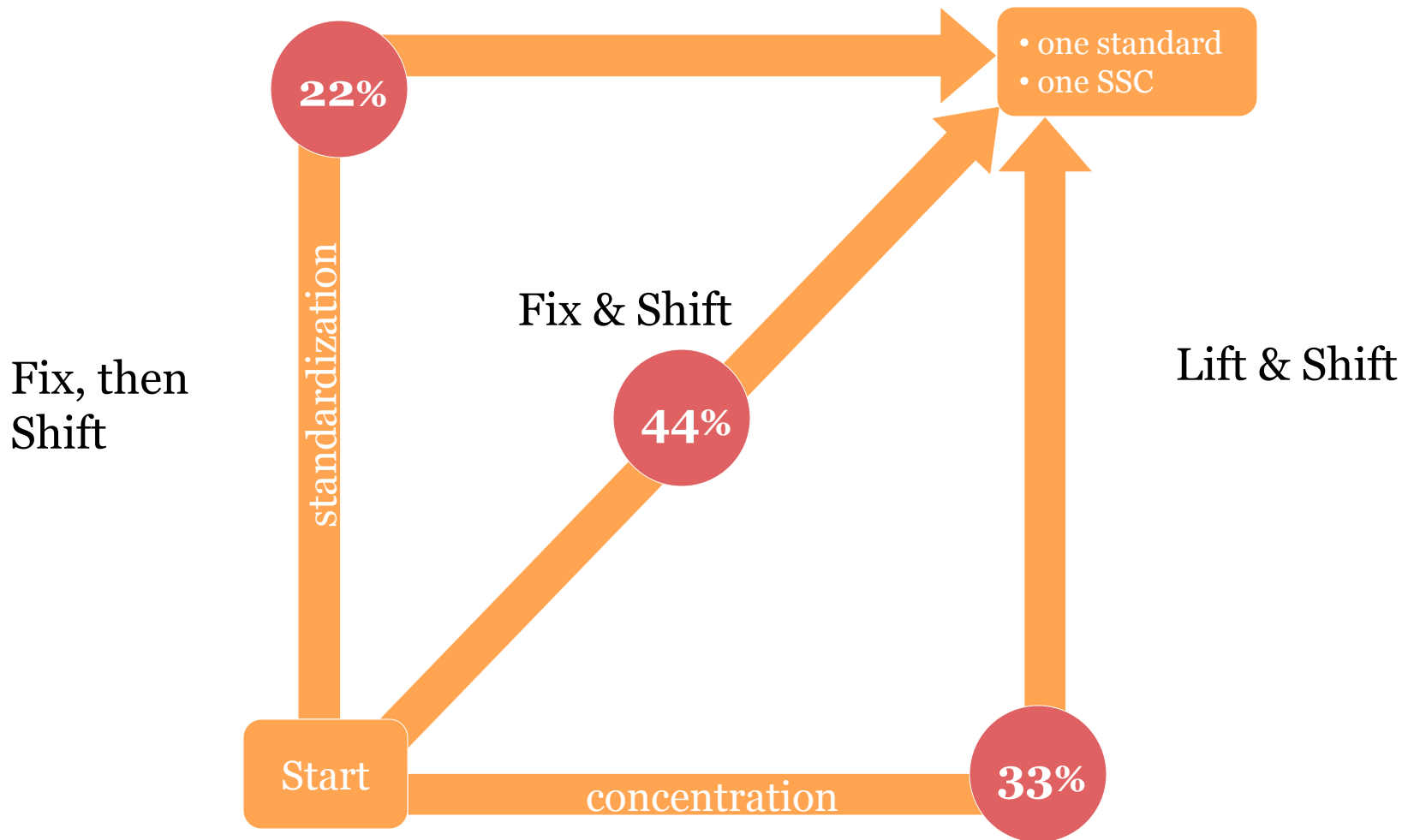


# What were the main drivers to implement SSC's?

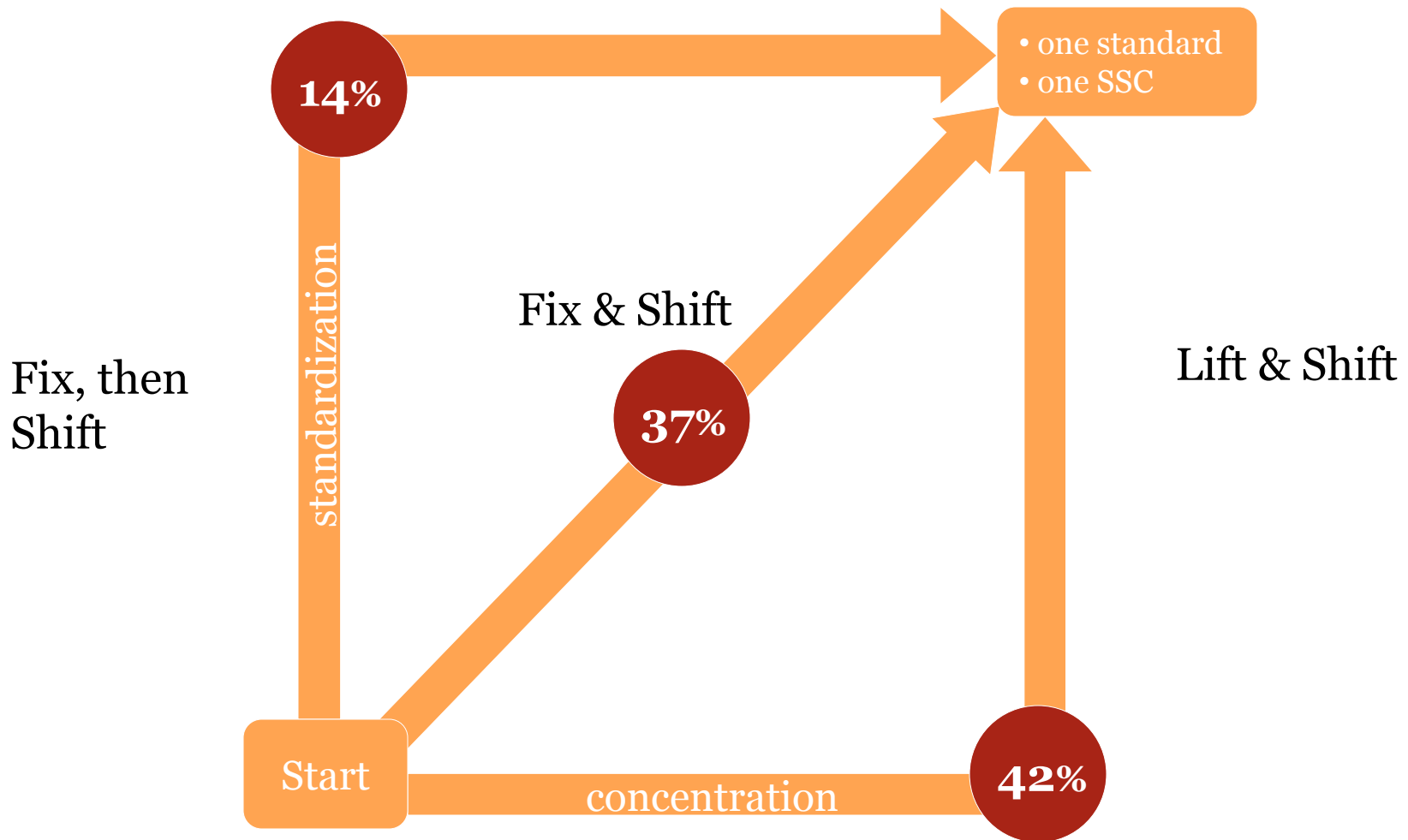


\* Relative order

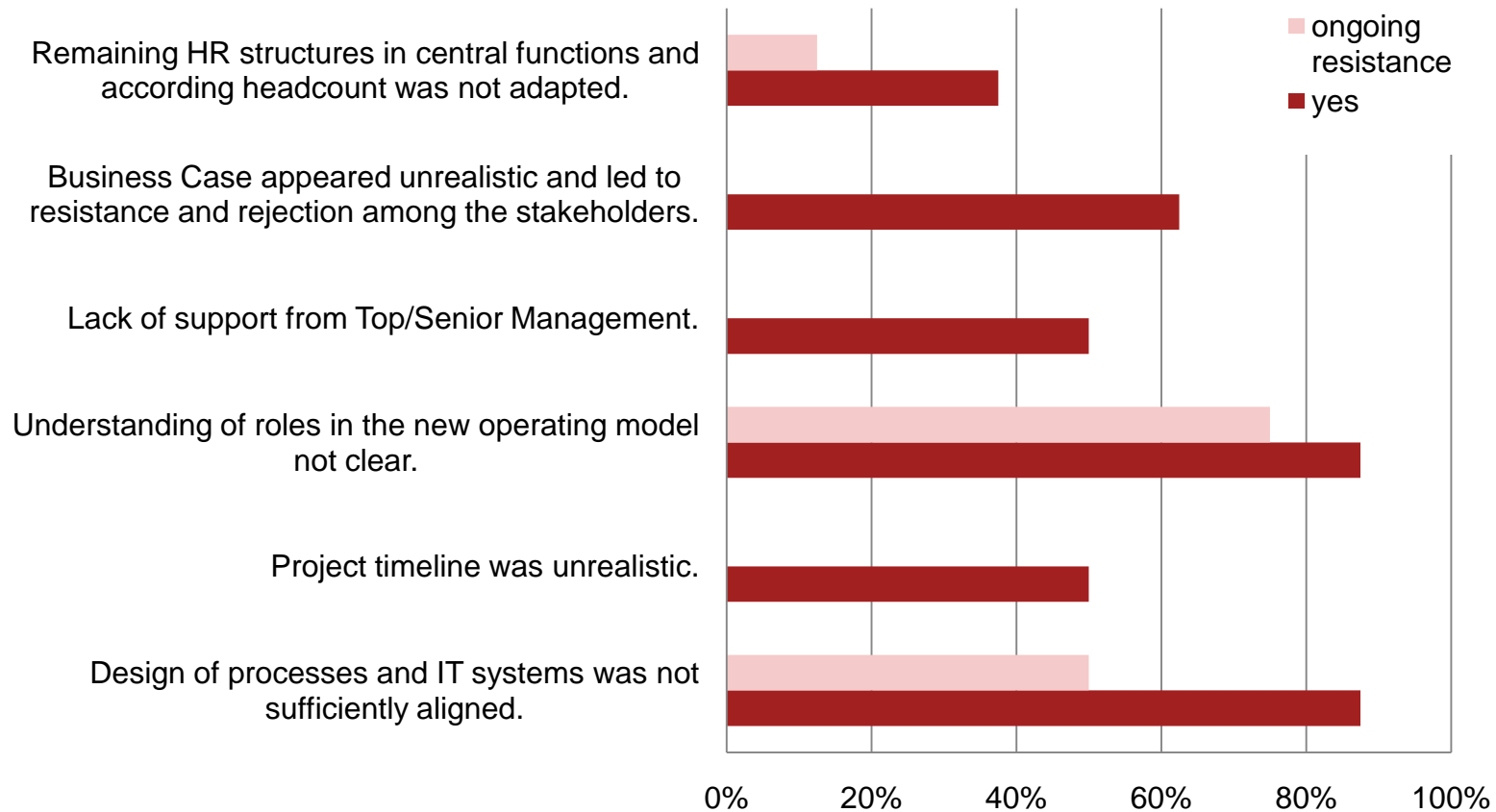
# What was the preferred transformation approach for HR SSC?



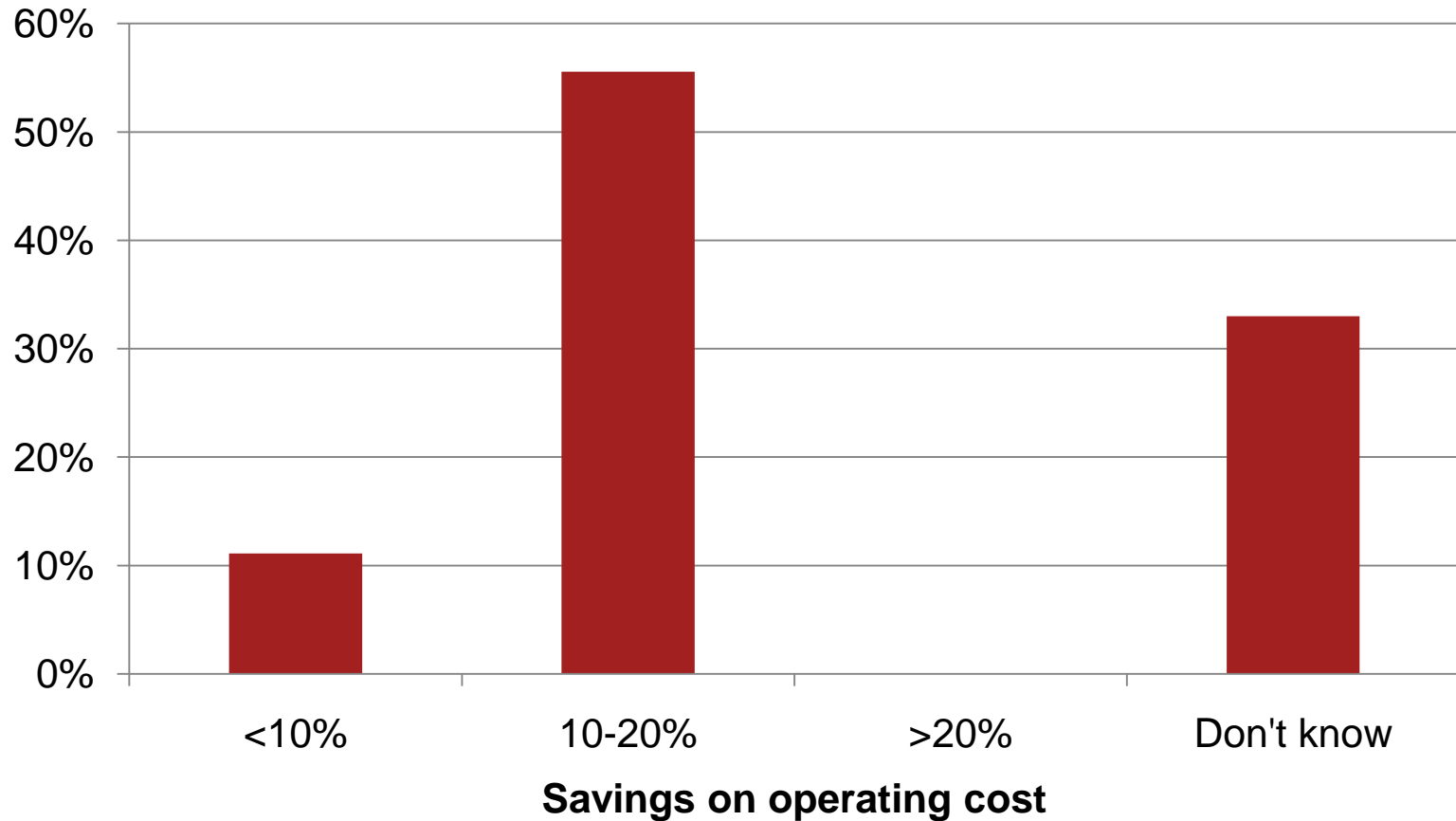
# What was the preferred transformation approach for Finance SSC?



## *What were the main challenges encountered during implementation in HR?*

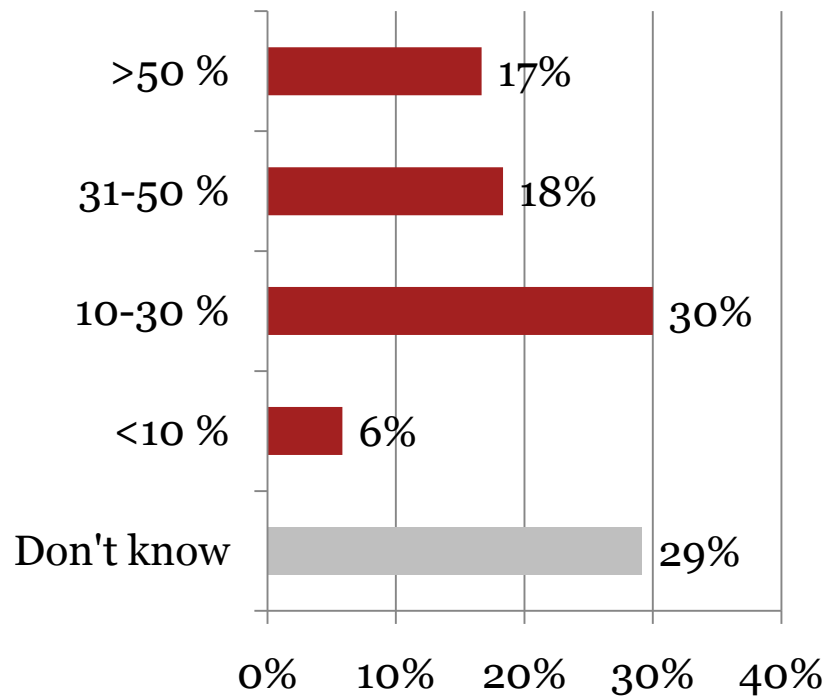


## *What savings were achieved in HR?*

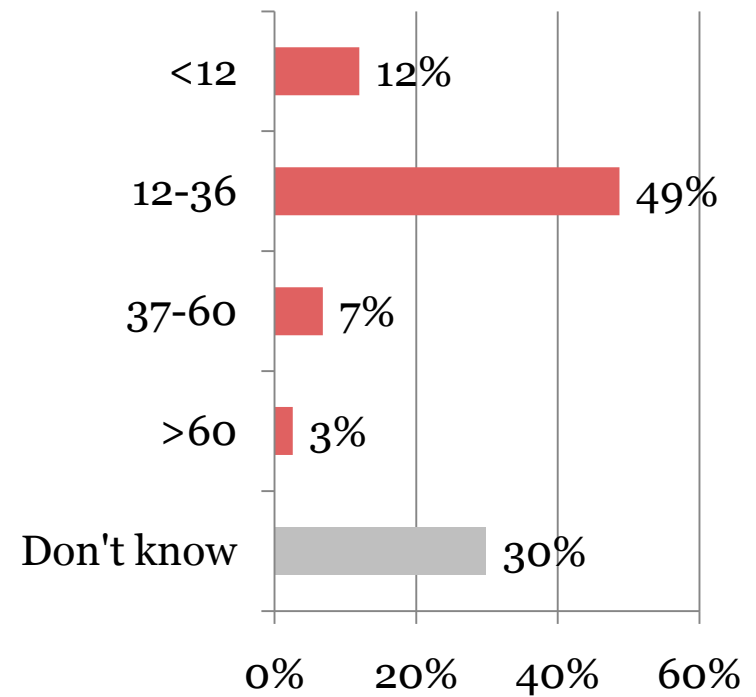


# What savings were achieved in Finance?

## Reduction of cost



## Project amortisation [in months]



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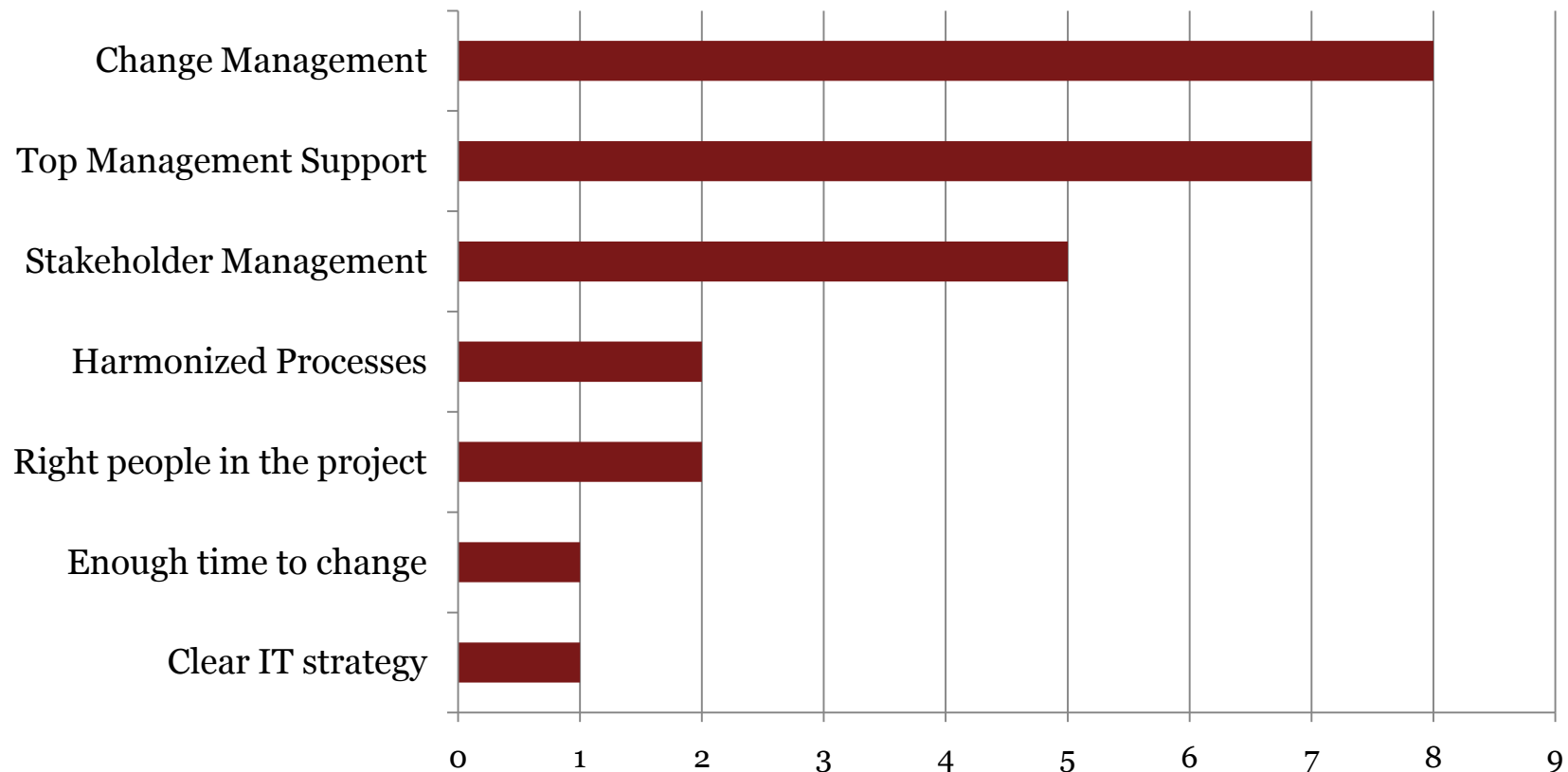
# *Lessons Learnt*



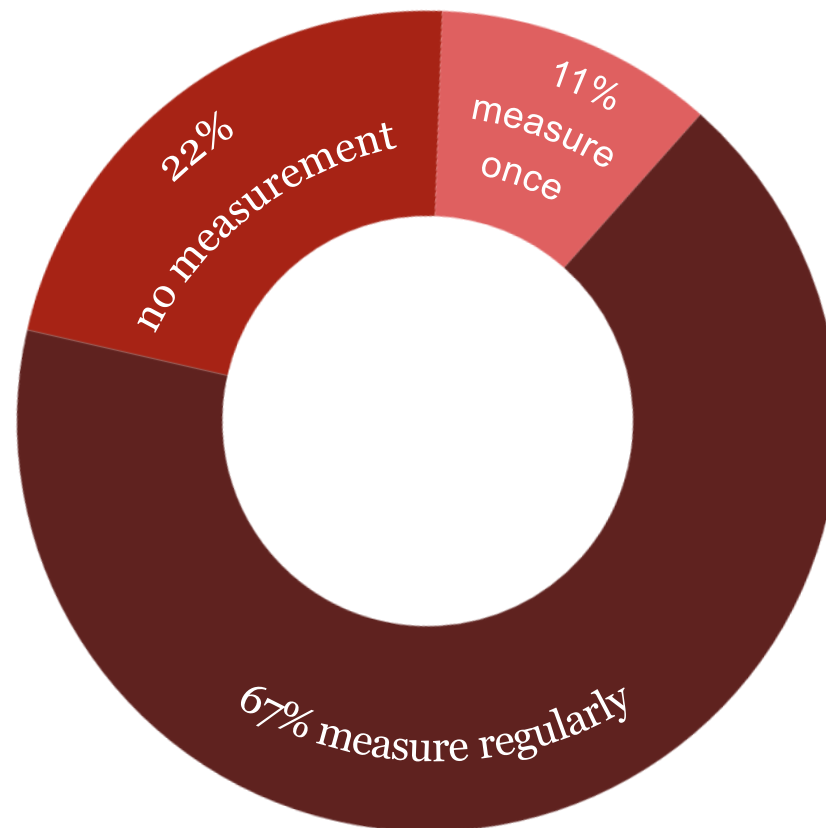
## *What were the top challenges when implementing HR SSC?*

- 1 Change Management & Communication
- 2 Change in former organization (roles & responsibilities)
- 3 Process Design
- 4 Business Case
- 5 Quality Control
- 6 Harmonization & Standardization
- 7 IT

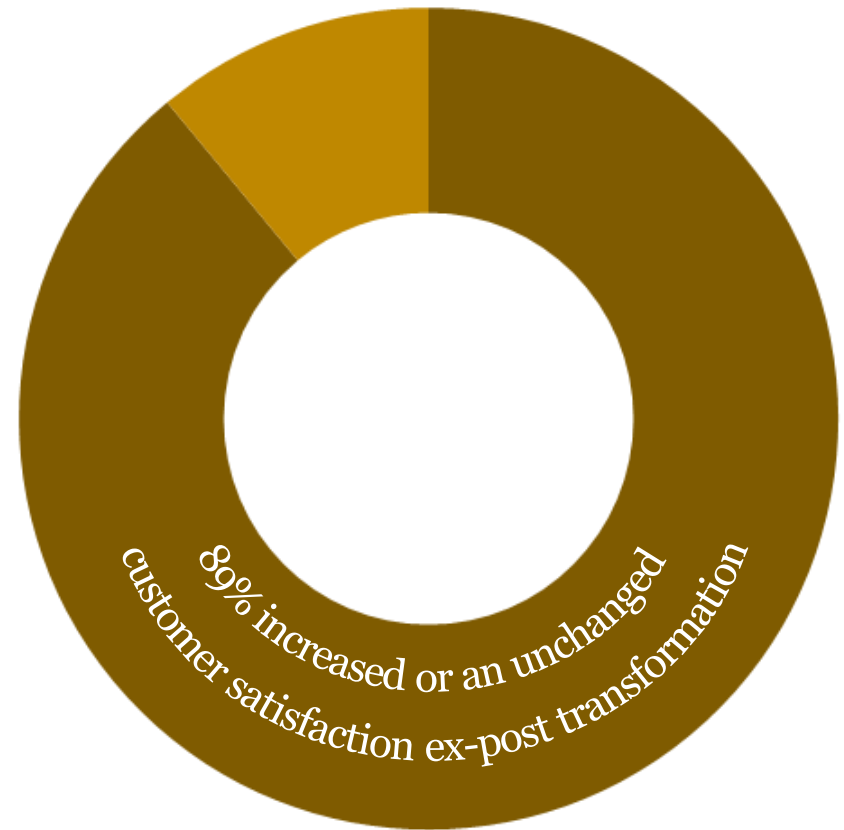
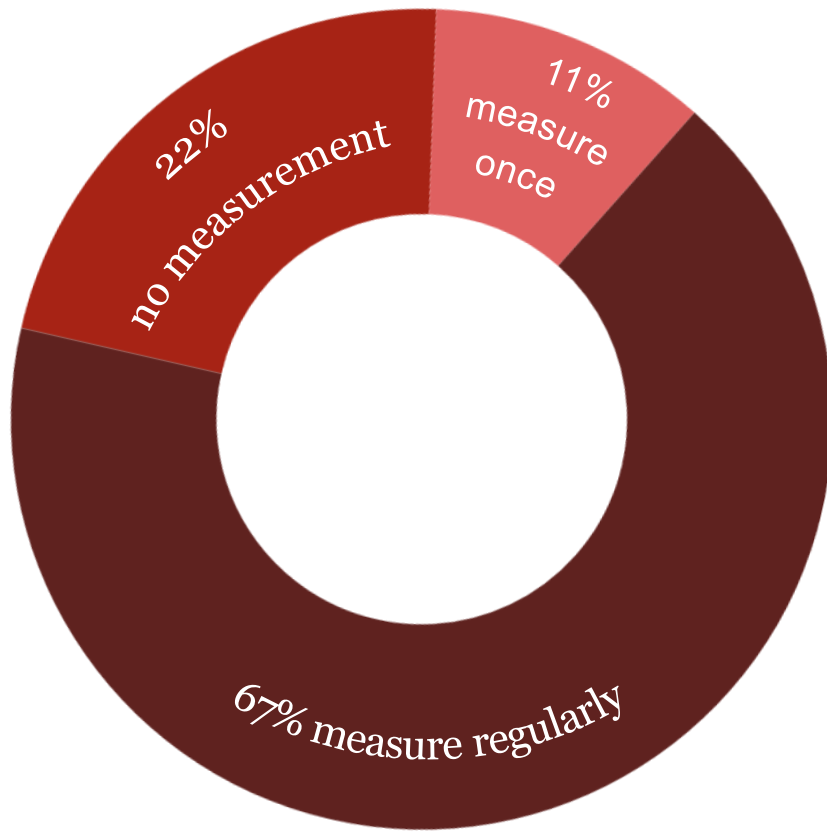
# *What are crucial success factors to implement HR SSC?*



## *How often is client satisfaction measured in HR?*

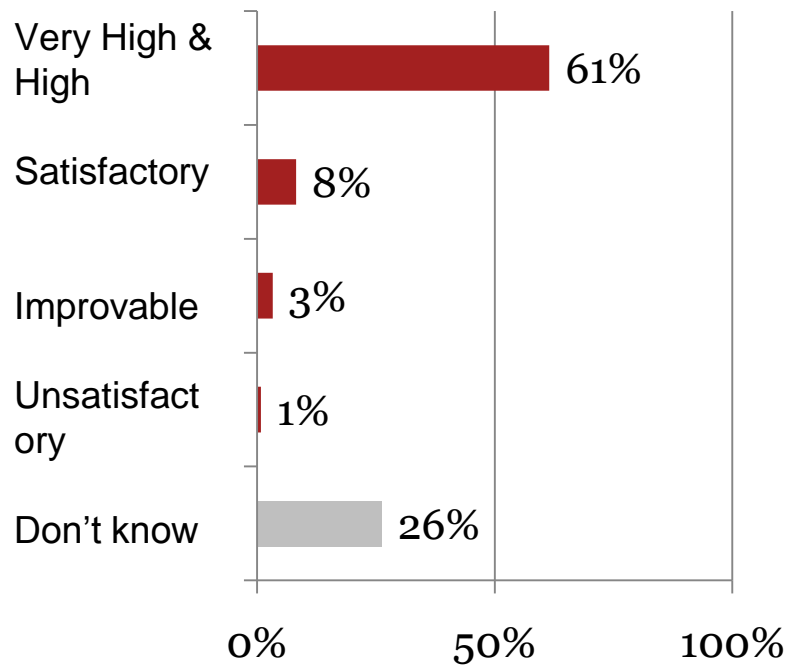


*Generally, clients show no decreased satisfaction due to implementation of SSC!*

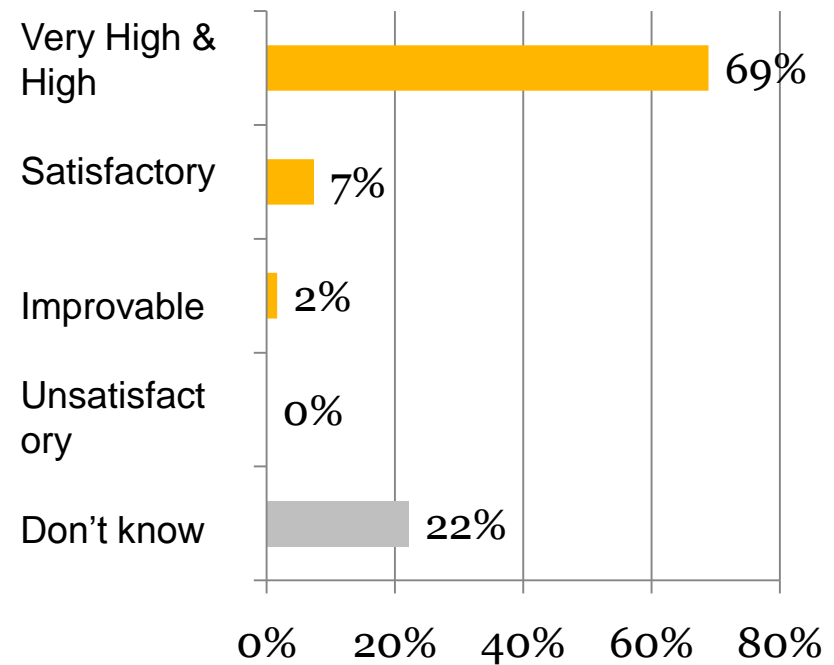


# *In finance, both SSC staff and users are equally satisfied*

## User Satisfaction



## Staff Satisfaction

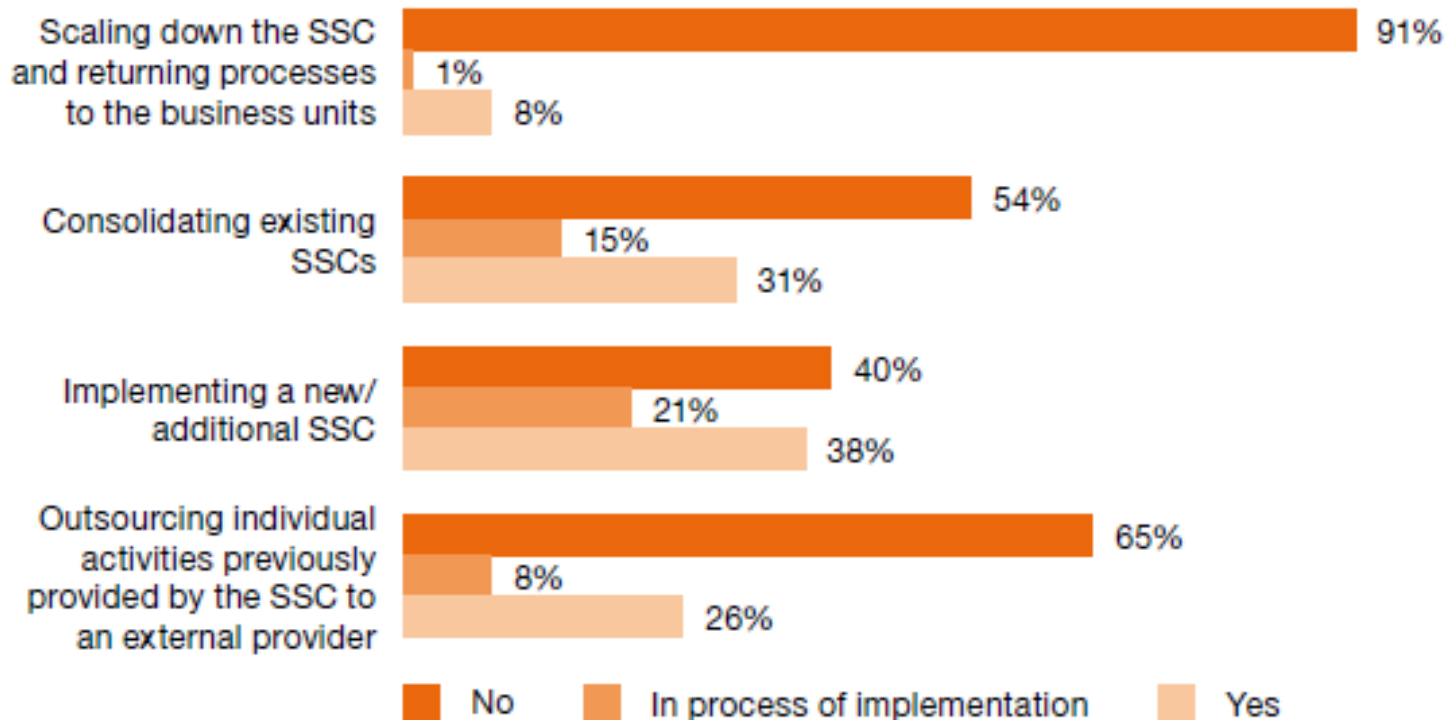


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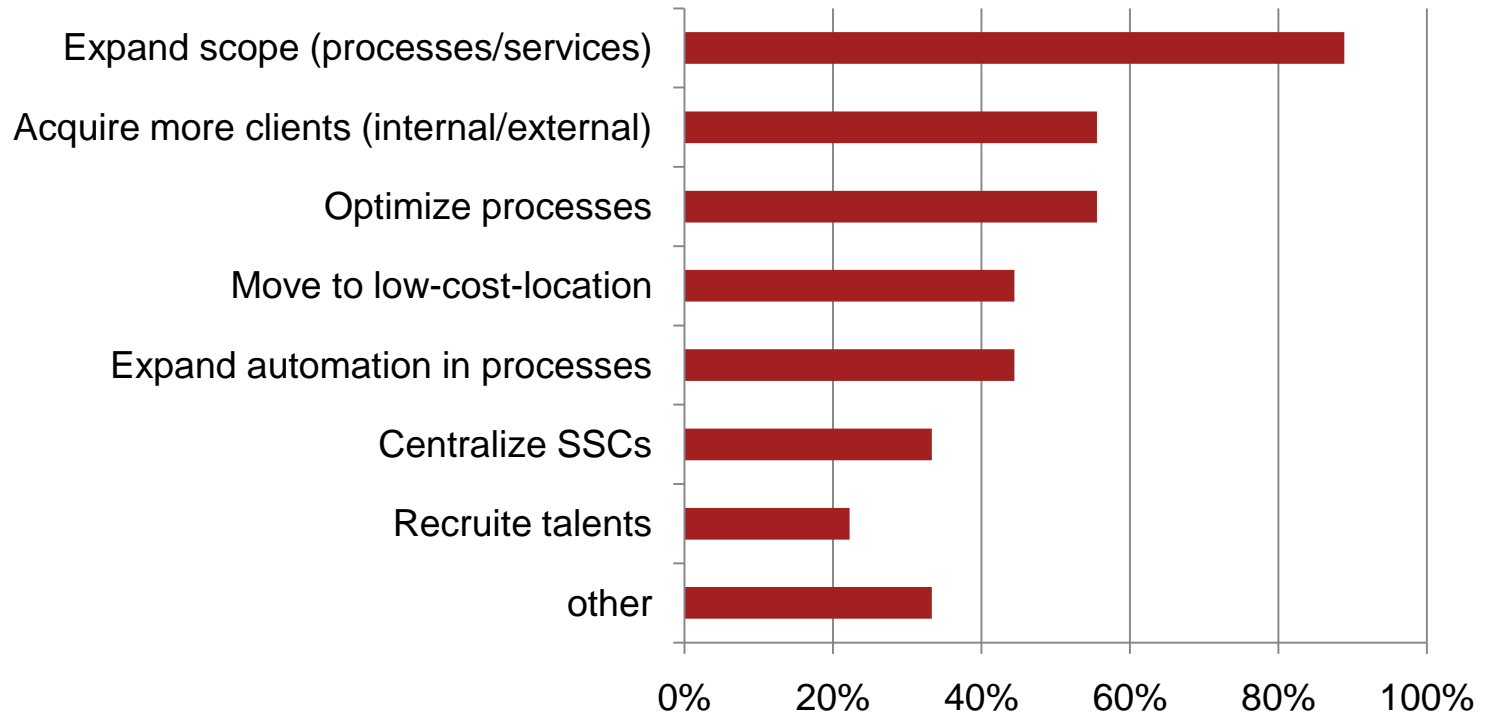
# *Outlook*



## Outlook on Finance SSC



## Outlook on HR SSC



The train is moving into one direction and there will be no return to what was before!

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# *Thank you.*



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# *Shared Service Center - Mehr als eine Standortbestimmung*

## Back up

# *SSC maturity model*

