

Shared Service Centres

Delivering value from effective finance and business processes

ANDREW KRIS AND MARTIN FAHY

Shared Service Centres Delivering Value From Effective Finance And Business Processes

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Commons: Defence Committee**



Shared Service Centres Delivering Value From Effective Finance And Business Processes:

Das Shared Service Konzept und Möglichkeiten des Controllings im IT-Bereich am Beispiel eines deutschen Industriekonzerns Sandro Schulz, 2012-07-24 Inhaltsangabe Einleitung Problemstellung und Zielsetzung Nicht erst seit der aktuellen Wirtschaftskrise sind Unternehmen bestrebt Kostensenkungspotentiale und Effizienzsteigerungen zu verwirklichen Die Möglichkeiten diese Ziele zu erreichen sind unendlich und reichen von Personalabbau über Prozessoptimierung entlang der Wertschöpfungskette bis hin zu einer Organisationsumstrukturierung Häufig lassen sich die Maßnahmen nicht voneinander abkoppeln So geht eine konzerninterne Neuausrichtung in den häufigsten Fällen einher mit einer Verringerung der Mitarbeiterzahlen Wird bei einer Umstrukturierung versucht Synergie und Skaleneffekte zu erzielen bedeutet das implizit dass die gleiche Arbeit effizienter bzw gleichbedeutend mit weniger Personal ausgeführt werden soll Das sich gerade durch Umgestaltungen der Infrastruktur für administrative Unternehmensbereiche wie die IT Abteilung ungeahnte Effizienzsteigerungspotentiale liegen zeigt eine Studie von Deloitte Im Laufe der industriellen Geschichte gab es unterschiedliche Ansätze zur Unternehmensorganisation In den 80er Jahren lautete die Lösung Dezentralisation Dabei wird eine bergeordnete zentrale Organisationseinheit aufgelöst und die Kompetenzen und Aufgaben auf untergeordnete Ebenen verteilt Dieses System erschwerte jedoch eine Gesamtunternehmenssteuerung durch die weit verteilten Prozesse erheblich Ein neuerer Lösungsansatz zur Steuerung der IT Unterstützung ist die Wahl zwischen teilweiser oder gesamtheitlicher Vergabe von IT Services an externe Dienstleister im Rahmen des Outsourcings Doch schwerwiegende Nachteile des Outsourcings wie z B die Abhängigkeit von Dritten sowie der Umgang mit sensiblen Finanz Kunden und Personaldaten und sich daraus ergebenden datenschutzrechtlichen Problemen führten zu neuen Organisationsansätzen In den letzten Jahren richtete sich der Fokus der wissenschaftlichen Diskussion auf die Ausgründung von IT Einheiten in eigene IT Servicegesellschaften Damit verbunden ist eine zunehmende Bedeutung des Shared Service Center Modells oder auch Internal Outsourcing für international tätige Unternehmen Unter dem Begriff Shared Service wird eine wettbewerbsorientierte vorrangig konzerninterne Bereitstellung von unterstützenden also nicht wertschöpfenden Aktivitäten wie z B IT Leistungen für mehrere Konzernunternehmen oder Einheiten mittels gemeinschaftlicher Nutzung von Ressourcen verstanden Die organisatorischen Einheiten welche diese

Shared Service Centres Andrew Kris, Martin Fahy, 2003 As organisations struggle to create and sustain shareholder value executives are continually challenged to deliver effective business processes Increasingly today's market requires companies to standardise operations in order to remain competitive And an effective way of keeping costs down and improving efficiency is by moving certain functions to one central location An increasingly popular and effective way of meeting this challenge is to establish a shared service centre This briefing explains how and why more and more organisations are turning to shared services solutions It explains how organisations can tap into the wealth of opportunities that shared services provides by clearly outlining processes for

evaluation planning and implementation It examines the structural diversity of shared service centres and the role that good centre design plays in the quest for really effective shared services Shared Service Centres considers the face of shared services today and tomorrow and looks at the challenges posed by the market place increased outsourcing and the consulting boom Providing practical experience driven examples and offering sample presentations tools and templates for immediate use this briefing offers expert advice on the process tools design and implementation of shared service centres Essential reading for those considering implementing SSCs as well as those interested in revamping existing SSC operations This briefing will help you to understand the shared services approach explore the strategic issues that inform the SSC decision become familiar with the management technological and process challenges develop a unique methodology or framework to support SSC deployment deploy a shared services culture which supports sustainable value creation employ best practice processes and systems investigate the opportunities for e shared services and business process outsourcing

Shared Services as a New Organizational Form Tanya Bondarouk, 2014-07-31 What do shared service models involve Which business processes can and or should be shared This ASM volume deals with such questions relating to the increasingly popular use of Shared Service Centers in organizations The volume intends to move beyond debating the relevance of shared services towards more systematic research action

Beyond Governance Martin Fahy, Anastasia Weiner, Jeremy Roche, 2005-04-08 Following a series of corporate scandals legislators have company executives in their sights and are arming themselves with ever greater regulatory firepower All agree that good governance is essential but must not be allowed to stifle business performance Beyond Governance develops the concept of Enterprise Governance an emerging framework which unites Performance Conformance and Corporate Responsibility and shows how addressing all of these areas in a concerted coordinated fashion will deliver value to the organisation and its stakeholders In particular it focuses on the skills processes and systems that are required to deliver excellence in each of these areas giving readers a practical insight into the issues and an understanding of best practice in each area Many firms are rethinking their finance activities in the light of e commerce shared service centres business intelligence technology and cost pressures Beyond Governance explores the challenge of building a modern flexible finance function describing the emerging role of the new CFO and how finance professionals should respond to this new business environment

The Pragmatics of Irish English Anne Barron, Klaus P. Schneider, 2011-06-24 Irish English while having been the focus of investigations on a variety of linguistic levels reveals a dearth of research on the pragmatic level In the present volume this imbalance is addressed by providing much needed empirical data on language use in Ireland in the private official and public spheres and also by examining the use of Irish English as a reflection of socio cultural norms of interaction The contributions cover a wide range of pragmatic phenomena and draw on a number of frameworks of analysis Despite the wide scope of topics and methodologies a relatively coherent picture of conventions of language use in Ireland emerges Indirectness and heterogeneity on the formal level are

for instance shown to be features of Irish English This volume is the first book length treatment of the pragmatics of a national variety of English or any other language Indeed it could be considered a first step towards a new discipline variational pragmatics at the interface of pragmatics and dialectology This book is of primary interest to researchers and students in pragmatics variational linguistics Irish English English as Foreign Language EFL cross cultural communication and discourse analysis Furthermore the pragmatic descriptions provided will be of practical use in the increasingly important English as Second Language ESL context in Ireland Finally it is also of relevance to professionals dealing with Ireland and indeed to anyone interested in a deeper understanding of Irish culture *Manual of Accounting Narrative Reporting 2014*

PwC,2013-01-01 UK companies are governed by legal and other regulatory requirements impacting elements of financial statements that are common to users of both IFRS and UK GAAP These are often referred to as the front half of the financial statements This publication contains the guidance applicable to all UK companies regardless of the GAAP under which their financial statements are prepared Written by PwC s UK Assurance Risk and Quality team the manual includes practical advice based on PwC s work advising clients partners and staff The book will be of particular interest to finance directors accountants legal practitioners company administrators financial advisors and auditors This year s edition provides guidance for UK quoted companies on the front half of financial statements including many illustrations and examples Key updates from previous edition include Updated guidance for new external guidance and legislation including FRC UK Corporate governance code and 2013 Statutory instruments regulations New real life examples from accounts

Innovative Mobile Platform Developments for Electronic Services Design and Delivery Scupola, Ada,2012-05-31 In the ever growing world of technology it is becoming more important to understand the developments of new electronic services and mobile applications Innovative Mobile Platform Developments for Electronic Services Design and Delivery is a comprehensive look at all aspects of production management delivery and consumption of e services self services and mobile communication including business to business business to consumer government to business government to consumer and consumer to consumer e services This volume is perfect for the interest of professionals academic educators researchers and industry consultants by providing the latest interdisciplinary research as a new platform for learning and research dissemination

Chemistry and Industry ,2009 **Pre-budget Report 2008** Great Britain. Treasury,2008 The 2008 Pre Budget Report presents updated assessments and forecasts of the economy and public finances and reports on how in the face of major global economic shocks the Government intends to support the economy businesses and households through these uncertain times while delivering its long term goals Measures announced include temporarily reducing the Value Added Tax VAT rate to 15 per cent from 1 December 2008 to 31 December 2009 bringing forward 3 billion of capital spending from 2010 11 including introducing a green stimulus supporting low carbon growth and jobs introducing a new additional higher rate of income tax of 45 per cent for those with incomes above 150 000 from April 2011 increasing national insurance contributions

by 0.5 per cent from April 2011 increasing alcohol and tobacco duties a two pence per litre increase in fuel duty from 1 December Immediate action to help those individuals and businesses most affected by the economic downturn include increases in the income tax personal allowance bringing forward the increase in Child Benefit increases of the Child Tax Credit and a payment of 60 to all pensioners help through mortgage rescue and Support for Mortgage Interest schemes for eligible homeowners in difficulty and a commitment from major mortgage lenders not to initiate repossession action within at least three months of an owner occupier going into arrears an additional 1.3 billion to support for the unemployed to find a new job measures to help small and medium sized enterprises facing credit constraints a new HMRC Business Payment Support Service to allow businesses in temporary financial difficulty to pay their HMRC tax bills on a timetable they can afford and more generous tax relief for businesses now making losses and the modification of a number of planned tax reforms including vehicle excise duty air passenger duty and the deferral of the increase in the small companies rate of corporation tax

The Management Accountant, 2008

Delivering Front Line Capability to the RAF Great Britain: Parliament: House of Commons: Defence Committee, 2006-01-18 This report examines of the progress being made in implementing MoDs decisions regarding the future support of military aircraft maintenance lines being reduced to forward and depth and the implications of these decisions for the Defence Aviation and Repair Agency DARA For fast jet aircraft Harrier GR9 and Tornado GR4 depth support will transfer from DARA St Athan South Wales where it is carried out largely by civilian tradesmen to RAF Main Operating Bases where it will be carried out by RAF tradesmen supplemented by tradesmen from the aircraft manufacturer For rotary wing aircraft helicopters depth support will by contrast be provided at DARA Fleetlands Hampshire by RAF tradesmen and DARA civilian tradesmen The Committee is concerned that these inconsistent arrangements will not be sustainable over the long term The new arrangements for support carry risks the long term sustainability of efficiency programmes potential over dependency on industry and the capability of the RAFs new support processes to meet surge demands The Committee recommends an independent audit of the Harrier programme to ensure that the support is being provided in a more efficient and cost effective manner than before The future of DARA is uncertain some of its businesses are to be closed down others are to be market tested The prospects for the DARA St Athan site including its recently completed Superhangar facility costing over 100m are in particular doubt The Committee finds incomprehensible MoDs decision to go ahead with building the Superhangar at a time when it was reviewing its logistic support provision and recommends an investigation by the National Audit Office and the Wales Audit Office

Gartner Group Symposium ITxpo, 1998

Budget 2009 Great Britain. Treasury, 2009 The Budget sets out the Government's plans for taxation public spending and economic growth for the coming year Details announced include an annual growth rate of 2.5 per cent for 2006-07 with a forecast of 2.75 to 3.25 per cent for 2007-08 an inflation rate of two per cent this year and public sector borrowing on course for a 16 billion surplus over the economic cycle ending in 2010-11 with net borrowing set

at 37 billion for this year and 36 billion next year falling to 23 billion in the year to 2010 11 Financial Management ,2006
Conference Board Report ,1998 *The British National Bibliography* Arthur James Wells,2003 **Annual Report and Accounts** British Waterways,2003 **Accounting & Business** ,2005-02 *Creating Value in a Regulated World* Cedric Read,2006-11-10 This book is about championing a move away from simply evaluating physical assets to understanding and evaluating the intangible value of an entity It means moving beyond economic theory to reprioritise and change the organisation so that further value can be created via processes systems measures skills knowledge and strategy It is also about mapping the intangible value chain The book looks at value networks and using real life projects asks questions such as What do company value networks look like How are they used to create value How can one value the value chain What lessons can be learnt from companies with high value networks as opposed to companies with low value networks What is the impact on finance disciplines processes measures systems and skills These answers to these questions as provided by the case studies and interviews with CFOs from the companies involved will help to improve focus improve shareholder value improve transparency both internally and externally cut waste in the current decision support structure and prevent inadequate decision making and lost opportunity **Mergent International Manual** ,2009

The Enigmatic Realm of **Shared Service Centres Delivering Value From Effective Finance And Business Processes**: Unleashing the Language is Inner Magic

In a fast-paced digital era where connections and knowledge intertwine, the enigmatic realm of language reveals its inherent magic. Its capacity to stir emotions, ignite contemplation, and catalyze profound transformations is nothing lacking extraordinary. Within the captivating pages of **Shared Service Centres Delivering Value From Effective Finance And Business Processes** a literary masterpiece penned with a renowned author, readers set about a transformative journey, unlocking the secrets and untapped potential embedded within each word. In this evaluation, we shall explore the book is core themes, assess its distinct writing style, and delve into its lasting affect the hearts and minds of those who partake in its reading experience.

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