

Shared Services In Finance And Accounting

A rich database of over 2,200 outsourcing arrangements, studied across sectors and geographies, and over time, from inception, through contract signing, to outcomes. This book has unparalleled insight into the robust practices that have been proven effective time and again.

Dynamic economics, technological changes, increasing pressure from competition and customers to improve manufacturing and services are some of the major challenges to enterprises these days. New ways of improving organizational activities and management processes have to be created, in order to allow enterprises to manage the seemingly intensifying competitive markets successfully. Enterprises apply business optimizing solutions to meet new challenges and conditions. But also ensuring effective development for long-term competitiveness in a global environment. This is necessary for the application of qualitative changes in the industrial policy. "New Trends in Process Control and Production Management" (MTS 2017) is the collection of research papers from authors from seven countries around the world. They present case studies and empirical research which illustrates the progressive trends in business process management and the drive to achieve enterprise development and sustainability. Built on independent research and financial audits of a number of newly created Shared Service Centers (SSCs) in Poland, Local Government Shared Services Centers: Management and Organization is the first book to thoroughly examine the organization, development and effectiveness of the shared service market in the Polish public sector.

In 2004, the Gershon Review recommended that the Government pursue the sharing of services, including human resources, finance, procurement and payroll, to achieve cost savings. It has been up to individual departments to establish their own arrangements and, between 2004 and 2011, eight major shared service centres emerged. The five centres examined by the NAO were expected to cost £0.9 billion to build and operate but, to date, they have cost £1.4 billion. They were also expected to have saved £159 million by the end of 2010-11. While, in one instance Government has achieved break-even in a time consistent with the private sector, its overall performance has been varied and the two centres that are still tracking benefits report a measured net cost of £255 million. Most departmental customers have not acted as 'intelligent customers' and they will need to build in-house capability with enough business and technical understanding to manage the services and work with the centres to achieve efficiencies. Among other findings are that the software systems used in the centres have added complexity and cost; and that, as the use of the centres has been voluntary, departments have struggled to roll-out shared services fully across all their business units and arm's length bodies. The Cabinet Office has recently gained approval for a new strategy and business case. The NAO considers the approach is ambitious and has challenging timescales. The

Cabinet Office is actively working with departments on its implementation. 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

Over the years there has been an accumulation of extensive research in management accounting. The traditional management accounting role of cost determination and financial control has been challenged and shifted to a more 'sophisticated' role of creating value through the development of 'new' management accounting techniques and practices. This book thoroughly reviews emerging issues of management accounting research. Each issue is reviewed by experts to explain the core concept, development, current criticisms and controversies and concludes by identifying future avenues for further research. Issues covered include the transformation of the management accounting function, strategic management accounting, environmental management accounting, balanced scorecard, performance management in non-profit organizations, inter-organizational performance measurement practices between supply chain partners, beyond budgeting, activity-based approach, target costing and throughput accounting.

A guide to putting cognitive diversity to work Ever wonder what it is that makes two people click or clash? Or why some groups excel while others fumble? Or how you, as a leader, can make or break team potential? Business Chemistry

holds the answers. Based on extensive research and analytics, plus years of proven success in the field, the Business Chemistry framework provides a simple yet powerful way to identify meaningful differences between people's working styles. Who seeks possibilities and who seeks stability? Who values challenge and who values connection? Business Chemistry will help you grasp where others are coming from, appreciate the value they bring, and determine what they need in order to excel. It offers practical ways to be more effective as an individual and as a leader. Imagine you had a more in-depth understanding of yourself and why you thrive in some work environments and flounder in others. Suppose you had a clearer view on what to do about it so that you could always perform at your best. Imagine you had more insight into what makes people tick and what ticks them off, how some interactions unlock potential while others shut people down. Suppose you could gain people's trust, influence them, motivate them, and get the very most out of your work relationships. Imagine you knew how to create a work environment where all types of people excel, even if they have conflicting perspectives, preferences and needs. Suppose you could activate the potential benefits of diversity on your teams and in your organizations, improving collaboration to achieve the group's collective potential. Business Chemistry offers all of this--you don't have to leave it up to chance, and you shouldn't. Let this book guide you in creating great chemistry!

A look at how new technologies can be put to use in the creation of a more just society. Artificial Intelligence (AI) is not likely to make humans redundant. Nor will it create superintelligence anytime soon. But it will make huge advances in the next two decades, revolutionize medicine, entertainment, and transport, transform jobs and markets, and vastly increase the amount of information that governments and companies have about individuals. AI for Good leads off with economist and best-selling author Daron Acemoglu, who argues that there are reasons to be concerned about these developments. AI research today pays too much attention to the technological hurdles ahead without enough attention to its disruptive effects on the fabric of society: displacing workers while failing to create new opportunities for them and threatening to undermine democratic governance itself. But the direction of AI development is not preordained. Acemoglu argues for its potential to create shared prosperity and bolster democratic freedoms. But directing it to that task will take great effort: It will require new funding and regulation, new norms and priorities for developers themselves, and regulations over new technologies and their applications. At the intersection of technology and economic justice, this book will bring together experts--economists, legal scholars, policy makers, and developers--to debate these challenges and consider what steps tech companies can do take to ensure the advancement of AI does not further diminish economic prospects of the most vulnerable groups of population.

This book contains 11 carefully revised and selected papers from the 5th Workshop on Global Sourcing, held in Courchevel, France, March 14-17, 2011. They have been gleaned from a vast empirical base brought together by leading researchers in information systems, strategic management, and operations. This volume is intended for use by students, academics, and practitioners interested in the outsourcing and

offshoring of information technology and business processes. It offers a review of the key topics in outsourcing and offshoring, populated with practical frameworks that serve as a tool kit for students and managers. The topics discussed combine theoretical and practical insights, and they are extensively illustrated by case studies from client and vendor organizations. Last but not least, the book examines current and future trends in outsourcing and offshoring, paying particular attention to how innovation can be realized in global or outsourced software development environments.

Corporate services provide vital support to the delivery of effective and efficient public services. They include activities such as finance and accounting, human resources, procurement, information technology, facilities management and estates management. Shared services are designed to improve efficiency and service quality by combining such activities across different parts of an organisation, or across separate organisations. The Cabinet Office has estimated the cost of finance and human resources functions across government as £7 billion a year. It believes there is scope to save in the order of £1.4 billion annually through the use of shared services. This report examines the Cabinet Office's efforts to improve corporate functions using shared services, as well as the impact of two of the more established public sector shared services in the NHS and the Prison Service. NHS Shared Business Services is a joint venture between the Department of Health and Xansa PLC selling procurement, finance and accounting services to 89 NHS organisations out of a total of 416 potentially eligible NHS bodies. It is not yet making a profit and has paid no dividend to either the Department of Health or Xansa. It needs to attract a further 22 customers simply to break even, and approximately 180 more customers to deliver its forecast savings to the taxpayer of £250 million by 2014-15. HM Prison Service's Shared Services Centre provides finance, procurement and human resources services to all 128 Prison establishments, and the system is now working well.

Gerd Schwarz analyzes the pros and cons of shared service centers for the implementation of IT, finance, personnel and purchasing processes and make design suggestions on the empirical study of American public companies are based at 72. It describes how through the development of shared service centers achieved cost and quality improvements and shows based on the transaction cost approach to outsourcing to the differences in detail.

Finance and Accounting for Managerial Competitiveness

What works, why it works, and how to evaluate a shared services program Shared services, a form of "internal outsourcing," enables corporations to achieve economies of scale by creating a separate entity within the company to perform specific internal services, such as payroll, accounts payable, travel and expense processing, etc.

Essentials of Shared Services provides a quick, concise overview of shared services fundamentals, bringing senior-level executives up to speed so that they make the right decision. Bryan Bergeron provides a foundation of shared services from a historical, economic, technical, and customer perspective, showing how shared services can impact a corporation's bottom line, both long and short term. He delivers specific recommendations that can be used to establish and manage a shared services effort and includes a variety of examples of programs that work and those that do not.

CFO Insights: Delivering High Performance explores the implications of Accenture's high performance finance research and interprets the link between high performance

business and the role of the CFO in delivering this. Written from the perspective of the Chief Financial Officer, the book provides real-world, relevant examples, including flagship interviews with CFOs of high performing businesses. The book also includes industry analyses prepared by the Accenture Strategy and Business Architecture Practice, case studies, and chapters dedicated to the CFO and financial practices of Japan, China, Latin America, and Eastern Europe.

A practical approach to business transformation *Fit for Growth** is a unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the *Fit for Growth* process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The *Fit for Growth* approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. *Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States

An efficient and cost-effective HR function is essential to the successful running of any organization. And yet for many businesses it is impossible or costly to have HR staff in every office. This is particularly true for companies who have many branches, such as banks and building societies. So what are they to do? Increasingly they are turning to shared services by creating a unit within the organization that typically undertakes personnel administration and basic operational support. This may be delivered to managers and employees through some combination of call centre, personal contact or intranet. Creating a shared services centre enables the HR function to redefine its relationship with its stakeholders. It can become more of a strategic player and make a more business-focused contribution. This book explains what shared services are and what they look like for the HR function. It describes why organizations opt for shared services and what activities are included. It sets out the relationship between shared services and the other HR activities, and between HR and line management. *How To Get Best Value From HR* outlines the process of introducing shared services, from identifying customer needs through designing the structure to implementation and monitoring. It also outlines the likely pitfalls and, importantly, offers possible solutions. In particular the book highlights the big design issues, including whether to outsource services, where a shared services centre should be located, how services should be delivered and organized, including through the option of e-HR. Crucially it features an extended case study of the Royal Bank of Scotland's experience of introducing HR shared services, providing a unique insight into the reality of this new way of working.

Despite the pressure for local councils to follow the lead of the private sector and develop shared service and partnership arrangements, the barriers in terms of culture, differences in

priorities across councils and lack of experience are formidable - yet this is the most likely source of meeting government targets for reduced overheads and improved organizational effectiveness. By using extensive case studies drawn from across local councils in England, Ray Tomkinson explains the implications of sharing service delivery, addresses concerns about loss of control and accountability, and demonstrates the potential advantages. He shows how to set up collaborative ventures, formal partnerships, shared service centres or special purpose vehicles, while pointing out possible pitfalls, thus enabling senior managers to follow all the necessary project steps to create an appropriate shared service. It seeks to examine the evidence of the cost, effectiveness and quality improvements achieved from sharings. This ground-breaking book has been written for everyone in local government; it explores the political and cultural barriers, and legislative/legal framework for joint workings, explains how to find an appropriate governance vehicle, and how to gain the commitment of partners. It deals with political and managerial concerns, risk aversion and parochial issues, and the possible impact on the reputation and performance of both sharers. *Shared Services in Local Government* is the only comprehensive study for the UK and it will ensure any public sector organization pursuing this route is able to approach the task of creating a shared service with a real understanding of the issues involved.

This book describes process mining use cases and business impact along the value chain, from corporate to local applications, representing the state of the art in domain know-how. Providing a set of industrial case studies and best practices, it complements academic publications on the topic. Further the book reveals the challenges and failures in order to offer readers practical insights and guidance on how to avoid the pitfalls and ensure successful operational deployment. The book is divided into three parts: Part I provides an introduction to the topic from fundamental principles to key success factors, and an overview of operational use cases. As a holistic description of process mining in a business environment, this part is particularly useful for readers not yet familiar with the topic. Part II presents detailed use cases written by contributors from a variety of functions and industries. Lastly, Part III provides a brief overview of the future of process mining, both from academic and operational perspectives. Based on a solid academic foundation, process mining has received increasing interest from operational businesses, with many companies already reaping the benefits. As the first book to present an overview of successful industrial applications, it is of particular interest to professionals who want to learn more about the possibilities and opportunities this new technology offers. It is also a valuable resource for researchers looking for empirical results when considering requirements for enhancements and further developments.

Many CFOs have led their companies to invest in ERP and shared services in order to create leaner, more global organization structures. Today, they seek more radical transformation through business process outsourcing (BPO). *CFO Insights* is a practical, comprehensive guide to this exciting, fast-growing field. It features expert advice from the CFOs of major companies worldwide, including BP, Procter & Gamble, Dell, and Exel. Step by step, it takes you through the stages of a successful outsourcing solution - from evaluating providers and contracting, through transition planning and risk management. "We have seen cost reductions every year for each of the 13 years of our outsourcing experience – now, finally, we are seeing the outsourcing market mature. The advancement of multi-client centers will create new value. As new low cost centers spring up around the world I want to have easy access to the opportunities." —Alan Eilles, CFO Downstream, BP "Outsourcing is not about sitting still. On the one hand, as CFO, you have to be in control, and have the right control mechanisms in place. On the other, this is an evolving relationship where both parties feel empowered and energized to make a real difference in the business." —John Coghlan, Group Finance Director of Exel "My view of the CFO's role is relatively simple: How do you add value? The CFO has to be in the forefront in understanding, at a strategic level, the relative economics of different

parts of the business model – and vitally play a decisive role in deciding what should be insourced and what should be outsourced.” —Clayton Daley, CFO, Procter & Gamble
In managerial literature the challenges of ramping-up, growing and enhancing a (Finance) Shared Services Organization are regularly neglected. Therefore, the compilation will address two objectives: First, based on a generic phase model of an SSO’s development, frequently arising questions related to the management of SSOs shall be systematically discussed and practicable solutions derived. Secondly, a picture of the future of SSOs shall be elaborated, resulting in new future management implications.

By using extensive case studies drawn from across local councils in England, Ray Tomkinson explains the implications of sharing service delivery, addresses concerns about loss of control and accountability, and demonstrates the potential advantages. He shows how to set up collaborative ventures, formal partnerships, shared service centres or special purpose vehicles, while pointing out possible pitfalls, thus enabling senior managers to follow all the necessary project steps to create an appropriate shared service.

This book constitutes revised selected papers from the 14th International Global Sourcing Workshop 2019, held in Obergurgl, Austria, in December 2019. The 10 contributions included were carefully reviewed and selected from a total of 36 submissions. The book offers a review of the key topics in sourcing of services, populated with practical frameworks that serve as a tool kit to students and managers. The range of topics covered in this book is wide and diverse, offering various perspectives on the employment of digital technologies in the context of sourcing services. More specifically the book examines sourcing decisions and management practices around digital platforms, robotic process automation and blockchain, giving specific attention to digital aspects of innovation in sourcing.

Seminar paper from the year 2008 in the subject Business economics - Business Management, Corporate Governance, grade: 5 (excellent), University of Pecs (International PhD Program), course: Management I, 18 entries in the bibliography, language: English, abstract: Nearly all managers seek to improve the bottom line of their business in different ways. After off shoring of production facilities and outsourcing of processes, the Shared Services approach has heavily been discussed in previous years. With regard to Bergeron, the Shared Service business model can be defined as follows: "Shared Services is a collaborative strategy in which a subsets of existing business functions is concentrated into a new, semi-autonomous business unit that has a management structure designed to promote efficiency, value generation, cost savings, and improved service for internal customer of the parent corporation, like a business competing in the open market." Following Wisskirchen, organisations try to achieve in general the following objectives via the implementation of Shared Services: - Cost reduction due to economies of scale and scope, based on the standardisation and accumulation of internal processes in one unit - The parent company can concentrate on the core of the business - Creation, expansion and maintaining of process know-how - Services are charged by transfer prices and are put into competition to external service providers - So-called service level agreements exactly define what the parent company can expect. Hence, by implementing Shared Services, the back office functions, such as finance, accounting, controlling, human resources, regulatory affairs, etc. are becoming a strategic driver. The present assignment proposes a change management strategy, in order to overcome resistance to change, implement a new system and take the organisation back to equilibrium by referring to some of the basic models of management. Where appropriate, change management tools ar

Working with partners is the future of business. In this timely and original work, Vitasek and Mandrodt show companies, through a series of high-profile global examples, how to create a vested agreement that brings success and create a better future for everyone involved. Shared Services: Mining for Corporate Gold provides an understanding of what shared

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services really is. It outlines how to assess its viability for your organization and how to proceed with planning and implementing it.

Praise for *Shared Services A Manager's Journey* "In *Shared Services: A Manager's Journey*, Dan presents the real business cultural challenges along with human factors when taking on such a change in a company's processes. A must-read for any executive, manager, or team member who is considering, decided to, or is already in the process of converting a company from a decentralized organization to a shared services environment." -Katherine M. Ericsson Vice President of Membership, Project Management Institute of South Florida and director of a project management office, in a shared services environment within the distribution industry "A how-to/survival guide for those thinking about entering shared services or beginning the journey...for the rest of us, an entertaining look back at our journey both professionally and personally. A great read!" -Steve K. Stone Senior Vice President and CFO, Newspapers and Shared Services Morris Communications Company "Over the past fifteen years, I've had the pleasure of working directly with hundreds of companies who are implementing shared services. What is striking is how very different 'real experiences' are from the stories spun by consultants or keynote speakers at conferences. Getting to the 'real truth' of how to put the pieces together will help you keep consulting fees low and the probability of success high. This book is a practical guide created by someone who has been there. It is the truth!" -Mike Hostetler Managing Director, Shared Services Roundtable Corporate Executive Board Corporate services provide often vital support to the delivery of effective and efficient public services, and cover such areas as finance and accounting, human resources, procurement, information technology, facilities and estates management. Sir Peter Gershon's review of public sector efficiency (available on the HM Treasury website, http://www.hm-treasury.gov.uk/media/C/A/efficiency_review120704) identified benefits from shared services, but found that departments' efficiency targets did not include savings specifically from shared corporate services. This NAO report has been conducted to take account of developments between the 2004 Spending Review (Cm.6237, ISBN 9780101622728) and the 2007 Comprehensive Spending Review (Cm. 7227, ISBN 0101722729) on shared services and focuses mainly on finance and human resources, which are generally the more developed areas of shared service in the public sector. The publication is divided into four parts, and looks at general and specific areas, including: the potential of shared services in the public sector; the problems of customer satisfaction experienced by the NHS and HM Prison Service with shared services; the variable progress across government; the lack of a clear overview from the Cabinet Office on shared services. The NAO has also set out 9 recommendations, including: public bodies should streamline their corporate service processes in line with best practice; they should also improve how they analyse the performance of their corporate services and whether there are more cost-effective ways to obtain such services; Departments should increase public transparency of corporate service performance.

"One of the ways companies are looking for competitive advantage in this frenetic [business] environment . . . is through the use of a tactical technique called shared services. . . . In this book, we bridge [the] chasm between the theory of how a shared services operation 'ought to' work and the practical issues involved in how to make it work, how to carry out a successful implementation of a shared service operation in your business."-from the Preface. Gaining competitive advantage in today's fierce business environment requires focus throughout the company on value, as measured by quality, cost, speed, and service. In the quest for superior performance, a growing number of companies are now turning to shared services, a tactical technique by which corporations can organize financial and other transaction-oriented activities to reduce costs and provide better service to business unit partners. Written by four authorities, three PricewaterhouseCoopers consultants and the executive who has directed the shared service efforts at Lucent Technologies, this comprehensive resource-the first of its kind-

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examines shared services from the macro issues that compel senior management to embrace this approach through the design and implementation of a shared services environment that leads to increased customer and shareholder value. Of all the tools available for gaining competitive advantage, why shared services? One of the principal reasons is that it creates, through consolidation of often disparate activities, more of a "one company" feel among business units. The benefits of this are twofold: one, it enables companies to show a consistent face to clients and customers, vendors and suppliers, shareholders and potential shareholders; two, it provides increased flexibility to all of the business' operations, allowing corporate leaders to maintain a global perspective while at the same time allowing business unit leaders to take strong, customer-focused actions. Providing both a domestic and global view, Shared Services addresses the full spectrum of issues, including: * Assessing whether shared services is right for you-issues to consider, goals to be reached. * Getting started-building support, establishing an effective organization, instituting continuous communication. * Setting up the infrastructure-billing shared services to business units, dealing with tax and legal entity issues. * International challenges-complexity, time zone, legal issues, currency stability, and security. * Program and project management-structures, planning, execution, and control. A groundbreaking book that examines a timely and important topic, Shared Services is an accessible and thorough guide to what could be a critical component in achieving long-term business success. This comprehensive resource is the first to introduce, explain, and explore shared services, an innovative business strategy that involves centralizing various business units, including accounting and transactional operations, to reduce costs and increase customer satisfaction. Presenting a practical and easy-to-follow blueprint for the smooth and sound implementation of shared services in your organization, Shared Services: Adding Value to the Business Units covers all the fundamentals, from how to get started to proper management techniques.

Most large companies worldwide today have some kind of shared services concept in place. Over half of the medium and large companies are currently engaged in some kind of shared service project activity. The investment in shared services is always calculated in millions. In other words, the costs of getting it right (or getting it wrong) can be huge. Tom Bangemann's book is a concise blueprint for identifying, assessing, designing, implementing and improving the process for shared services in the finance and accounting function. The author focuses on critical success factors, the people issues involved, and learning from other people's big mistakes. The book includes a variety of real life examples and real benchmarking data, performance metrics and best practices. The section on implementation is based on a proven five-phase methodology and explains the steps and activities involved as well as showing examples of the deliverables and the results you can expect. Any CEO, MD, CFO, Finance Director and senior finance people will find this book a 'must-have' guide to the process before they start and an excellent benchmark against which to measure the performance of any existing shared service operation.

In 2011 the World Bank—with funding from the Bill and Melinda Gates Foundation—launched the Global Findex database, the world's most comprehensive data set on how adults save, borrow, make payments, and manage risk. Drawing on survey data collected in collaboration with Gallup, Inc., the Global Findex database covers more than 140 economies around the world. The initial survey round was followed by a second one in 2014 and by a third in 2017. Compiled using nationally representative surveys of more than 150,000 adults age 15 and above in over 140 economies, The Global Findex Database 2017: Measuring Financial Inclusion and the Fintech Revolution includes updated indicators on access to and use of formal and informal financial services. It has additional data on the use of financial technology (or fintech), including the use of mobile phones and the Internet to conduct financial transactions. The data reveal opportunities to expand access to financial services among

people who do not have an account—the unbanked—as well as to promote greater use of digital financial services among those who do have an account. The Global Findex database has become a mainstay of global efforts to promote financial inclusion. In addition to being widely cited by scholars and development practitioners, Global Findex data are used to track progress toward the World Bank goal of Universal Financial Access by 2020 and the United Nations Sustainable Development Goals. The database, the full text of the report, and the underlying country-level data for all figures—along with the questionnaire, the survey methodology, and other relevant materials—are available at www.worldbank.org/globalindex.

"The benefits Carrefour achieved have been substantially in excess of predictions. The Shared Service accounting centers enabled streamlined processes, lowered costs, and introduced standard processes, a standard system, and standard data for a global company. The new infrastructure can support rapid expansion and can add new stores with the flip of a switch. From a systems point of view, Carrefour now has a 'factory' in place to deliver high-efficiency systems, tools, processes, and training." --From Chapter 9, Implementation and Operational Imperatives for ERP "The benefits of efficient information delivery are demonstrated by the results of one of the world's largest mySAP.com implementations. Siemens achieved a twenty-five percent cost reduction through streamlined information delivery and improved access to financial information. It also enhanced its reporting capabilities from seventy percent to nearly 100 percent through increased intranet availability." --From Chapter 3, Financial and Management Reporting Research shows that high-performance businesses and governments use finance technology as one of the capabilities to help executives make better decisions for resource allocation, while at the same time increasing productivity. CFO Insights: Enabling High Performance through Leading Practices for Finance ERP includes a number of case studies and lessons learned from Accenture clients across a variety of industries that have implemented, upgraded, and operated Oracle/PeopleSoft and SAP. Each case study highlights vital thoughts, benefits, and considerations and provides relevant guidance as one proceeds with an ERP on the journey toward high performance.

This book constitutes the revised selected papers from the 10th Global Sourcing Workshop held in Val d'Isère, France, in February 2016. The 11 papers presented in this volume were carefully reviewed and selected from 47 submissions. The book offers a review of the key topics in outsourcing and offshoring of information technology and business services offering practical frameworks that serve as a tool kit to students and managers. The range of topics covered is wide and diverse, but predominately focused on how to achieve success in shared services and outsourcing. More specifically, the book examines outsourcing decisions and management practices, giving specific attention to shared services that have become one of the dominant sourcing models. The topics discussed combine theoretical and practical insights regarding challenges that industry leaders, policy makers, and professionals face or should be concerned with. Case studies from various organizations, industries and countries such as UK, Italy, The Netherlands, Canada, Australia and Denmark complete the book.

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.

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