

Deloitte.

Waarom kiezen voor een shared services center?

Succesfactoren en valkuilen in de publieke sector

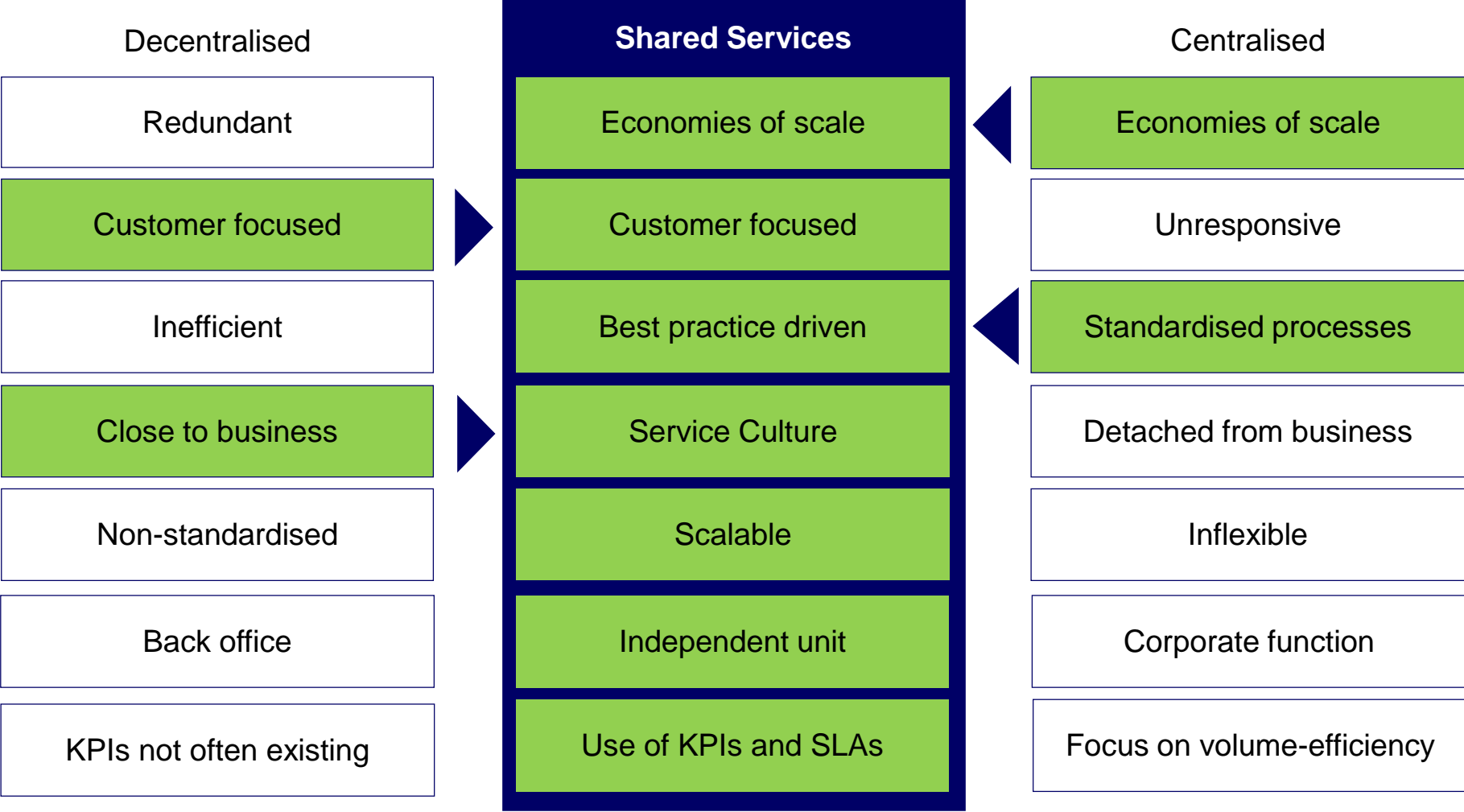
Rolf Driesen, 15de Overheidscongres, 21 Oktober 2014



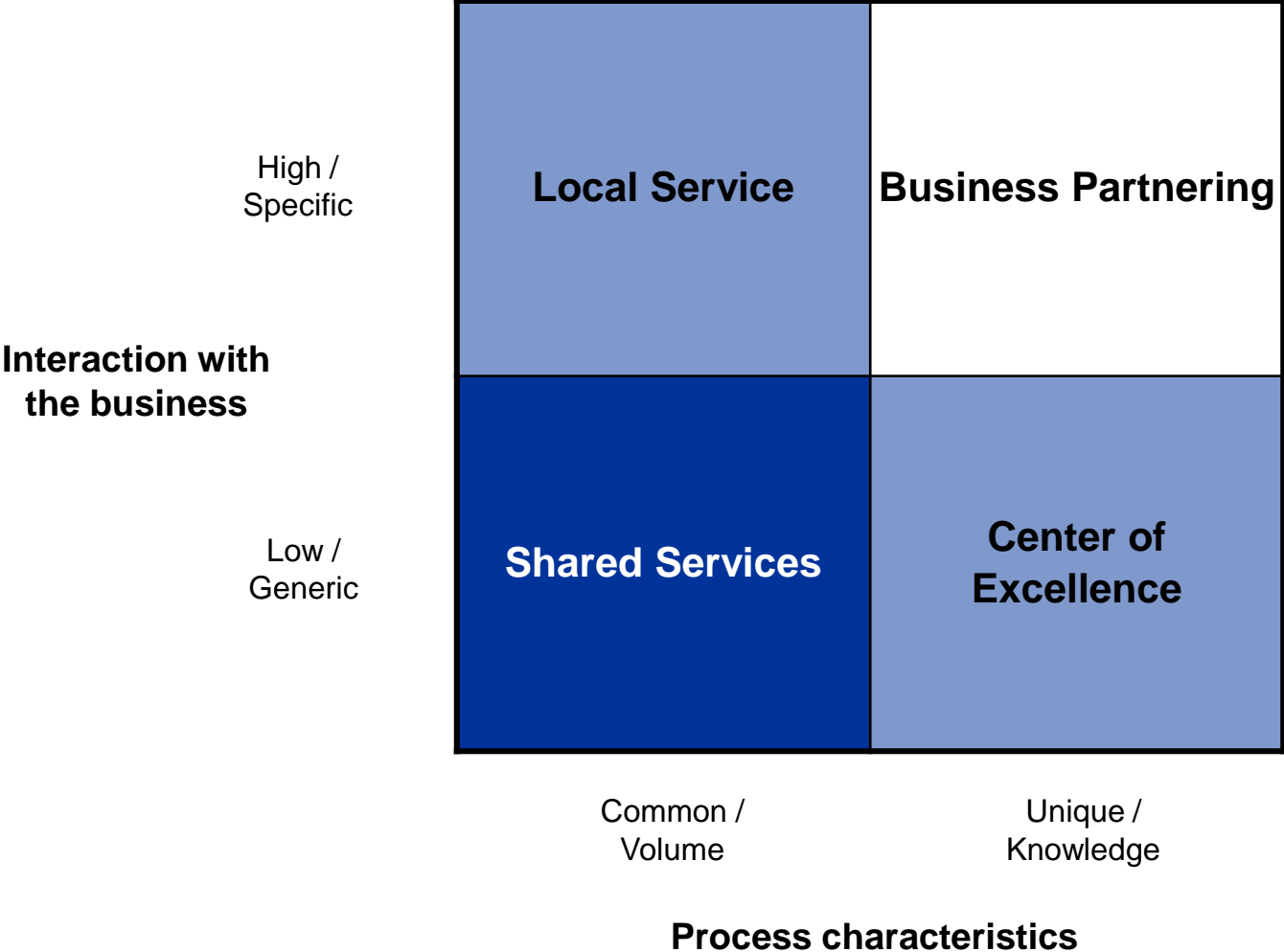
The concept of Shared Services revealed



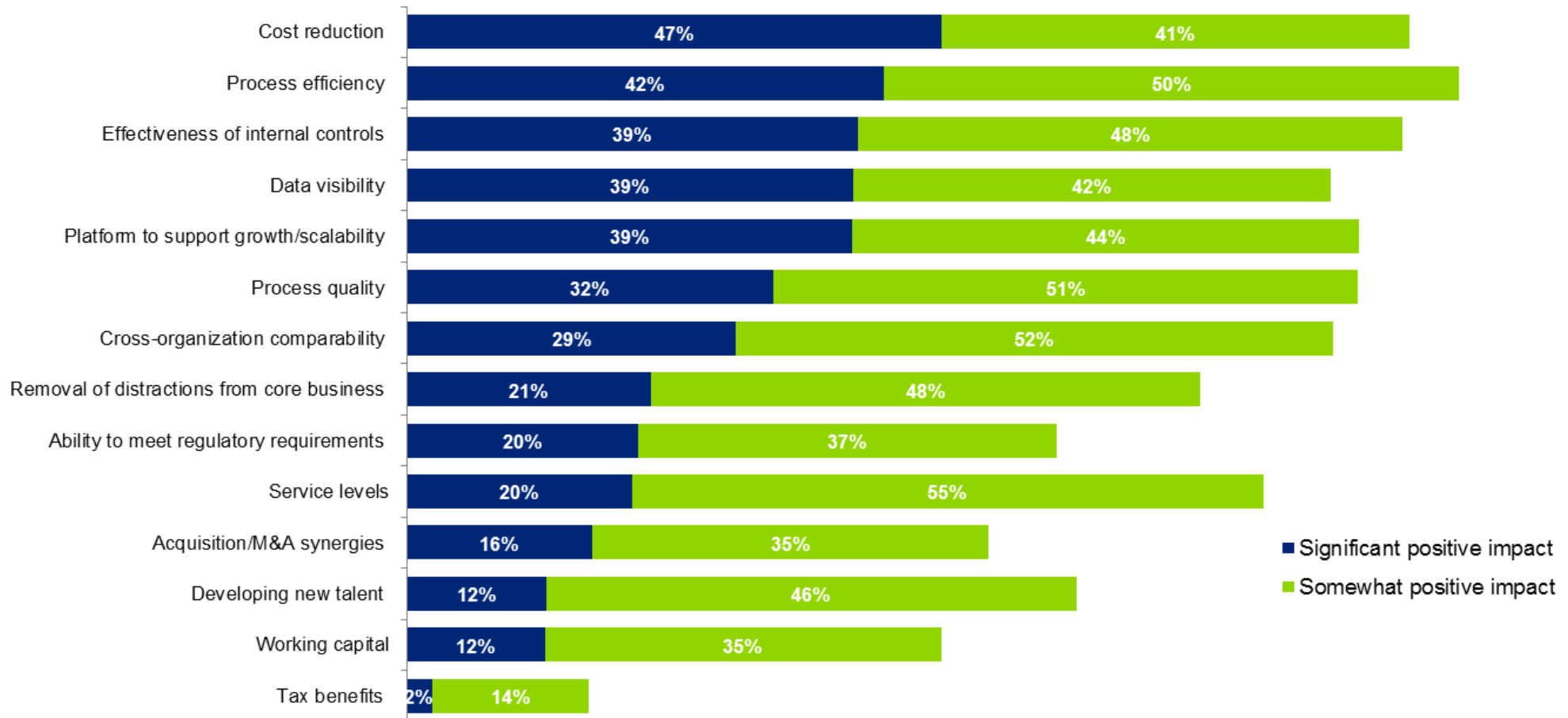
Shared Services...best of both worlds?



Shared services are relevant for a defined set of activities

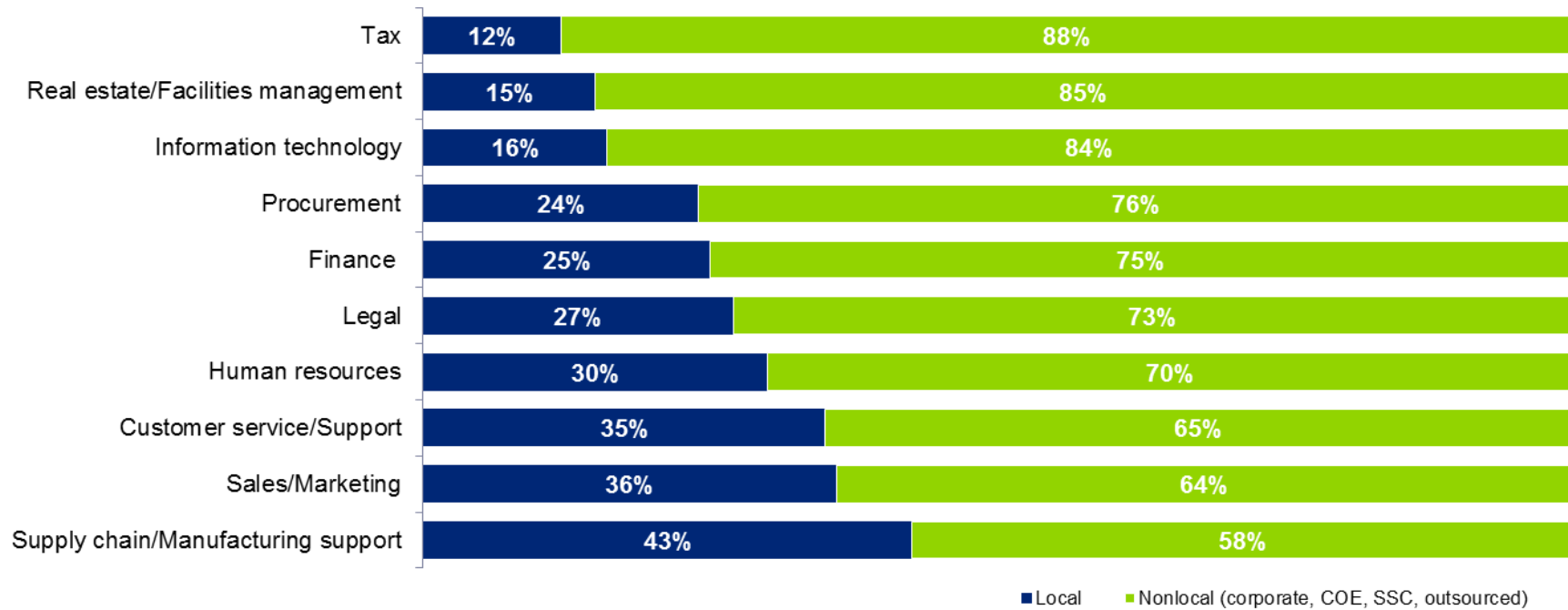


Cost reduction, process efficiency, effectiveness of internal controls, data visibility, growth & scalability remain key drivers for shared services



Source: 2013 Deloitte Global shared services survey results

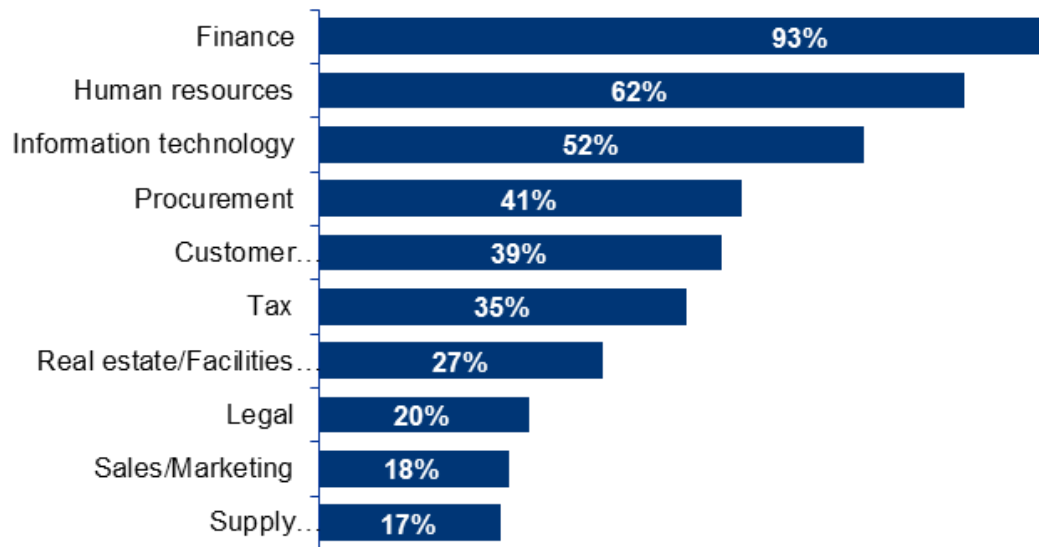
In most of the support functions more than 50% of the work can be scaled



Source: 2013 Deloitte Global shared services survey results

Traditional back office functions, Finance, HR and IT are most often moved into shared services

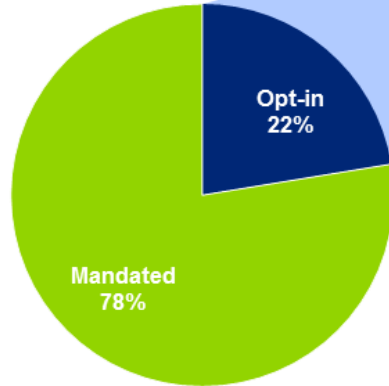
Which functions are in your organization's SSCs?



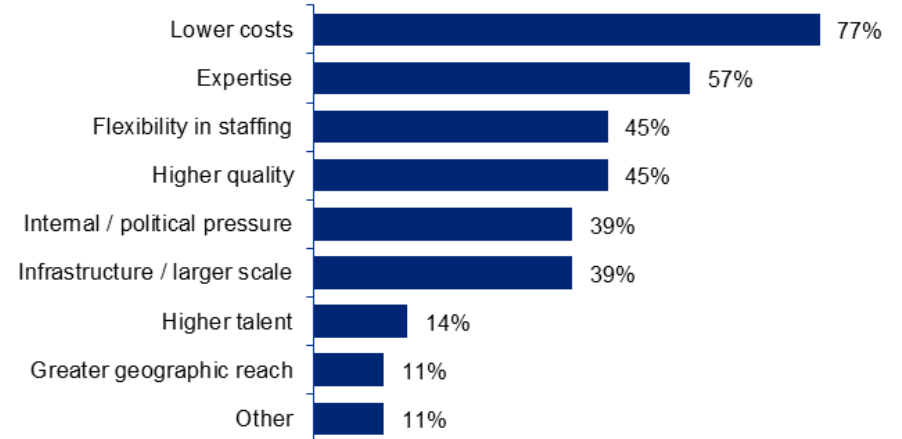
Source: 2013 Deloitte Global shared services survey results

Shared services in a free world or not?

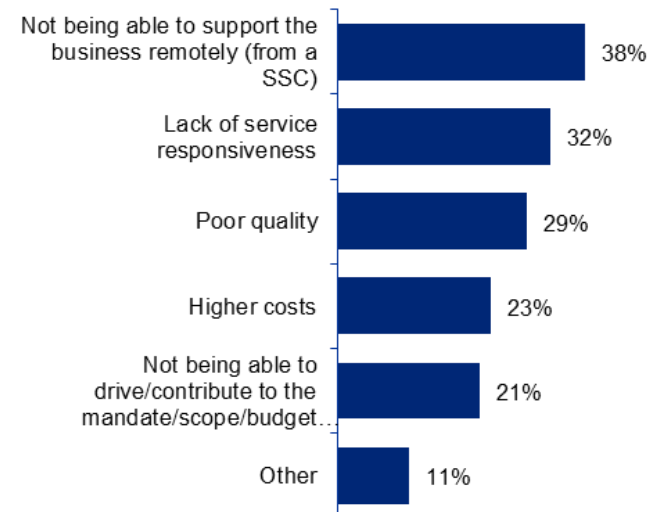
Does your organization mandate participation in Shared Services or use an opt-in model?



Why do business units/segments choose to opt in?



Why do business units/segments choose to opt out?



Source: 2013 Deloitte Global shared services survey results

The (long) way to success



“Iedere overheidsmanager moet zelf kunnen beslissen hoe hij zijn ondersteunende diensten organiseert!”

“Shared services betekent het leveren van minder kwaliteit.”

“Als overheidsmanager stel ik liever mijn HR vragen aan een adviseur dicht bij mij en die mijn organisatie best kent.”

“Onze producten en systemen zijn nog niet gestandaardiseerd. Dit houdt ons tegen een shared services op te richten.”

“Als ik niet mee kan beslissen over de service levels, stap ik liever niet in de shared services.”

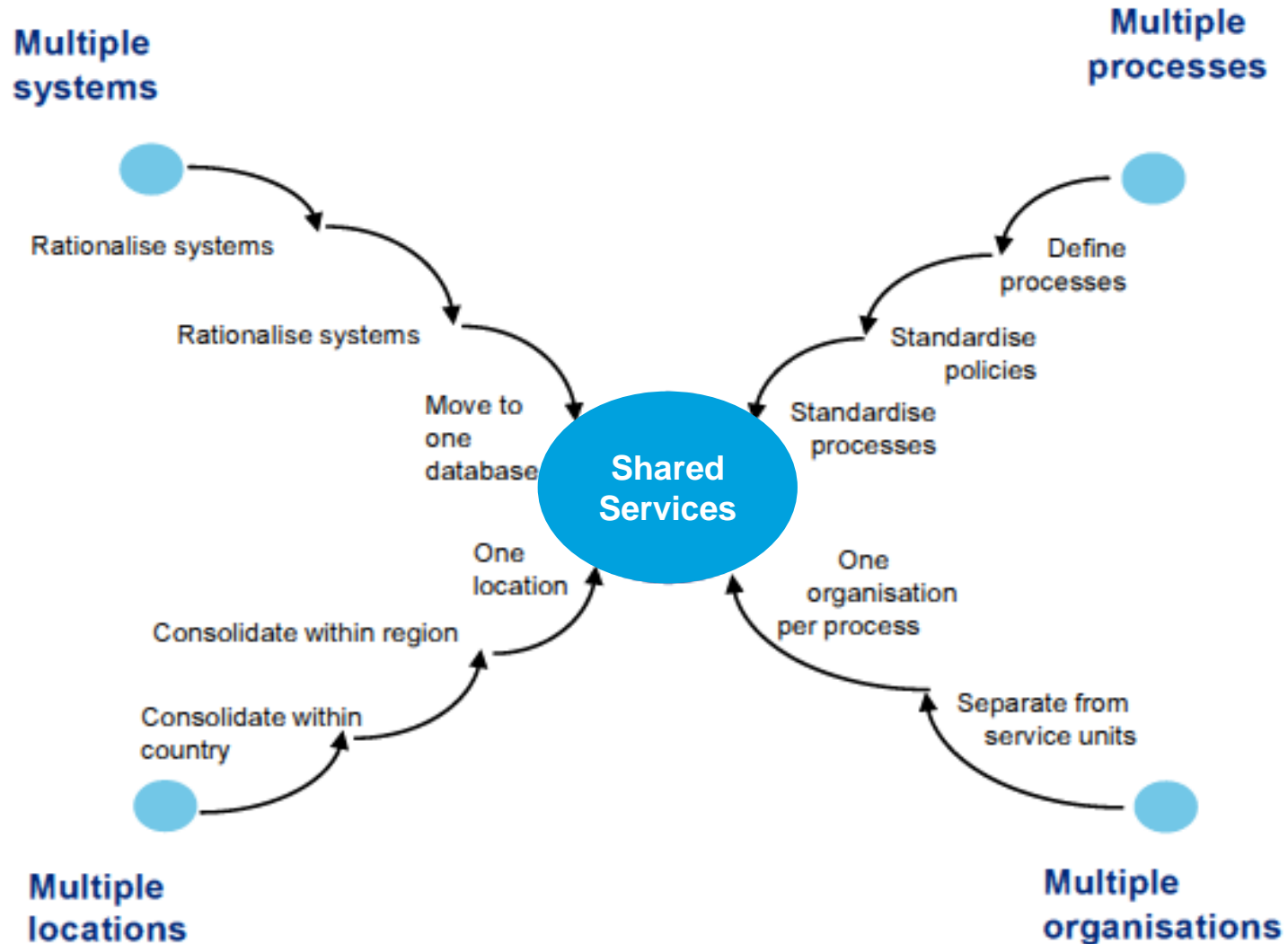
“Een shared services realiseert misschien wel schaalvoordelen maar verbeter niet de klant nabijheid die onze klanten iedere dag verwachten.”

“Er is geen duidelijke business case voor een shared services center. We hebben nu eenmaal geen precieze cijfers.”

“Ik heb geen vertrouwen in de dienstverlening van een shared services center.”

“Er zijn onvoldoende incentives om shared services mogelijk te maken. Efficiëntiewinsten gaan naar een algemene pot.”

The road to shared services



“Our SSC implementation experience has revealed 10 critical success factors”



1. Develop the **business case with strategic and tangible benefits**
2. Don't start the project without **top management involvement**
3. Get serious about **managing change**
4. **Accelerate decision making**
5. Implement **creative project team incentives**
6. Be rigorous about **project management and partnerships**
7. Establish an overall ongoing **performance measurement system**
8. Redesign **must consider people, process and technology**
9. Pay attention to **training and support needs**
10. Maintain **focus on delivering results**

Some considerations



Enkele aandachtspunten voor de beleidsmakers

1

Integreer “lessons learned” en gebruik business cases

2

Voorzie een centraal kader en definieer een incentive schema

3

Evoeleer van single-function naar multi-function shared services

4

Bepaal het optimale implementatiescenario (e.g. lift & shift)

5

Werk een aangepast sturingsmodel uit



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a more detailed description of DTTL and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 200,000 professionals are committed to becoming the standard of excellence.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte Network”) is, by means of this communication, rendering professional advice or services. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2014. For information, contact Deloitte Belgium