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Deloitte Service Offering for Business Centres
Cross-functional advisory in the area of business services

What are your typical challenges?

Processes & Organization

- How to manage a SSC project?
- Where will we locate the SSC?
- How to build a business case?
- How to design the future operations?
- How to manage transition?
- How to optimise and save costs?

People

- How to build a successful team?
- How to recruit the best people?
- How to employ foreigners?
- How to improve employee retention?
- What is the optimal employee benefit structure?
- How to manage the change and communication?

Automation (RPA, AI..)

- How to build RPA capability and implement it into the SSC?
- How to overcome initial investments impacting my RPA business case?
- Which processes can be automated?
- How to deal with capacity issues?
- How to increase the quality of services?
- How to free up time for value added activities?

Tax & Legal

- What is the most efficient tax model?
- What legal aspects do we need to consider?
- How to set up the service price?
- Would the project be eligible for a governmental subsidy?
- How to set up home office?

How can Deloitte help?

SSC Feasibility & Design

- Create shared vision and strategy
- Assess feasibility
- Provide location expertise
- Design processes, organisation and technology
- Set up of internal controls
- Develop process documentation

- Prepare right mix of employee value proposition
- Engage stakeholders and build the change management plan
- Develop a communication strategy and plan
- Bring the right people on board

- Include RPA in the SSC operating model design
- RPA recommendations when deciding on outsourcing
- Setup of business case implementation roadmap and plan

- Assessment of tax and legal impacts
- Tax structure set up and optimisation
- Grants and incentives
- Transfer pricing

SSC Build & Transition

- Provide certified project managers
- Design of transition approach
- Manage transition
- Benchmarking and productivity measurement setup
- Build work instructions

- Insight into employer branding to improve employer attractiveness
- Recruitment channels analytics
- Employee benefits and their optimisation
- Experienced operations and transition management resources
- Immigration services

- RPA as a service by Deloitte
- RPA as an in-house solution in the SSC
- Certified RPA training by Deloitte
- RPA proof of concept
- Addressing key concerns of IT connected to RPA

- General Data Protection Regulation (GDPR)
- Legal aspect of work from home
- Apply for a cash subsidy for expanding the SSC
- VAT compliance advisory

SSC Optimization

- Planning of stabilisation
- Quality controls monitoring
- Benchmarking
- Performance measurement
- SLAs

- Deloitte operational excellence training
- Deloitte analytics for prediction of leavers
- Identification of key influencers
- Optimising employee benefits
- Provide skilled resources via the loan staff programme

- RPA capacity services and RPA loan staff
- RPA project management
- Scaling the RPA scope
- Transform to RPA enabled operations
- Change management when introducing RPA to existing operations

- Optimising costs of existing benefits
- R&D cost refunds
- Ongoing legal advisory
- Ongoing tax advisory
- State incentives

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Typical stakeholders



Our typical stakeholders are **CEOs, CFOs, Site Leads, Heads of HR, Operations Leadership and Programme Managers.**

Highlights

13% ↓ 5%

Moving to a SSC before process standardisation and technology change continues to be the most popular approach.

The 'big bang' transition approach continues to decline in popularity, dropping from **13% in 2015** to **5% in 2017**.

15%

The average headcount reduction is **15% over the first 12 months** after full operationalisation. The most common payback period for shared services is one to two years after implementation.

9% actually implemented

Robotics Process Automation is now a viable, proven solution for shared services organisations, while only **9% actually implemented RPA in 2016** and **74% of respondents of Deloitte RPA Survey** plan to look in to the technology in the next year.

GDPR

The EU GDPR will increase privacy for individuals and give regulatory authorities greater powers to take action against businesses that breach the new laws.

On **25 May 2018**, the EU's **General Data Protection Regulation (GDPR)** will take effect and become enforceable.

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