

Shared Services' Commitment to Innovation, Digitalisation and Sustainability for a Post-Pandemic Future.



Striving for agility.

"The ability to adapt and be agile to opportunities as well as threats has become critical - shared services models support this and assume more importance in today's volatile, uncertain, complex and ambiguous world. An agile approach essentially means enhancing the fit between service and evolving customer needs, accelerating the speed of delivery and nurturing innovation."

- Manoj Kalra, Senior Vice President, Head of Group Business Services, DSM



Source: SSON

Investing in employees.

"We have developed and deployed an engaged eco-platform via an HR digitalisation roadmap to enable work efficiency, elevate employee services and empower organisational effectiveness. This has allowed us to simplify workflows and ensure compliances via employee life cycle process digitalisation and automation."

- Jenny Zhang, Partner Resource Shared Service Director, Starbucks



Source: SSON

Revaluating cost & location.

"To take advantage of the low volume/resource environment, we planned changes to put our SSO in a low-cost structure for when transactional volumes came back. This enabled us to operate at a lower cost base without sacrificing efficiency. We then identified high-cost locations and migrated work from these locations to either our low-cost captive center or to our BPOs. This also enabled us to have a more flexible and scalable operation."

- Robert Turck, Former Head of Global Financial Shared Services, American Express Global Business Travel



Source: SSON

Prioritising investment areas.

"We began standardising more processes and automating them end-to-end - but only the ones that were logical and meaningful in terms of generating an ROI. For example, an automated timecard adjustment tool was implemented, which streamlined whole processes including data consolidation and validation, and report generation."

- Yuqi Zhan, Former Head of Process Excellence and Transformation, AECOM

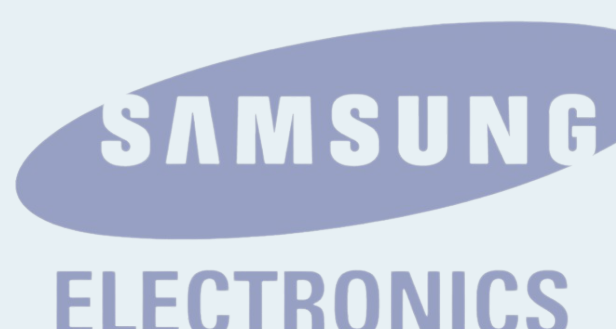


Source: SSON

Streamlining through integration.

"Conference tools such as Zoom, Microsoft Teams and Wechat (China only) have allowed team members to maintain real-time communication. Additionally, our internal enterprise app that integrates multiple supportive shared services such as HR, IT, and administration makes mobile services and 24/7 service the main methods preferred by employees."

- Tony Liu, Head of HR Shared Service Centre, Samsung Electronics

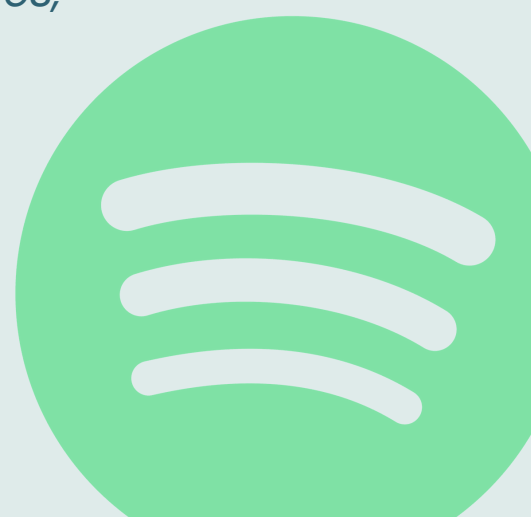


Source: SSON

Choosing the right platform.

"Most vendors present themselves as an automation platform - some also include data analytics and visualisation components. Whichever platform you select, it's important to fully understand your prospective platform(s), its capabilities, and how easily it can integrate with additional tools. The platform will form the foundations of your IA strategy, so it's worth spending the time."

- Sidney Madison, Global Intelligent Automation Lead, Spotify



Source: SSON