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Moving to Digital Shared Services

Peter Moller, Deloitte – March 2020

Digital Shared Services

The three cornerstones

Service Delivery

How can we automate to eliminate exceptions and manual effort?



Customer Experience

How can we improve the customer experience and insight?



Value Creation

How can we add value to the organization beyond cost reduction?



Service Delivery

Do you still have humans processing transactions?

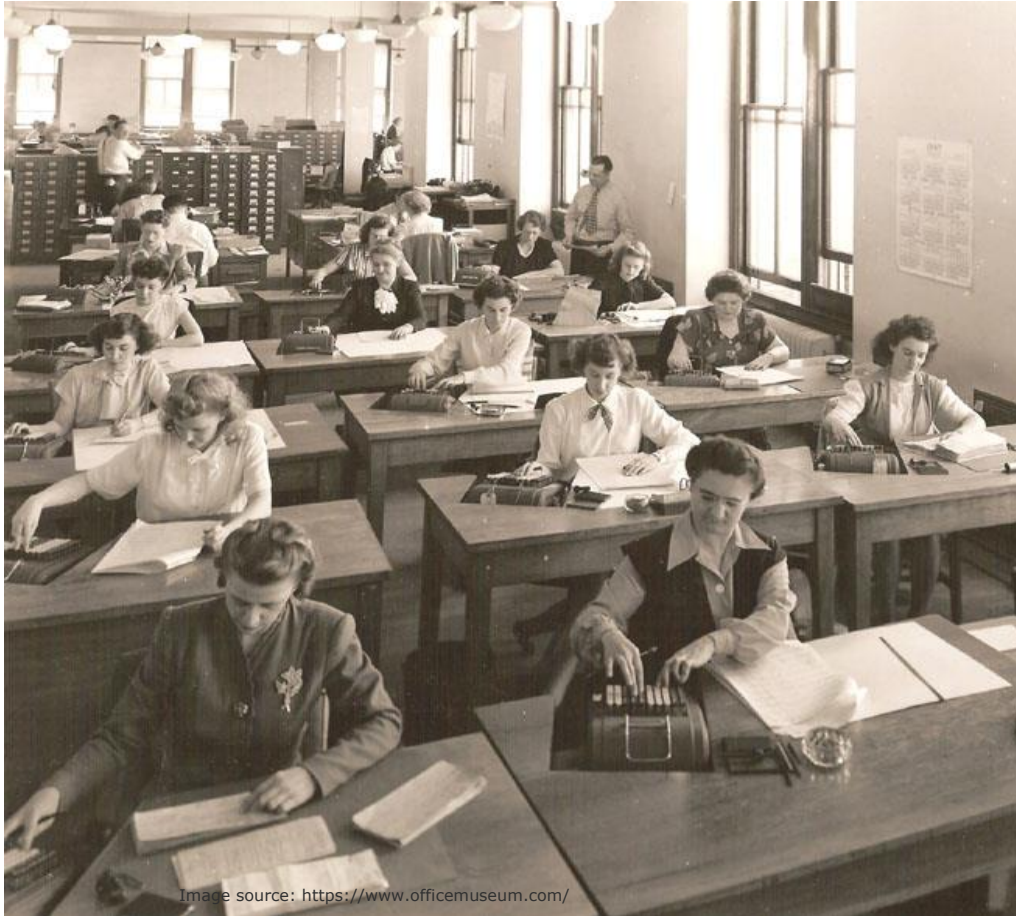
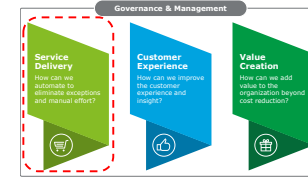


Image source: <https://www.officemuseum.com/>



Higher cost



Not scalable



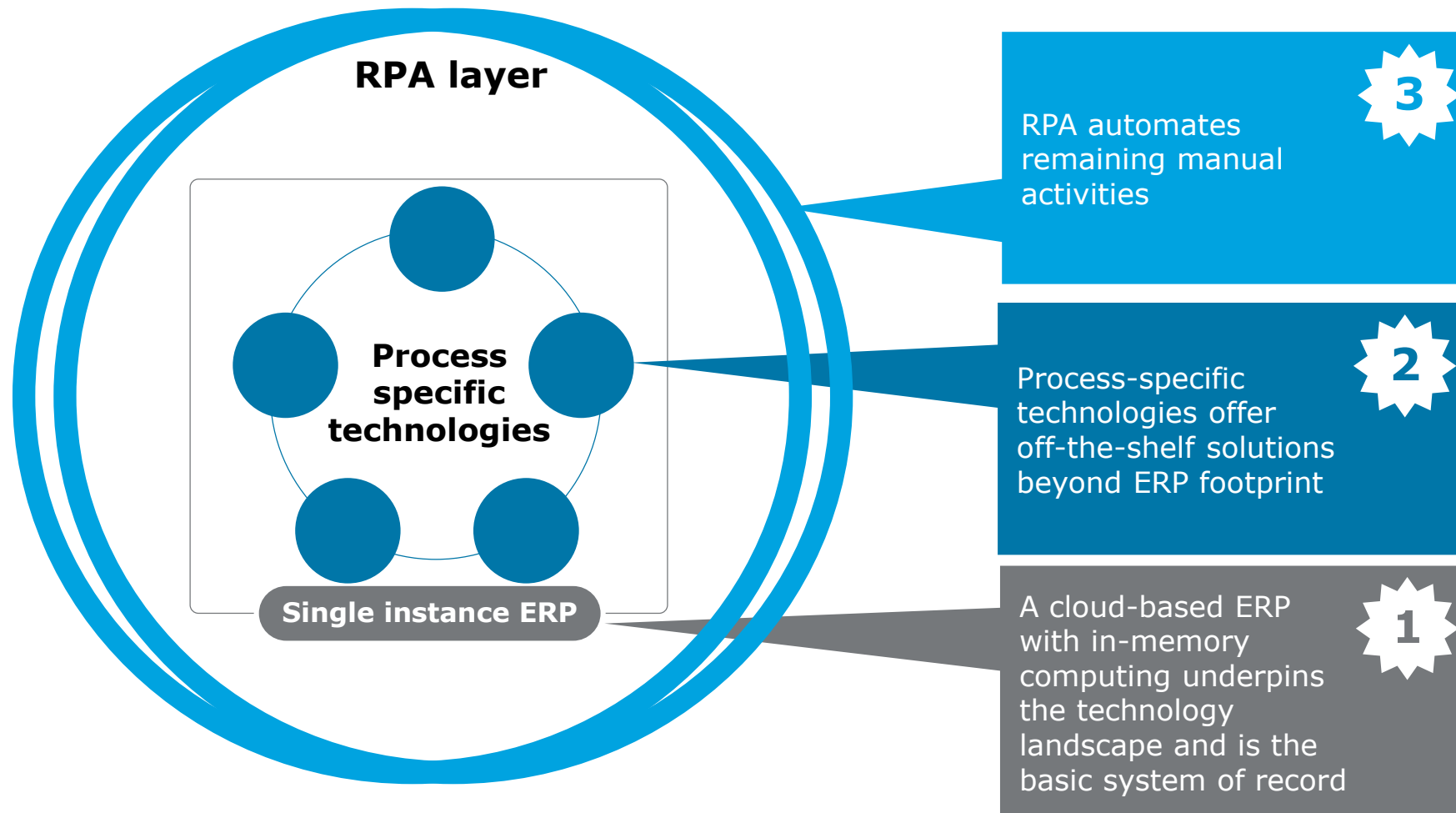
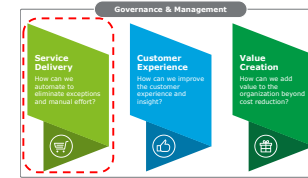
Higher error rates



Less data and insight

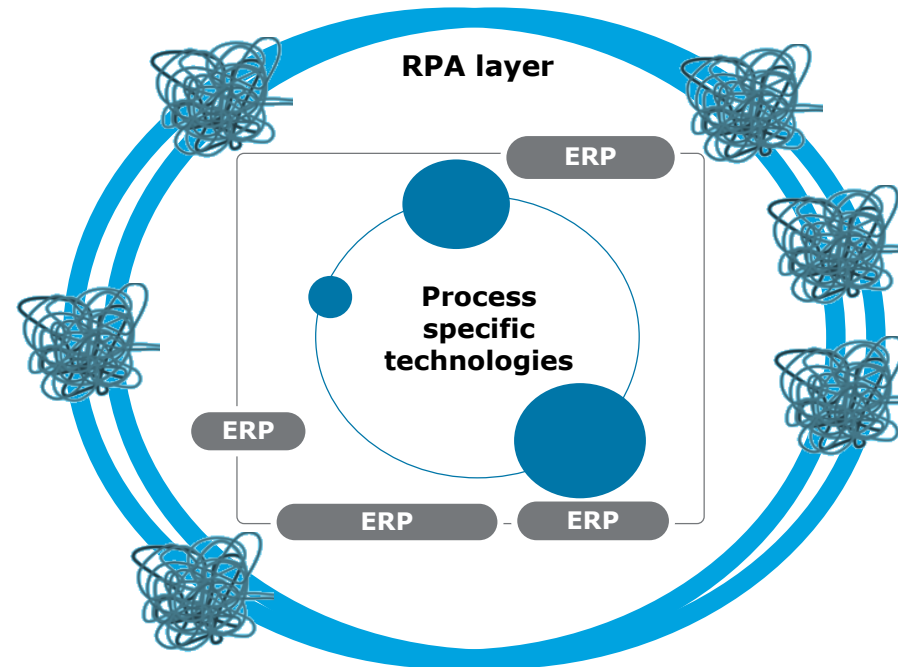
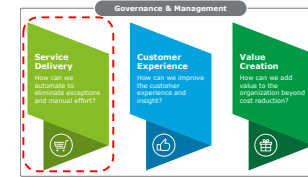
Service Delivery

In an ideal world, transaction processing has three layers and no manual intervention



Service Delivery

But we are not in an ideal world!



Realities

Convolved ERP landscape

Move toward a single ERP in the long term, using RPA and other middleware as interim solution where cost beneficial

Non-standard processes

Harmonise around agreed single standard processes

Unstructured data

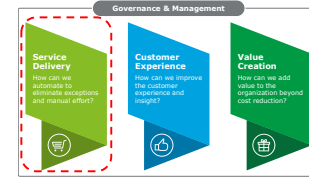
Reduce unstructured data where possible or leverage existing software (e.g. OCR or AI/RPA) to convert it into structured data

Exceptions

Eliminate exceptions by applying continuous improvement to root causes

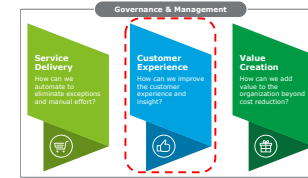
Service Delivery

Eight levers of transformation

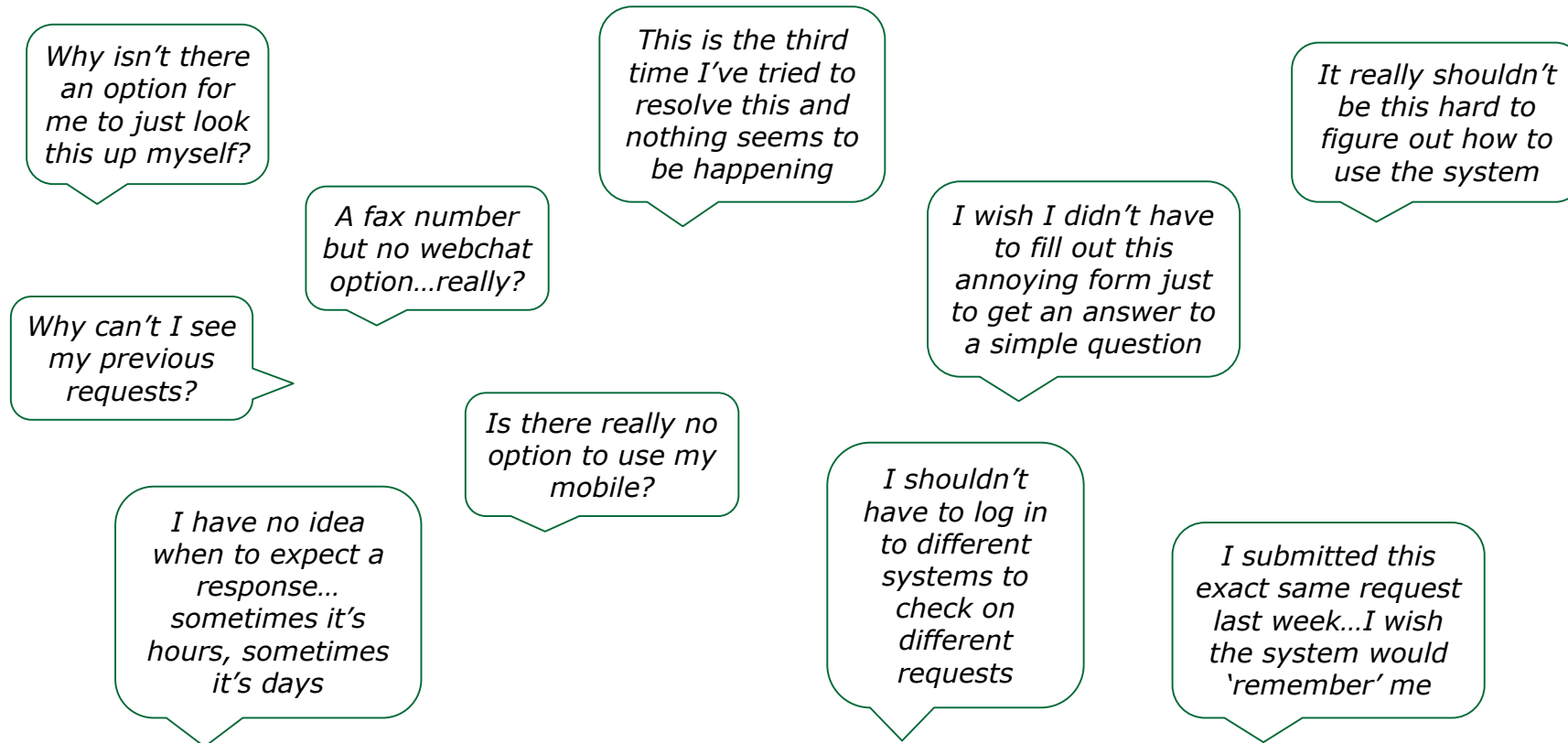


Customer Experience

How do your customers feel about your service?

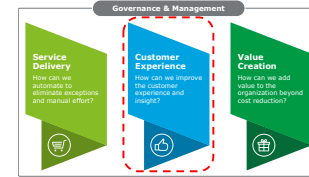


Common pain points



Customer Experience

In an ideal world, Shared Services passes the 'Amazon test'



✓ Intuitive user interface

✓ Paperless

✓ Personalised real time data

✓ Fast

✓ Multiple and mobile channels

✓ Self-service oriented

✓ Real-time access to information

✓ Single point of access

EXPERIENCE

Personalised & consistent

INSIGHTS

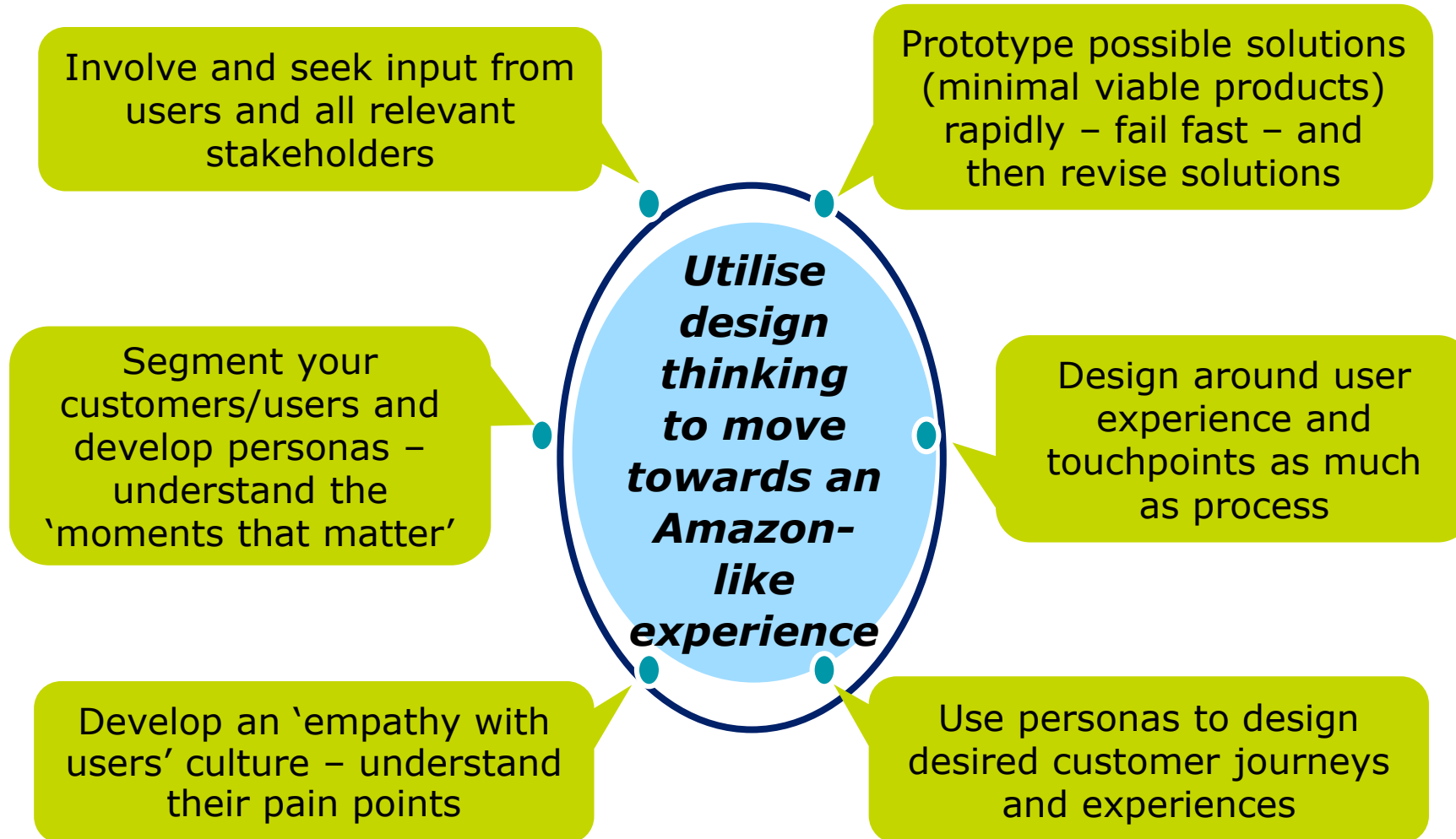
Proactive & predictive

SPEED

Agile & scalable

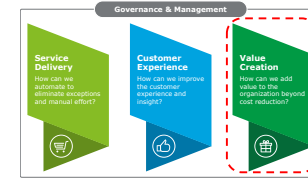
Customer Experience

Moving towards an Amazon-like experience



Value Creation

Digital Shared Services can and must add value to the organisation beyond low-cost transaction processing



Drivers/enablers

- SSC has the **credibility** to move beyond transactional work
- Shared Services sees **data** from all parts of organisation
- **Early adopter** experience of RPA & other digital tools
- **Recognised need** to redeploy people away from transactional processing and move up value chain

Opportunities

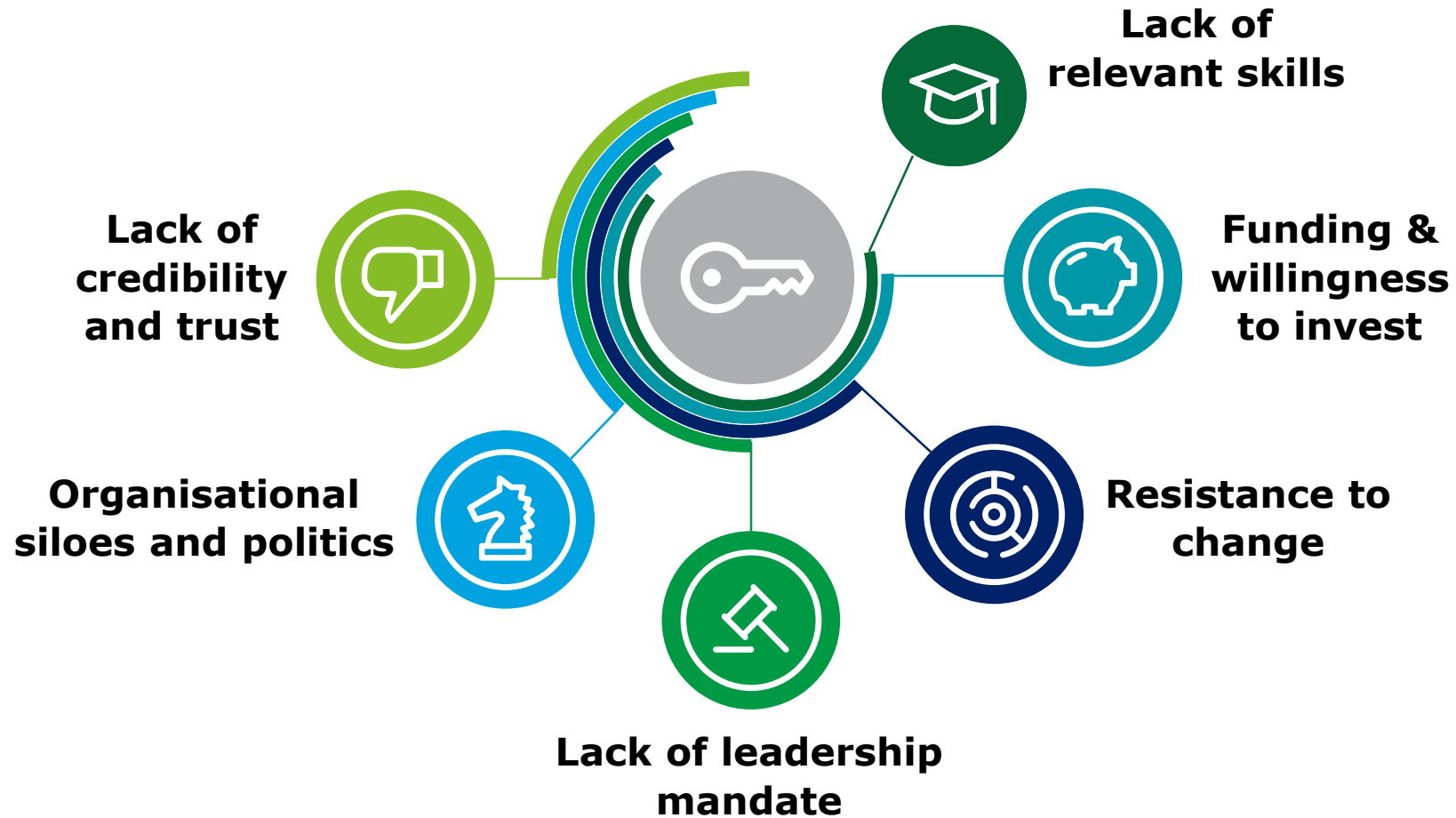


- Provide **higher value processes** – beyond finance / HR
- Support **business partnering** and decision support
- Enhance role in providing **analytics** to the business
- Become a **COE** for organisation-wide Digital Transformation
- Provide **Global Workforce Management** support

In the past, Shared Services' role was to take out cost from **back-office transaction processing**. Its focus now must be to take out cost **across the organisation**, and to find new ways to **add value to it**

Value Creation

The most common challenges to moving up the value chain



Digital Shared Services

The three cornerstones and their game-changing impacts

Service Delivery

Fast, lights-out processing



Customer Experience

Amazon-like customer experience



Value Creation

Insights and transformation





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