

# Shared Services and Lean Six Sigma

In today's challenging environment, organisations need to make focused investments to improve their competitiveness and reduce cost.

The global PwC team brings an integrated approach to the optimisation of Shared Services, leveraging the extensive knowledge of the firm (including experts in tax, operations, finance, cost reduction, IT, risk, change and more) and combining it with the rigor and knowledge of Lean Six Sigma and Shared Services practitioners.

Our passion is to make organisations successful and to link customers with the business and the processes that comprise the value chain.

We help our clients connect the dots between strategic thinking and tactical execution, and use Lean Six Sigma and Shared Services to empower the organisation.

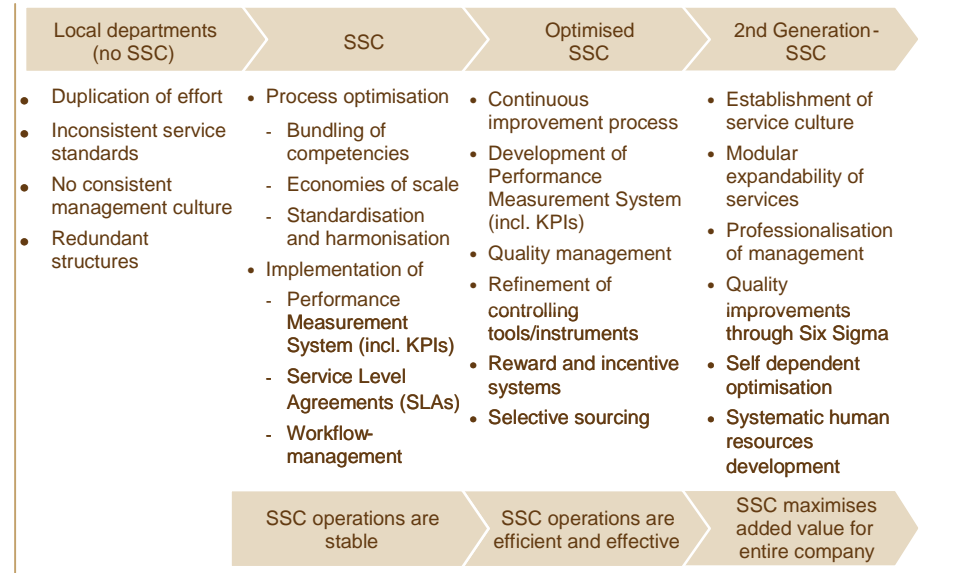
If you wish to discuss any of the attached in further detail, please contact:

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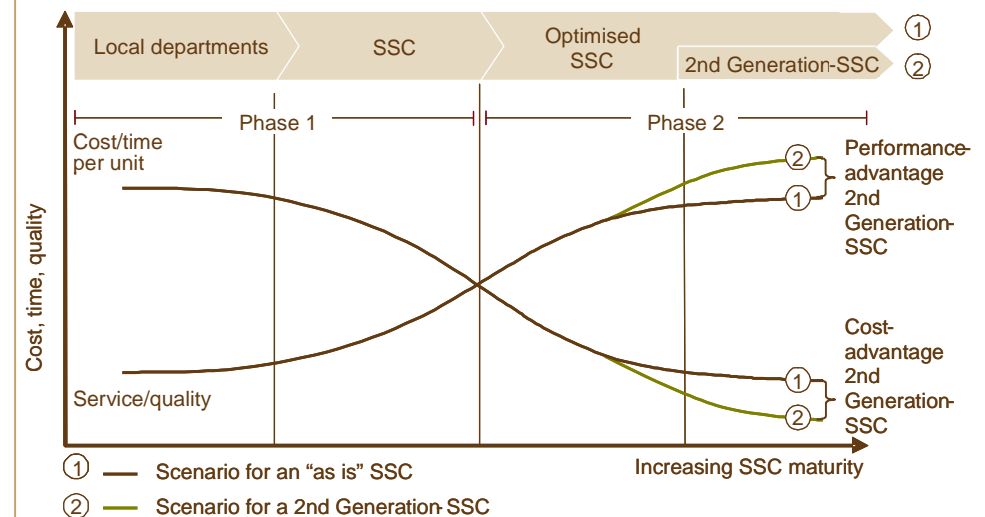
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## Evolution of Shared Services



## Cost and quality trend of Shared Services

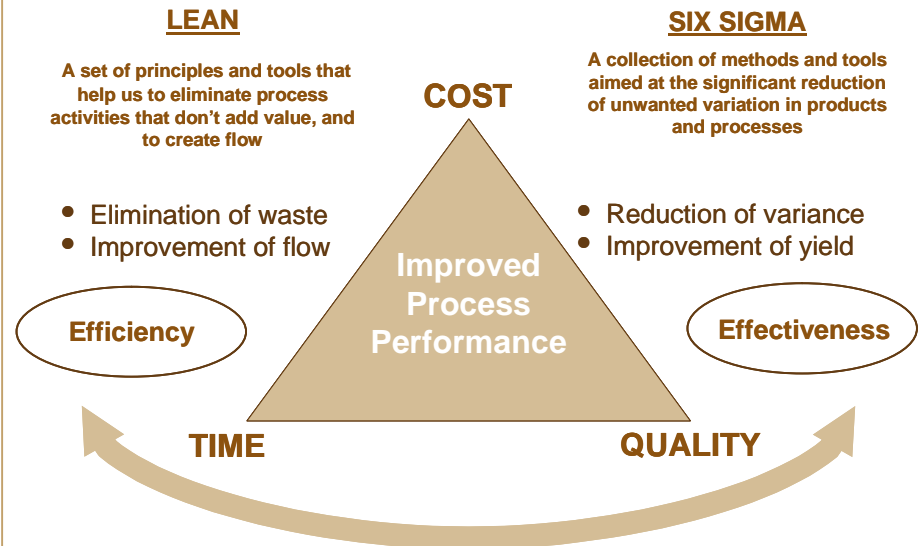


# Shared Services and Lean Six Sigma

## Shared Services – Capability Maturity Model

	Local departments (no SSC)	SSC	Optimised SSC	2nd Generation "Independent company"
Business processes	No standardisation, harmonisation or automation	Wide use of standardisation and harmonisation	Optimisation and automation of business processes	Cross-organisational optimisation
Systems and Technology	Multiple systems	Partially standardised system environment	Standardised system environment	Optimised and modular designed system environment
Human resources	Inconsistent, non-uniform management	Concentration of competencies and focus on professional know-how	Professional know-how and development of management	Establishment of service-orientated culture and leadership
Internal customer relationship	Inconsistent, non-uniform management	Standardised routine processes and transactions	Focus on efficiency and effectiveness within the SSC	Focus on added value proposition for the entire company

## Complementary Goals of Lean and Six Sigma



## Approaches to Shared Services Deployment

### The Big Bang

Under this approach, finance processes are simplified/standardised on the ERP system and centralised simultaneously.

### The Lift and Drop

Finance processes are migrated to the SSC but remain on existing systems. Process are not significantly modified. Only after they have been centralised, are they migrated to the standard ERP system. This gives the processes time to settle and allows the business units to get comfortable working via off-site resources.

## Lean Six Sigma Deployment Phases in Shared Services

