

Improvement opportunity assessment

WHAT **BEST** LOOKS LIKE: BENCHMARK YOUR BUSINESS SERVICE CENTRE

A successful Business Service Centre (BSC) should be able to tick most of the boxes on our checklist.

How does your BSC rate?

Strategy

- Have the expected financial savings from establishing shared services been realised?
- Are benchmark targets being achieved?

Scope

- Have higher value processes been added to the BSC?
- Has the performance of the BSC encouraged other non-Finance functions to embrace shared services?
- Has the geographic scope of the BSC increased?

Processes

- Are processes standardised across business units / regions / systems?
- Are processes "best in class"?
- Are benchmark metrics in the upper quartile?
- Is a continuous-improvement culture embedded within the centre?
- Are appropriate controls in place?

Service management

- Is the SSC operating as a trusted business partner to its customers?
- Are SLAs measured and reported and are targets being consistently achieved?
- Is customer satisfaction measured and action taken to address feedback?

People and organization

- Is staff performance linked to rewards?
- Is there a performance management system in place?
- Does the BSC organization reflect best practice (e.g. spans of control, management layers)?
- Are BSC staff right-skilled for the jobs they perform?
- Is the retained organisation structured to maximise efficiency and minimize hand-offs?
- Is BSC attrition low?
- Is the BSC scaleable?

Technology

- Is there a high degree of automation?
- Are enabling technologies meeting business needs?
- Is self-service technology implemented to meet customer needs?

Location

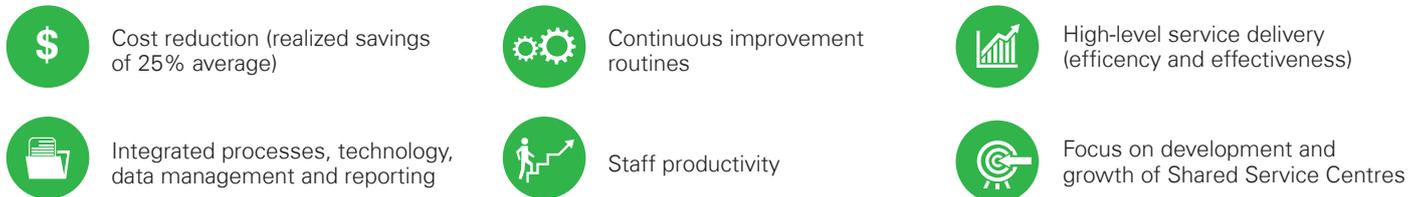
- Is the BSC location the optimal place to deliver the required services?
- Is the BSC a dynamic, performance-driven site?

KPMG Support Framework

KPMG works with you to rapidly assess opportunities to improve your Business Service Centre, create a roadmap for implementation and a programme for unlocking significant value. Our approach is structured around three phases:



Benefits



Why KPMG?

KPMG is a recognized leader in the Shared Services and Outsourcing Advisory marketplace.

- **Global SSOA Centre of Excellence** constantly works on shared service and outsourcing best practices identification and analysis. KPMG global experts improve out methodologies, adjusting it to changing trends, clients needs and expectations.
- In 2011, EquaTerra Inc. and its subsidiaries were acquired by KPMG, furthering KPMG's position as one of the world's foremost advisors on shared services and outsourcing. Together, help clients transform business services to improve value, increase agility and create sustainable performance.
- Since 2009, KPMG has ranked on IAOP's list of the World's Best Outsourcing Advisors and was ranked #1 in 2012.
- KPMG has been named to the "Winner's Circle" Shared Services and Outsourcing Governance Solution Blueprint Report from HfS Research 2014. "Winner's Circle" designates organizations that demonstrate excellence in both capability and value/innovation.
- KPMG shares with clients experience and professional knowledge by numerous publications and reports.

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