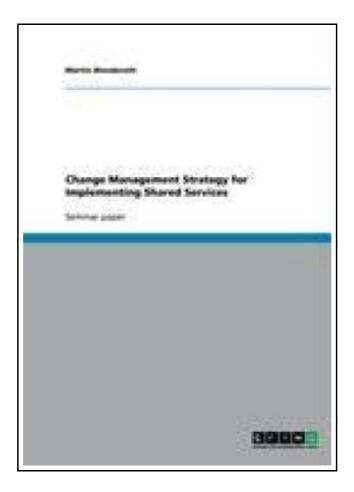
Change Management Strategy for Implementing Shared Services



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CHANGE MANAGEMENT STRATEGY FOR IMPLEMENTING SHARED SERVICES



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Grin Verlag Feb 2009, 2009. Taschenbuch. Book Condition: Neu. 211x144x9 mm. This item is printed on demand -Print on Demand Titel. - Seminar paper from the year 2008 in the subject Business economics - Business Management, Corporate Governance, printed single-sided, grade: 5 (excellent), University of Pécs (International PhD Program), course: Management I, 18 entries in the bibliography, language: English, abstract: Nearly all managers seek to improve the bottom line of their business in different ways. After off shoring of production facilities and outsourcing of processes, the Shared Services ap-proach has heavily been discussed in previous years. With regard to Bergeron (2003, p.3), the Shared Service business model can be defined as follows: Shared Services is a collaborative strategy in which a subsets of existing business functions is concentrated into a new, semi-autonomous business unit that has a management structure designed to promote efficiency, value generation, cost savings, and improved service for internal customer of the parent corporation, like a business competing in the open market. Following Wißkirchen (2006, p.7), organisations try to achieve in general the following objectives via the implementation of Shared Services:- Cost reduction due to economies of scale and scope, based on the standardisation and accumulation of internal processes in one unit- The parent company can concentrate on the core of the business- Creation, expansion and maintaining of process know-how-Services are charged by transfer prices and are put into competition to external service providers- So-called service level agreements exactly define what the parent company can expect. Hence, by implementing Shared Services, the back office functions, such as finance, account-ing, controlling, human resources, regulatory affairs, etc. are becoming a strategic driver (A.T.Kearney Inc., 2006, pp. 1-3). The present assignment proposes a change management strategy, in order to overcome resis-tance to change, implement a new system and...



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