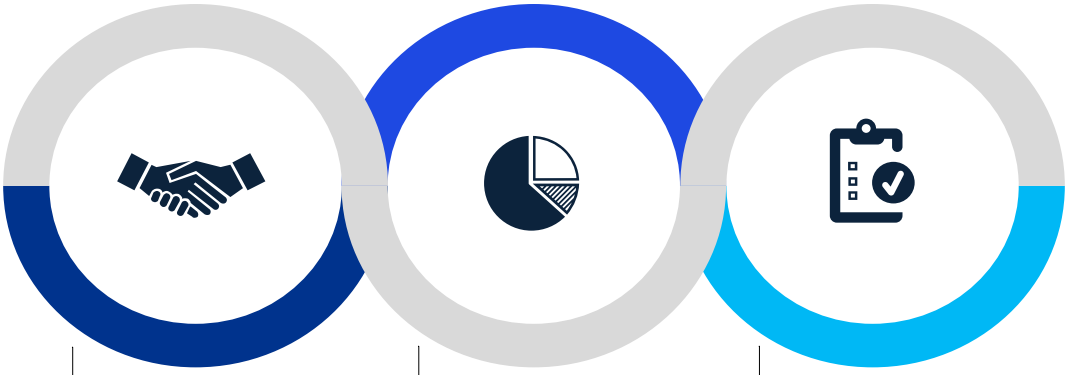
Case study: Finance SSC performance analysis



Client:
Dental healthcare

Industry:
Healthcare

Project:
Finance SSC performance analysis

Initial Situation

- Global engineer and manufacturer of dental healthcare products and dental solutions
- New Shared Service Center ("SSC") for global finance processes has been set up
- SSC offers services in Accounts Receivable, Accounts Payable and General Ledger to more than 30 European and American entities
- The client approached KPMG with the request to analyze the performance and maturity of the SSC
- The analysis should identify shortfalls in finance processes and organization as well as potential for optimization

Major challenges for the client:

- Non-standardized and stabilized processes across all areas of the finance organization
- Highly manual invoice handling processes, only partially supported by workflows
- Low process automation capabilities

Approach

- Performance assessment along the six dimensions of the SSC operating model: Strategy, Processes, IT, Organization, Employees and Steering
- Validation of the strategy and future goals of the SSC organization with SSC lead and Group CFO
- Interviews with selected Business Units and Headquarter representatives to deepen the understanding of the current situation
- Survey-based evaluation of the perception of the SSC with key stakeholder and SSC-clients
- Process workshops to identify shortfalls in the existing processes and IT-landscape
- Review of existing Service Level Agreements
- Define measures for improvement regarding processes, organization and capabilities of the SSC employees

Results & Client Benefits

- Detailed analysis of the current situation and performance of the SSC
- Defined recommendations for actions for all six dimensions of the SSC operating model
- Identified risks and issues including indicative measures for mitigation
- Objective evaluation of the maturity and perception of the SSC by its employees and clients
- Detailed and fact-based report for the Audit Committee and other stakeholders
- Structured guideline for the SSC lead on how to improve the performance of the SSC

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