



## NASA SHARED SERVICES WINS TOP HONORS

**REUTERS** » 14/04/2009

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*Launching and Managing Shared Services: Cargill, AstraZeneca and Dell to Discuss Getting it Right the First Time*

SSON and IQPC announced a new conference, Launching and Managing Shared Services, taking place June 23-25, 2009 in Houston, TX. *pág. 5*

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CSC da Sonda Procwork por uma reformulação que visa preparar a operação para as novas demandas de BPO pelo mercado. *pág. 5*

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**REUTERS** » 25/03/2009

Cost reduction and customer satisfaction are top of mind for shared services leaders as they work to support their businesses through the recession, according to a new study presented by Deloitte. *pág. 3*

## ➔ Secrets of Success

**Businessweek** » 01/05/2009

At a London conference, companies such as Aviva and Diageo revealed mistakes and successes on the road to making outsourcing work. *pág. 4*

## NASA Shared Services Center Wins Top Honors

CSC announced today that the NASA Shared Services Center (NSSC), a public-private partnership between NASA, CSC and the state governments of Mississippi and Louisiana, won the Best New Captive Services Delivery award from the Shared Services Outsourcing Network. This award recognizes the most successful shared services organization launched within the last three years. Approximately 30 public and private sector organizations, including Fortune 500 companies, submitted applications for the top honor. The award was received last month during the 13th Annual North American Shared Services Week 2009 in Orlando.

The annual Shared Services Excellence Awards honor, recognize and promote both captive (in-house) and outsourced shared services that demonstrate winning practices for their organizations. Open to shared services organizations from any country, the entries are judged by a panel of leading industry experts on start-up strategy; people, culture and change management; innovation and automation; customer relationship management and customer service; process efficiencies and control; and level of maturity and future strategic direction.

"The partnership and spirit of cooperation between NASA employees and CSC is second to none and was essential to the NSSC winning this prestigious award," said Richard Arbuthnot, executive director of the NASA Shared Services Center. "We're fortunate to have a partner that is so committed to providing such great service to all of our NASA customers."



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NSSC Executive Director -  
Richard E. Arbuthnot

"CSC is proud to play an integral part in the success of the NASA Shared Services Center and we value the support of all of our teammates," said Thomas P. Anderson, president of CSC's North American Public Sector Civil and Government Health Services Group. "Our support services have helped the agency improve its quality of performance, resulting in millions of dollars a year in cost savings, which can be redirected to core mission programs."

CSC's relationship with the NSSC began in 2005 with a business process agreement. Under the contract, CSC provides administrative, financial, human resources and procurement support services to approximately 20,000 NASA employees, applicants, contractors and university partners. The systems and processes at ten NASA centers and NASA headquarters are centralized through the NSSC located at Stennis Space Center, Mississippi.

### *About CSC*

CSC is a global leader in providing technology-enabled solutions and services through three primary lines of business. These include Business Solutions & Services, Global Outsourcing Services and the North American Public Sector. CSC's advanced capabilities include systems design and integration, information technology and business process outsourcing, applications software development, Web and application hosting, mission support and management consulting. Headquartered in Falls Church, Va., CSC has approximately 92,000 employees and reported revenue of \$17.1 billion for the 12 months ended Jan. 2, 2009. For more information, visit the company's Web site at [www.csc.com](http://www.csc.com).

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*The NASA Shared Services Center (NSSC) opened March 1, 2006, on the grounds of Stennis Space Center in Mississippi. NSSC is a public/private partnership between NASA and Computer Sciences Corporation Service Providers. NSSC consolidated selected activities from all NASA Centers in the areas of: Financial Management, Human Resources, Information Technology, and Procurement.*

## Deloitte Study: Recession-Minded Shared Services Organizations Focusing on Cost

Cost reduction and customer satisfaction are top of mind for shared services leaders as they work to support their businesses through the recession, according to a new study presented by Deloitte today at the 13th Annual Shared Services Week in Orlando, Florida.

Shared services are defined as the practice of shifting support processes out of a company's business units or divisions and into a separate service-focused organization. The 2009 survey marks the fifth in Deloitte's continuing series of research studies about shared services organizations (SSOs).

"Across the globe, organizations are trying to minimize their overall structural costs, so it is not surprising that cost control was one of the most prominent themes in this year's results," said Susan Hogan, principal with Deloitte Consulting LLP and leader of Deloitte's shared services practices. "Even though cost reduction has always been a primary goal of shared services organizations [SSOs], it's obvious that the recession has increased the sense of urgency around delivering financial savings to the bottom line."

Cost reduction was the most frequently cited driver for a number of planned shared services initiatives, including:

- Shared services center relocation. Among respondents who planned to relocate one or more of their shared services facilities, 92 percent reported that cost reduction was an important reason for the anticipated relocation.

- Changing the number of shared services centers. Forty-eight percent of respondents planned to increase the number of shared services facilities over the next five years; of these, 46 percent reported that cost reduction was the main driver of the increase. Of the 16 percent of respondents who reported they planned to decrease the number of shared services facilities over the next five years, 71 percent cited cost reduction as the main driver of the reduction.

- Driving incremental value. Seventy-two percent of respondents reported that cost reduction was one of their top three priorities for driving incremental value from their SSOs in the next two years. In addition, 62 percent reported that improving processes - a vital contribution to cost reduction - was among their top three priorities.

Survey respondents are also placing greater emphasis on customer satisfaction than they did in 2007. "In a tough economy, shared services leaders know that they have to not only deliver value, but strengthen relationships with their customers and with corporate to work effectively," says Hogan.

In this year's study, maintaining high customer service levels displaced output quality as the most frequently cited people challenge, with 27 percent of the 2009 respondents identifying it as an "extremely significant" challenge. Forty-three percent of the 2009 respondents also reported that increasing customer satisfaction would be a top priority over the next two years.

The concern with cost has also not kept SSOs from striving to increase their value to the business. SSOs continue to expand into advisory services, a trend that was especially noticeable in areas that have historically been slower to migrate into shared services, including facility management, fleet management, engineering, marketing, R&D, and production planning. Fifty-seven percent of the 2009 respondents reported they planned to increase the number of advisory processes in their SSOs, up from 47 percent in 2007.

Respondents had a very positive view of the impact of their SSOs on the business. Ninety-one percent of respondents reported that their SSOs had improved process efficiency, and 91 percent reported shared services had improved process quality. Eighty-six percent reported that their SSOs had had a positive impact on cost reduction, and 85 percent reported that shared services had improved service levels. In addition, more than 90 percent of respondents reported that their SSOs had achieved consistent annual productivity improvements.

As in previous surveys, internal controls and compliance continue to be one important area in which SSOs reduce costs. 79 percent of respondents reported that their SSOs lowered the cost of maintaining and complying with internal control requirements (such as the Sarbanes-Oxley Act of 2002). Additionally, 85 percent believe that their SSOs will play an active role in the adoption of International Financial Reporting Standards.

Talent is another area in which SSOs deliver business value. Sixty-three percent of respondents reported that SSO employees "sometimes" (51 percent) or "very often" (12 percent) move to positions in the business, suggesting that many companies are coming to view SSOs as a breeding ground for talent.

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Fonte: Reuters  
25/03/2009

## Secrets of Outsourcing Success

UK multinationals have this week laid bare their sometimes rocky relationship with outsourcing and described how offshoring is helping them survive the recession.

Aviva Global Services (AGS), the business unit that provides back office and IT services to the financial services group Aviva (AV.I), set up its first in-house, offshore operation, known as a captive, in 2003 with 2,500 staff.

By 2006, its offshore operations had grown to multiple captives based in India and Sri Lanka employing 6,000 staff and with responsibility for delivering a range of insurance processing and back office IT services.

Speaking at the FT Outsourcing and Offshoring Conference this week, AGS group CEO Steve Turpie said there had been problems with the scale of the initial growth: "When we first offshored we were learning. Like many organisations and we made some mistakes," he told the conference.

Describing Aviva's initial decision to offshore large parts of entire business processes as "probably a recipe for disaster", he said that over the past two years the company had reviewed all of the processes it outsourced.

AGS stepped back from running its own offshore operations last year, selling its five captives to Indian outsourcer WNS, which will use the captives to provide a range of insurance, accounting, customer and other support services to Aviva under a \$1bn deal.

Turpie said that the decision to step away had been the right one: "The maturity of the BPO business is very different today, as is the way that we do business with our customers.

"For example when you renewed a car insurance policy five years ago most people would have done so by phone, whereas in today's world 50 per cent of our customers renew over the web, which is a very different business model for us.

"We made the decision on the basis of capability, cost and flexibility and given what has happened in the last nine – 10 months we feel that we made the right choice."

Turpie said that the deal with WNS had allowed Aviva to "accelerate what we are doing".

"It has helped dramatically improve efficiencies and customer experience.

"The cost of what we have offshored and outsourced is relatively small compared to the savings on taking one per cent off of our claims costs, for example," he added.

He said that the transition of the captives to WNS had gone smoothly so far and would be almost complete this year.

International drinks manufacturer Diageo (DEO) takes a very different approach to offshoring to Aviva.

Diageo relies on a hybrid offshoring model, where services are provided both from its own captive in Budapest in Hungary and a number of offshore centres run by outsourcer Accenture (ACN).

Its offshore operations started with the company setting up a captive in Budapest in 2002, initially acting as a European shared service centre but later providing financial processing services to the US, Mexico and Australia.

Diageo gradually shifted more financial support services from its offices in London to Budapest, such as the treasury function and centralised reporting.

Speaking at the FT conference Carolyn Isaacs, global shared services director of strategy and transition for Diageo, said: "We had got to a stage where we had proved we could make it work for a number of our markets around the globe but we realised that for markets such as those in Asia and Africa the costs did not work.

"That was where we looked at leveraging a partner to look at outsourcing as well."

About 15 months ago Diageo chose Accenture, which today runs centres in Madrid, Manila, Bucharest and Shanghai, handling a variety of IT services such as application development and support.

Isaacs said that bringing in an outsourcer brought numerous benefits, including mitigating the risk of relying on a single offshore site, access to more languages and ability to shift services between locations.

"We wanted to provide shared services that flex according to our business," she said.

"We will look at outsourcing other services where we believe we could get the same service and control but at a lower cost. We have moved some activities from captive to outsource but we always want to ensure the level of service at both.

"I would very much regard our future as about combining captive and outsourcing in a hybrid model."

Fonte: Businessweek

01/05/2009

## Sonda Procwork investe na ampliação de seu Centro de Serviços Compartilhados

Considerado o principal centro de serviços compartilhados (CSC) do Grupo na América Latina, a unidade da Sonda Procwork de Gaspar passa por uma reformulação que visa preparar a operação para as novas demandas de BPO (Business Procwork Outsourcing) pelo mercado.

Para isso, a empresa está investindo R\$ 1,5 milhão, que será destinado para a contratação e capacitação de colaboradores, além da instalação de equipamentos. “Estamos dando um salto de 750 para 1,6 mil posições de trabalho, que estarão distribuídas nos mil metros quadrados de área disponível para a expansão da filial”, comenta Luiz Carlos Felipe, presidente da Sonda Procwork. Ao todo, o site de Santa Catarina conta com três mil metros quadrados.

Segundo o executivo, além dos novos contratos que foram fechados recentemente para a prestação de serviço na modalidade de BPO, a empresa está se antecipando para atender a demanda de um requisito que virou prioridade na lista dos CIOs e CFOs: a busca pela melhoria de seus processos com redução de custos.

Com uma aposta de crescimento baseada na terceirização dos processos de negócios, a Sonda Procwork vê na instabilidade econômica sua estratégia de crescimento para 2009. De acordo com o vice-presidente de vendas da companhia, José Ruy Antunes, a tendência é que as empresas passem a terceirizar primeiro as áreas de back office, externalizando seus núcleos de Shared Services. “Este será apenas o pontapé inicial”, resume Antunes.

Segundo o executivo, a partir do outsourcing de processos transacionais, como contas a pagar e receber, recursos humanos e controladoria, a meta será buscar projetos que antes eram absorvidos pela China e Ásia, visto que estes países deixaram o topo da lista no quesito ‘fornecedores de TP’ devido à queda do dólar e aos riscos eminentes dos escândalos ocorridos nos últimos meses.

Sobre a Procwork

O Grupo Procwork se consolidou, em dezesseis anos de plena atividade, como líder brasileiro em serviços de consultoria e integração de soluções de Tecnologia da Informação (TI).

Comprovadamente, de forma eficaz, atende aos diversos segmentos de negócios, nas principais competências: ERP; BI; ECM; CRM; SCM; Help Desk; Fábricas

Fonte: ERPnewus  
22/04/2009

## Agenda de Eventos

**SSON and IQPC announced a new conference, Launching and Managing Shared Services, taking place June 23-25, 2009 in Houston.**

**The Launching and Managing Shared Services conference aims to provide the tools for establishing a strong SSC from the beginning. Catering to those looking to plan and launch an SSC at their organization, the program features the interactive VP Think Tank, and longer, interactive training sessions.**

**The training necessary for implementing shared services is crucial. With extra pressure for time and budget, companies are finding that there is no room for trial and error during the planning, launching, and stabilization phases of an SSC. First time implementers and early adopters are expected to “get it right the first time,” a daunting task without the right tools.**

**These issues will be discussed at Launching and Managing Shared Services, along with other topics including: strategy benchmarks, building the business case ROI & cost benefit analysis, stakeholder management tools, the balanced scorecard SLAs & service understanding and training & assessment tools/**

**Sessions will be led by an expert speaker faculty, featuring companies such as CARGILL, COORS BREWING, DELL, APPLIED MATERIALS, and ASTRAZENECA, and many more. Participants are invited to discuss their current challenges with other attendees and the speakers, throughout the conference’s interactive forum-style setting.**

**For pricing and program information, visit the event website.**

**<http://www.iqpc.com/us/launchshedservices>**