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O Futuro dos Centros de Serviços Compartilhados no Brasil

Por: Jair Bondicz, Gerente de Investimentos e Aquisições da BRF - Brasil Foods
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By Niamh Byrne
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By: Niamh Byrne, Online Editor
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Didier Staquet, VP Head of Finance & HR Services at DP DHL was one of the presenters speaking on SSC Vision: Moving up the Value Chain at the IQPC Shared Services Exchange 2010 which recently ran in Amsterdam. SSON caught up with him to find out how DP DHL are currently squeezing extra value from shared services.

SSON: DP DHL has been operating shared services and outsourcing for over 10 years now. How are you currently pursuing that extra value within the organization?

DS: We are trying to move up the value chain by moving away from transactional services, which are basically too costly to operate in Western Europe. So where possible we are progressively migrating them to centers outside of Europe, whilst trying to retain our staff in our Western European centers, by getting them more involved in complicated tasks. An example of this is on the billing side - we've moved from billing to revenue insurance, and we have also moved from intercompany processing to intercompany netting, from group reporting to statutory reporting and also to management information analysis.

We are serving Western Europe out of that center, but we are doing more interesting things thanks to the fact that over the years people have basically acquired necessary expertise to do so.

SSON: So your transactional services are now outsourced to cheaper countries?

DS: Some are still processed in Western Europe; others have been outsourced to captive shared service centers that we run either in Asia or in Latin America, some divisions we outsource to India.

SSON: So do you think you are still favoring labor arbitrage?

DS: Labor arbitrage can still play a role but predominantly by simplifying and standardizing the tasks, which allows us to let them be operated by less experienced staff.

SSON: Do you believe multi-functional services are essential to creating added value?

DS: Not necessarily, of course there is a lot of value that can be gained in combining several services back into one. Nonetheless, it can be very successful to specialize in one process at one center and ensure that processes will be over-optimized, by creating a global center of expertise in that specific process. So you can create value both ways.

SSON: Has DP DHL achieved a center of Excellence?

DS: We have some centers of excellence for some processes, like billing and we are trying to build another one for group and statutory reporting. However, there are other processes where more work is required.

SSON: How effectively have you managed change on this journey?

DS: Managing change is probably one of the most difficult things to do on this journey. You need to convince a very large amount of people that you will ultimately create more value than you will destroy. We know that when we implement these programs, we are letting a huge amount of expertise and years of experience go. Therefore we need to make sure that this can be replaced with something better. 50% of the job is to convince and build credibility among our partners. If you have a business partner on board from the very start, then he / she understands that it's going to be difficult, but in the end something better will come out of it.

SSON: DP DHL is currently preparing for the market in 2020. Can you explain the study that you have undertaken and how you are going about doing so?

DS: Well, it's a study the company has done on a much wider scale, involving economists, professors and sociologists who have views and opinions on how the world will look in 2020 and the impact it will have on the logistics and transportation business.

SSON: What are your predictions for shared services and outsourcing in 2020?

DS: It is becoming increasingly difficult to find young resources coming out of University with the right credentials who are interested in working in shared service centers, so I think we need to have an even bigger proportion of our local services operating outside Western Europe.

The complexity of our processes keeps on increasing, so we need people who are more and more conversant with multiple systems and technologies. The aim of the global standard process maybe a nice one, but it is just too complicated to get to when the company is changing. So rather than pursuing a dream that may never happen, we are better off investing in people who can navigate value, process and services. Finding the right location for shared service centers in 2020 will obviously be a challenge – notably to serve local Indian and Chinese businesses.

SSON: I am sure you have experienced your own share of attrition - do you have any tips or suggestions on how a company can retain the talent? What are you currently doing to encourage a continuous talent lifecycle at DP DHL?

DS: I find an effective way of keeping the talent within a group is by giving them new things to learn. One of the advantages of a shared service center is it gives employees career opportunities to gain accounting degrees. It is about trying to make sure our employees learn something new and then use this experience for a new appointment, which we try to encourage every 12 or 18 months. That works quite well.

SSON: What processes are currently lending themselves to innovation within DP DHL? Have you maxed everything out and if so what are you considering next?

DS: We are trying to optimize all the processes. I don't believe that any of the processes we are operating today have been maxed out. We are still very labor-driven and a lot more work could be automated and dematerialized. For example, some years ago we began the move to e-invoicing from the supplier to the customer side, but there are still a lot of obstacles in our organization to complete that journey. By the end of the year we will have our first country where 90% + of all our customer invoices are electronic, but we still have other countries where it is only 10% to 15%, thus one of our challenges is to push everybody to the 90 % result.

SSON: Who do you benchmark against?

DS: We don't spend the usual amount of money trying to benchmark our accounting processes against other companies because it is so complicated to find something similar you can compare against. But through regular contacts we try to form a picture of where other companies are. We look at the cost of finance as a percentage of revenue as the ultimate benchmark.

More about Didier Staquet

Didier joined DP DHL 13 years ago and since then has worked in 6 different countries - Belgium, France, The Netherlands, Germany, Denmark and Sweden.. He currently manages Finance and HR Services in Europe with 1600 employees across 20 countries. His experience includes large scale project and program management, SAP and Oracle Financials implementations, Finance Shared Service Centers set-up, Business Process Optimization, Accounting and Treasury.

Didier holds three degrees in Chemical Engineering, Industrial Engineering and Finance.

Why now is a Good Time to Consider a Virtual Working Shared Services Model

By: Simon Brown, Shared Services Management Consultant
ssonetwork.com

What does Virtual Working Shared Services look like?

Simon Brown, Leading Shared Services Management Consultant and former HR Transformation Deployment Director at Coca-Cola has been answering your HR dilemmas for the last month. A veteran in selection and development of HR Shared Services teams in onshore captives, offshore, outsourced, and virtual working teams in a range of FMCG, B2B and Pharmaceutical sectors, Simon will advise on how you can overcome the HR headaches which are slowing your operation down....

The past four years have seen a wide range of themes emerge on the topic of shared services models for HR, Finance, IT and procurement functions.

From onshore to offshore, HR full function outsourcing, recruitment process Outsourcing, to specialist in-house direct sourcing consultants.Now we have integrated back office functions clustering under the brand of Global Business Services, also in-country captive shared services, and blended solutions. The list goes on. Each model deserves an article of its own to explore the pros and cons!

It's a real challenge for companies to choose which shared services model is right and fit for their purpose. Shopping for the right products and offers is far more complex than a visit to the supermarket or amazon.com.

And yet there is another shared services model which is less talked about and has significant advantages for some organizations right now; it is both simple and radical and fully leverages the significant advances of technology made in the last few years as we move ever closer to the 24/7 global village. It is neither offshore, completely outsourced or a single center. It is called 'Virtual Working Shared Services'.

The good news is that it is easy to deploy, does not require an extensive tendering process to implement, is flexible and cost effective, retains a high level of organizational quality control, and minimises risk. In the current climate of economic constraint it could well be right for your company now.

So let's take a look at the features and benefits of Virtual Working Shared Services Then it will be easier for you to decide if this shared services model is the right one for you right now.

What does Virtual Working Shared Services look like? Typically this model of shared services exists where an organization is operating across several locations within one country or is a multi-national working across one, two or more continents. The shared services team live and work in different countries, are equipped with communications technology including laptops, mobile /office phones, have access to video-conferencing or skype, and can access chat rooms such as lotus notes.

The Virtual Working shared services team does not travel much (travel budgets are tight anyway!), because the team members operate where they are. The team may have met only once – at the team kick-off meeting – and develops its working relationships via networking and process related work routines under the guidance of a team leader or shared services director.

The work focus is on providing transactional excellence in key end-to-end processes, consulting and providing advice to managers, employees and HR colleagues in the classic triangle model of HR. The virtual team members are usually based in existing country or regional offices across the company working alongside the managers and employees employed there. Sometimes the virtual team members work from home, effectively balancing work, life and family commitments.

Often the virtual workers have transferred internally to the shared services team from other country roles within the HR, IT or finance function. So they already know the business, its culture and who the movers and shakers are!

As a change consultant I first set up and ran a virtual HR shared services center for a European Division of Premier Farnell across 9 countries for 5 years, as well as a virtual COE in learning and development.

At Coca-Cola Europe I introduced and ran a similar HR service network across 38 European countries for 2.5 years and this virtual working model has now been extended by the company to cover Eurasia and Africa , covering a total of 120 countries. Team members live in 22 different countries and have a great collective knowledge of the diverse culture, language and employment law operating across half the globe.

Key Benefits of deploying a virtual working shared services model

Here are the top seven reasons for choosing the virtual working shared service mode:

1. Leveraging onsite stakeholder engagement with clients

Team members at diverse locations can stay connected with the business and gauge manager and employee needs and their response to services provided – an advantage over remote working shared services centers, which can sometimes get disconnected.

2. Providing cultural diversity

Rather than having everyone in one center from one or few national backgrounds this model enables people from diverse nationalities, cultural backgrounds and different languages to work together in one team in different locations. This effectively reflects the diversity profile of the company's managers and employees for whom the services are provided.

3. Using communications technology

Effective communication is a combination of words, music (tone of voice) and dance (body language) and laptop chat rooms, skype, video and teleconferences, Webex tools now easily enable all of these.

4. Retaining functional and company knowledge

If you redeploy existing talent into the shared services team you keep the proficiency in country employment law, language, culture, relationships and networks – accelerating the learning curve at start- up.

5. Retaining and developing talent

At shared services start- ups you redeploy your best right fit talent to provide individuals with an opportunity to grow their career from a single or cluster country role into a wider geography with broader lateral and vertical development. At Premier Farnell 40% of the Europe HR service network team gained promotion, and all gained job enrichment over 4 years. At Coca-Cola all the original shared services team were retained after 2.5 years and 80% gained promotion.

6. Remaining Scalable and Flexible

Scalable: add or subtract team members reflecting work volume peaks and valleys to the virtual team without major social plans or recruitment drives. Flexible: work across time zones by having team members in say, Budapest, Berlin, Vienna, London, Istanbul and Athens complete work initiated earlier in the day by a team members in Delhi or Johannesburg – thereby giving same day turnaround to clients.

7. Cost savings

No major contractual commitment over several years with a third party vendor. At the start- up of shared services less redundancy and rehire costs where you can redeploy best right-fit talent and supplement this with a few strategically placed external hires. No need to relocate people or provide extensive travel budgets for meetings.No need to rent or buy offices for a shared services contact centre. The virtual team uses existing sales or country offices, or works from home.

A Check-list: Is a Virtual Working Shared Services Model right for you?

Yes if:

- You are starting up or reshaping your shared services function
- You are acquiring businesses or extending your reach in new geographies
- You are looking to save money yet minimise disruption and reduce risk of knowledge drain in the short to medium term
- Your company operates across diverse cultures and countries with different languages and employment law
- Your company has a large geographical footprint but relatively small employee scale in a given location or country
- You want to offer a broader personal and career development portfolio for your HR, or Finance, IT or procurement shared services team

No if:

- You are locked in to a long term vendor agreement
- Have few locations of operation
- Have a large scale of employees in one or a few countries
- Have limited diversity of language, culture, employment law across the reach of your company

Strategy Questions From Inside a Captive SSC

By: Clarence Ti, CEO Vital.org
ssonetwork.com

If you are in the business of managing any large diversified organisation in the last ten years, you would more likely than not, have been asked to consider either setting up an in-house shared services centre or to outsource functins like payroll, procurement & payments, human resource administration or other common corporate services. We at the Singapore Public Service started this journey 4 years ago and this is was our experience.

We have learnt many things through the process. We have had our fair share of successes and difficult times. But first, a little bit of background about who we are. Vital.org was formally launched in July 2006 as a captive shared services centre for the Singapore Public Service, serving initially just shy of 20 agencies in areas such as payroll administration, HR, finance (primarily dealing with vendor payments) and learning & development services. Today, Vital.org serves over 100 distinct government agencies in the original service lines and new areas such as asset and travel management. Now in 2010, over a million transactions have passed through our hands, we have hired some 450 people and currently serve a population of some 80,000 public servants.

According to results from a KPMG outsourcing survey released in July 2010, which covered 280 senior company executives across Asia, Singapore came second as a popular location for shared services at 29%, followed by India at 25%. When we compare ourselves in our own benchmarking with other captive shared services centres, we find that we are all fairly unique. We have all evolved to our present situations through the strategy-choices that had been made in the past.

Captive Client or Client Choice Dilemma – Who do we want to serve?

One of the earliest choices in the design of a captive shared services centre is whether the client units ultimately have a choice in how much to outsource, what specific processes to outsource and who to outsource to. Let us call this the "Captive Client or Client Choice dilemma". Like many large diversified organisations, the Singapore public service is organised into smaller units, in our case mainly Ministries, Statutory Boards and Organs of State. These are run with a great deal of co-ordinated autonomy. If you have a diversified business, you can appreciate the complexity. Some organisations were able or prepared to mandate the transfer of services from all the different client units to a shared services centre. This

mandate, where given, would remove a level of uncertainty relating to staffing of the centre and the expected gains from demand aggregation (commonly known as economies of scale). Where such a mandate does not exist, different client units would sign on at different times or permanently retain specific processes or become free to choose between different service providers. The concept of "client choice" creates far reaching implications for the operations of a captive shared services centre. It means that the shared services centre must earn its place and not just inherit captive business.

Vital.org was created without such a broad mandate and hence we earn and lose business year on year and have to learn from each episode. In time, we expect this would make us more robust and client-centric.

Shared Services or Contract Services Centre – What do we want to be?

Another key choice a shared service centre has to make is in the level of services she provides. Let us call this the "shared service or contract service centre dilemma". We understand that most shared service centres begin with many months or years of harmonization of processes so that clients come on board with an understanding that they could be signing on a harmonized process potentially different from their existing one or more importantly that they may cede some control for making future process changes, which would then have to be agreed upon by a community of peer clients.

If you are running a large diversified organisation, there are bound to be differences in both expectations and performance of processing accuracy, timeliness and volumes. In an operating environment where clients can elect to use our services or not, one would assume that the clients would only come on board only when they have weighed the cost-benefit. In theory, a shared services centre may start off lower in the quality of service ladder, work itself up the learning curve, gain even greater economies of scale and acquire more clients along the way. In our history, we did not taken this evolutionary path.

Vital.org started at the onset with the promise that we would take over administrative services "as-is", effectively promising a seamless transition of services upon switchover. It afforded us speed in starting up a shared services centre. It was not a wrong decision. We understand that some shared services centres never get out of the harmonization stage. That said, we believe we may be in the minority of captive shared services centres in taking over services "as is". The result is that the harmonisation efforts would begin later, after the centre has begun operations. The key result is that for many processes, harmonisation may not be possible for any number of policy, system or legal reasons. The effect is that the shared services centre may then effectively be running a combination of shared services and unique contract services.

Growth Strategy – Where & what next?

Over the last four years, we have had requests to grow the business in a number of ways from our clients. Among them have been calls to move to start providing citizen-centric shared services, i.e. moving from backroom corporate services to front-end licensing and delivery of public services. There have also been calls for expansion of our services to other common corporate services such as managing travel or physical asset and inventory management. Certainly, we have also taken on board more clients in existing lines of services. What is interesting from a strategy viewpoint is that these requests have made us do a fair amount of soul searching as to what businesses we should be in, what competencies we should build and what difference to our clients we can make. At the end of the day, for many of the staff who had been with us since the beginning, the ride, though sometimes demanding, has been an eventful and enriching one.

More about Clarence Ti

Clarence was appointed as the Chief Executive of Vital.org on 2 January 2010.

In the public service, he has served in the Economic Development Board in both Singapore and in the United States where he was Director of the San Franscisco Centre, the Singapore Land Authority where he was Director of Land Business & Management, and the Ministry of Law, where he was Director of Strategic Planning. During his career, he has served in areas of investment promotion, business & operations management, planning & co-ordination, and legislative & policy reviews.

He holds both a Bachelor of Science degree with High Honors and a Masters degree in Electrical Engineering from the University of Illinois at Urbana-Champaign and an MBA with distinction from INSEAD. He is also a certified Financial Analyst™.

Arming Your Shared Services Team

By: Simon Brown, Shared Services Management Consultant
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Simon Brown, Leading Shared Services Management Consultant and former HR Transformation Deployment Director at Coca-Cola has been answering your HR dilemmas for the last 2 weeks. A veteran in selection and development of HR Shared Services teams in onshore captives, off-shore, outsourced, and virtual working teams in a range of FMCG, B2B and Pharmaceutical sectors, Simon will advise on how you can overcome the HR headaches which are slowing your operation down....

When asked what are the most important factors to consider when equipping or arming a shared services function, many will answer that to have an integrated and common data management platform, or to have the best fit for purpose customer records management systems, are great starting points to arm yourself for success.

However, whilst I agree with the above and other points such as business case alignment and stakeholder engagement, including that of the HR Leadership Team, are essential ingredients for the mix to create an effective shared services function; the most important focus to ensure you arm your function effectively is to Attract, Retain and Motivate the right people into and within your shared services team.

Let's look at each step in turn:

Attracting the right people to join your shared services team
This is about selecting the right people and it is also about getting your marketing and communications right to attract the right people to apply for positions in the first place.

Retaining the right people you have selected

This requires a lot of management time, particularly in the early phases of shared services from go-live up to reaching a stage of operational maturity. Individuals and process teams will be faced with resistance to change and to the new ways of working by some clients and need to develop resilience and a desire to see it through to the point where theri work is accepted and valued as the way we do things around here. Coaching, listening and providing the right information and training to enable individuals to do their job effectively are key in making the environment both safe and exciting and a place where individuals want to stay.

Motivating the right people to strive for continuous improvement in your shared services team

Again the shared services operations director and team leader will need to spend time here to ensure the team is both aware and engaged about the vision for success, the milestones along the change management journey and the incentives and personal satisfaction they will get for taking each of those steps.

A shared services director can to some extent choose where they spend their time and the style of direction they will choose when running their shared services operation. Time with the senior stakeholders, time focusing on the details of setting up employee and manager self service, Tier 1 helpdesks, telephony routing systems, ticketing methodology – the time will soon be easily spent managing these technologies to ensure smooth and effective operations.

A shared services director can be a firm hands-on manager of the above, or they can choose to place an emphasis on being a leader of the people who manage the details of all that stuff.

My personal choice of emphasis when operating as a shared services director over several years has been to choose for myself the role of leader, and attract a good team who is empowered and set objectives to manage their process areas within the overall model. For example at Coca-Cola I found that this modus operandii has enabled me to select a good team , retain a good team (no leavers in 2.5 years) and motivate a good team where 80% have grown in their roles or gained promotional moves.

In my new career as Shared Services Consultant – design, selection, team building, coaching and mentoring - I am keen to share my learning's with other organizations.

To summarize here with a few "What to Dos" to effectively ARM your shared services teams I list some tips for each area of focus:

Attract

1. Market your shared services function as a good place to work – be transparent about what the job actually involves, encourage potential applicants to ask questions of those doing the work before they apply, show clear and realistic career paths.

2. Select your shared services team with care –invest time to get it right as you won't get a second change to create a good first impression with your clients based on the team you field. If you are in start up mode be sure to hire some people who are bigger than the actual job as you will need them also to manage the change process engaging and influencing stakeholders. Be clear about what competencies you require for the roles –both behavioral and technical and don't compromise.

3. Persuade the leadership team in your company and the subject matter experts to get involved in selection interviews. Their insights will become buy-ins to the shared service people selected.

Retain

1. Stay close to the people you have hired. Listen to their concerns, live their challenges with them. Help them to see that it will get better; progress is being made.

2. Establish regular routines for managing by objectives. Use Situational Leadership based on the development level of the individual.

3. Encourage team working where it is clear what to be a team about!

Motivate

1. Share successes with your team, positive feedback from clients, tangible signs that progression can and is being made.

2. Give those people you selected who are bigger than the job some freedom to operate in project work above and beyond the day job.

3. Create a shared vision where we are all architects building the cathedral, where we are the new and bright HR consultancy in town helping people to find solutions to their work challenges and daily issues.

O Futuro dos Centros de Serviços Compartilhados no Brasil

Por: Jair Bondicz, Gerente de Investimentos e Aquisições da BRF - Brasil Foods
www.cscbrasil.com

A história dos Centros de Serviços Compartilhados é relativamente nova, mas de grande sucesso no cenário empresarial brasileiro. Teve início nos primeiros anos desta década a partir da implantação de CSC's em algumas filiais de empresas multinacionais e a partir de então, grandes empresas nacionais passaram a utilizar o modelo com expressivos resultados na padronização de processos, redução de gastos operacionais e "enxugamento" do quadro administrativo.

Os resultados obtidos foram muito importantes para consolidação do modelo e tiveram forte alavancagem através de seminários e congressos que fomentaram a idéia no mercado. Foram excelentes fóruns, como os organizados desde o ano de 2005 pelo IQPC que aproximaram as empresas com centros de serviços já estabelecidos, compartilhado idéias e trocando experiências e com novos interessados no modelo. Em uma segunda onda que aconteceu por volta de 2007, em um novo "boom", empresas nacionais de médio e grande porte também aderiram ao modelo. Mais recentemente, também pequenas empresas vêm estudando e implementando (total ou parcialmente) modelos baseados nestas experiências.

Passada esta fase de "amadurecimento" os CSC's começaram a se questionar sobre seus verdadeiros objetivos e se seu "Core Business" era mesmo trabalhar apenas no vértice de redução de custos (apesar de este ter sido o fator de maior importância para aprovação de grande parte dos CSC's). Alguns gestores passaram a se sentir "incomodados" com a idéia de se perpetuarem como uma estrutura operacional incapaz de agregar valor às organizações. Neste momento, iniciativas de otimização de processos, revisão de conceitos e principalmente de "agregar valor ao negócio" tornaram-se os verdadeiros desafios para estas pessoas e começaram a ser discutidas situações comparando-se a redução no custo do controle contra redução no custo da operação.

Mas, focando no tema deste artigo, qual o futuro dos CSC's no Brasil? De fato não me parece difícil fazermos uma previsão de alguns pontos que farão parte deste futuro; ouso a destacar:

Terceirização: não dos CSC's, mas de processos operacionais. A implantação de um CSC permite que a empresa teste o modelo, descubra seu limite de custos, dissemine a cultura de trabalhar com SLA's. A partir de então será fácil terceirizar processos mantendo apenas a gestão com a equipe do CSC. É claro que muito terá que se evoluir nas questões trabalhistas e tributárias e principalmente na eficiência e custo destas operadoras de serviços, visto que hoje não tem custos realmente atrativos para fazer frente aos processos internos. China e Índia? Não acredito, pelo menos em curto e médio prazo, pois questões como a cultura, segurança da informação, fuso horário, entre outros, são ainda barreiras intransponíveis.

Cobrança de Serviços: As empresas que ainda adotam modelos de rateio ou alocação percentual de custos certamente migrarão para modelos estruturados de cobrança. Estudos indicam que em muitos casos, mais da metade dos benefícios de um CSC é capturado pela influência da demanda. Quando as unidades tiverem consciência de quanto "custa" emitir uma requisição de compras, efetuar um pagamento, aprovar um crédito e principalmente quando puderem comparar estes custos com outras opções no mercado, áreas usuárias e CSC passarão a ser cada vez mais racionais em seus processos.

Home Office: Já existem iniciativas na regulamentação da atividade em âmbito trabalhista que aliados a fatores como comodidade, redução de custos (espaço, transporte, alimentação, etc.) e a possibilidade de trazer de volta ao mercado uma série de pessoas que hoje não pode deslocar-se até as empresas serão de grande valia para processos que não dependem de presença física, especialmente para áreas de atendimento com Help Desk de TI, RH, cobrança entre outras tantas (especialmente atendimentos 24x7).

Profissionalização: Cada vez mais os profissionais de Serviços Compartilhados são reconhecidos e valorizados no mercado, mas são tímidas ainda as iniciativas no campo acadêmico. Algumas universidades (como Estácio e Anhanguera) já estruturaram seus CSC's, e talvez sejam elas as precursoras de cursos de graduação com Administração com ênfase em Serviços Compartilhados assim como pós-graduações e MBA's na área. Profissionais preparados, com a cultura da prestação interna de serviços serão a nova e revolucionária onda dos CSC's.

Benchmarking: Mesmo empresas "concorrentes" não "concorrem" em serviços compartilhados; este fator possibilita a troca de experiências entre os CSC's. Nossa "luta" será para manter os CSC's no Brasil e isto depende de centros eficientes, diferenciados, que operem a baixo custo, mas principalmente agreguem valor às organizações. O GESC (grupo que reúne 20 centros de serviços desde 2006) já realizou 3 amplas pesquisas e mantém um calendário mensal de reuniões que são fundamentais para melhoria de processos. Este "networking" empresarial traz muitos fatores positivos e será cada vez mais difundido no futuro.

Existem muitas outras iniciativas que poderiam ser destacadas, mas o certo é que o modelo "Serviços Compartilhados" colherá ainda muitos frutos no mercado brasileiro. Se sua empresa já aderiu ao modelo, parabéns, aproxime-se de seus "pares", troque experiências; se ainda não está lá, embarque nesta onda.

O futuro nos espera. Até lá!

Jair Bondicz, Gerente de Investimentos e Aquisições da BRF - Brasil Foods durante palestra na 5ª. edição da conferência Shared Services Brasil, em 2009.