



Sören Dressler

Shared Services, Business Process Outsourcing und Offshoring

Die moderne Ausgestaltung
des Back Office –
Wege zu Kostensenkung und
mehr Effizienz im Unternehmen



Shared Services And Business Process Outsourcing In Germany

**Lazaros Iliadis, Michael
Papazoglou, Klaus Pohl**



Shared Services And Business Process Outsourcing In Germany:

Shared Services and Business Process Outsourcing in Germany Josefine Dutschmann, 2010 **Shared Services, Business Process Outsourcing und Offshoring** Sören Dressler, 2007-05-24 Ein praktischer Leitfaden zur Umsetzung von Shared Services und Business Process Outsourcing sowie zur Wahl der richtigen Standorte Mit konkreten Handlungsempfehlungen und vielen Best Practice Beispielen *Creating Value in a Regulated World* Cedric Read, 2006-11-02 This book is about championing a move away from simply evaluating physical assets to understanding and evaluating the intangible value of an entity It means moving beyond economic theory to reprioritise and change the organisation so that further value can be created via processes systems measures skills knowledge and strategy It is also about mapping the intangible value chain The book looks at value networks and using real life projects asks questions such as What do company value networks look like How are they used to create value How can one value the value chain What lessons can be learnt from companies with high value networks as opposed to companies with low value networks What is the impact on finance disciplines processes measures systems and skills These answers to these questions as provided by the case studies and interviews with CFOs from the companies involved will help to improve focus improve shareholder value improve transparency both internally and externally cut waste in the current decision support structure and prevent inadequate decision making and lost opportunity *Business, Technology, and Knowledge Management in Asia: Trends and Innovations* Ordóñez de Pablos, Patricia, 2012-12-31 This book highlights the efforts and developments in the fields of Asian studies as well as its intentional role in IT and management within the constant growing business market Provided by publisher *Outsourcing in European Emerging Economies* Łukasz Mamica, 2020-11-29 Drawing on a range of European cases this edited volume analyses the offshoring and outsourcing of foreign companies with a focus on territorial embeddedness The book opens by developing a theoretical framework and then presents a range of international case studies exploring the experiences of the service hub cities of Brno Bratislava Budapest Krakow and Prague Attention is also given to internal and external determinants of embeddedness with chapters on the employee perspective the Fintech industry corporate social responsibility and the role of universities This volume will be of interest to advanced students and researchers in regional economics economic geography innovation studies industrial economics European economics and international business **Country Commerce**, 2004 **International Management in Service Firms** Dirk Klimkeit, Pengji Wang, Huiping Zhang, 2024-05-22 This textbook examines how service firms manage their international operations For the first time it brings together insights from the fragmented literature on this subject into an accessible textbook Further it is unique in its focus on service firms internationalization and international management Beginning with an overview of the international environment in which service firms operate it subsequently describes multinational service firms and their internationalization processes strategies and organization Unlike most texts on international services the

book goes beyond internationalization to address the ongoing management of service firms It not only addresses functions such as global service marketing financial management and human resource management but also discusses aspects such as global account management global service delivery and international project management as well as the topical issue of managing distributed virtual teams A dedicated chapter focuses on offshore shared services and business process outsourcing These chapters are complemented by a discussion on international corporate governance and corporate social responsibility The book is intended for students preparing for international careers in the service sector Each chapter includes case studies illustrations highlighted definitions a chapter summary and exercises *Proceedings of the XIV INTERNATIONAL SYMPOSIUM SYMORG 2014* Aleksandar Marković, Slađana Barjaktarović Rakočević, 2014-06-05

Outsourcing and Insourcing in an International Context Marc J Schniederjans, Ashlyn M Schniederjans, Dara G Schniederjans, 2015-03-26 Designed for upper level undergraduate or graduate courses in production operations management management information systems international business and strategic management this text focuses on concepts processes and methodologies for firms planning to undertake or currently involved in outsourcing insourcing decisions Outsourcing and Insourcing in an International Context is the only available text that includes coverage of the international risk factors associated with this strategy The book presents a balanced view of the positive and negative aspects of outsourcing and provides essential coverage of the fundamental techniques involved in any outsourcing insourcing decision In addition it discusses the ethical ramifications of outsourcing for companies and governments around the world Each chapter includes learning objectives discussion questions and sample problems An Instructor s Manual Test Bank and PowerPoint presentation are available to teachers who adopt the text **Market Entry Strategies in Eastern Europe in the Context of the European Union** Michael Klug, 2007-11-03 There are many reasons why firms decide to extend their business operations by entering foreign markets Whether it is a defensive step aimed at avoiding the consequences of saturating domestic markets or an offensive strategy based on the expectations of unusual profits the most common market entry drivers are widely discussed and understood What remains open is the most intriguing question of the selection of a particular market entry mode and the factors determining the right choice On a theoretical ground the problem may be reduced to the issue of how many links of the Value Chain should be moved abroad in the process of international expansion In practical terms the choice of a market entry mode means a set of decisions taken in each particular case of a firm going international The complexity of the task involves many different areas like the amount of risk the scope of control the level of capital involvement and financial efficiency This is one of the reasons why there is no universal theory explaining the optimal way of making a successful market entry The multitude of views on this subject does not make the question easier Shared Services in Finance and Accounting Tom Olavi Bangemann, 2005 Most large companies worldwide today have some kind of shared services concept in place Over half of the medium and large companies are currently engaged in some kind of shared

service project activity The investment in shared services is always calculated in millions In other words the costs of getting it right or getting it wrong can be huge Shared Services in Finance and Accounting is a concise blueprint for identifying assessing designing implementing and improving the process for shared services in the finance and accounting function Tom Bangemann focuses on critical success factors the people issues involved and learning from other people s big mistakes The book includes a variety of real life examples and real benchmarking data performance metrics and best practices The section on implementation is based on a proven five phase methodology and explains the steps and activities involved as well as showing examples of the deliverables and the results you can expect Any CEO MD CFO Finance Director and senior finance people will find this book a must have guide to the process before they start and an excellent benchmark against which to measure the performance of any existing shared service operation

OECD Public Governance Reviews Public Procurement in Germany Strategic Dimensions for Well-being and Growth OECD,2019-08-26 As the largest economy in Europe Germany has a massive public procurement market accounting for around 15% of GDP EUR 500 billion per year and affecting many areas of the economy and society

Encyclopedia of Human Resources Information Systems: Challenges in e-HRM Torres-Coronas, Teresa,Arias-Oliva, Mario,2008-07-31 Analyzes key critical HR variables and defines previously undiscovered issues in the HR field

Improving corporate functions using shared services Great Britain: National Audit Office,2007-11-29 Corporate services provide often vital support to the delivery of effective and efficient public services and cover such areas as finance and accounting human resources procurement information technology facilities and estates management Sir Peter Gershon s review of public sector efficiency available on the HM Treasury website http://www.hm-treasury.gov.uk/media/C/A/efficiency_review120704 identified benefits from shared services but found that departments efficiency targets did not include savings specifically from shared corporate services This NAO report has been conducted to take account of developments between the 2004 Spending Review Cm 6237 ISBN 9780101622728 and the 2007 Comprehensive Spending Review Cm 7227 ISBN 0101722729 on shared services and focuses mainly on finance and human resources which are generally the more developed areas of shared service in the public sector The publication is divided into four parts and looks at general and specific areas including the potential of shared services in the public sector the problems of customer satisfaction experienced by the NHS and HM Prison Service with shared services the variable progress across government the lack of a clear overview from the Cabinet Office on shared services The NAO has also set out 9 recommendations including public bodies should streamline their corporate service processes in line with best practice they should also improve how they analyse the performance of their corporate services and whether there are more cost effective ways to obtain such services Departments should increase public transparency of corporate service performance

CFO Insights Stewart Clements,Michael Donnellan,Cedric Read,2005-08-19 Many CFOs have led their companies to invest in ERP and shared services in order to create leaner more global organization structures Today they seek more radical

transformation through business process outsourcing BPO CFO Insights is a practical comprehensive guide to this exciting fast growing field It features expert advice from the CFOs of major companies worldwide including BP Procter Gamble Dell and Exel Step by step it takes you through the stages of a successful outsourcing solution from evaluating providers and contracting through transition planning and risk management We have seen cost reductions every year for each of the 13 years of our outsourcing experience now finally we are seeing the outsourcing market mature The advancement of multi client centers will create new value As new low cost centers spring up around the world I want to have easy access to the opportunities Alan Eilles CFO Downstream BP Outsourcing is not about sitting still On the one hand as CFO you have to be in control and have the right control mechanisms in place On the other this is an evolving relationship where both parties feel empowered and energized to make a real difference in the business John Coghlan Group Finance Director of Exel My view of the CFO's role is relatively simple How do you add value The CFO has to be in the forefront in understanding at a strategic level the relative economics of different parts of the business model and vitally play a decisive role in deciding what should be insourced and what should be outsourced Clayton Daley CFO Procter Gamble *Business Process Management* Claudio Di Ciccio, Remco Dijkman, Adela del Río Ortega, Stefanie Rinderle-Ma, 2022-09-06 This book constitutes the refereed proceedings of the 20th International Conference on Business Process Management BPM 2022 which took place in Münster Germany in September 2022 The 22 papers included in this book were carefully reviewed and selected from 98 submissions They were organized in topical sections as follows task mining design methods process mining process mining practice analytics and systems The book also includes one keynote talk in full paper length and 5 tutorial papers Information Systems Outsourcing Rudy Hirschheim, Armin Heinzl, Jens Dibbern, 2009-03-24 Three years have passed since the second edition of this book was published The field of IT outsourcing continues to grow in practice as well as in academia and draws further attention in both domains Aspects of traditional outsourcing Part II have remained pronounced but are becoming more mature While outsourcing determinants are still important they are now of less interest to researchers Relationship management Chap 1 and capability management Chap 2 continue to be of interest so too are outsourcing outcomes Chap 3 and as a new focus innovation aspects Chap 4 These are motivating more and more research activities complementing the lifecycle of traditional outsourcing We note significant growth in the field of IT offshoring Part II In our third edition we offer research results on offshoring patterns and trends Chap 5 the crucial aspect of knowledge sharing Chap 6 vibrant examples for offshoring dynamics Chap 7 and some new contributions on the determinants of offshoring success Chap 8 The last part of our book investigates the field of business process outsourcing Part III In this section issues such as standardization process outsourcing to India and deinstitutionalization patterns in the health care sector are presented Given these new subjects we believe that Enduring Themes Global Challenges and Process Opportunities is an appropriate subtitle for this third edition of the monograph Again we have thoughtfully compiled contemporary outsourcing research as a primer and a platform for

scientific discourse **Strategy, Organization and Performance Management** Soeren Dressler, 2004 Designing effective organizations is a key challenge for companies in particular in the fast moving business world of today The late 1990s and early 2000s have seen multiple Organization Management innovations applied successfully such as Business Process Outsourcing Shared Services and Offshoring Advanced techniques such as Balanced Scorecards and integrated Planning Systems have become effective enablers for strategy execution This book spans a framework from strategy definition and designing strategy compliant organizations to monitoring effective implementation and Performance Management On this journey basic principles of Organization Management are discussed in detail and at the same time state of the art Best Practices are highlighted A set of to the point case studies demonstrate how leading edge companies make effective use of the concepts discussed The approach of the book is of great use for both students underway to become Organization Management practioners and experienced business experts in search of the latest thinking and tools to enhance Organizational Effectiveness and everybody in between Instant access to electronic ebook edition available Click on Diesel eBooks logo to the left BPM - Driving Innovation in a Digital World Jan vom Brocke, Theresa Schmiedel, 2015-02-21 This book shows how business process management BPM as a management discipline at the intersection of IT and Business can help organizations to master digital innovations and transformations At the same time it discusses how BPM needs to be further developed to successfully act as a driver for innovation in a digital world In recent decades BPM has proven extremely successful in managing both continuous and radical improvements in many sectors and business areas While the digital age brings tremendous new opportunities it also brings the specific challenge of correctly positioning and scoping BPM in organizations This book shows how to leverage BPM to drive business innovation in the digital age It brings together the views of the world s leading experts on BPM and also presents a number of practical cases It addresses mangers as well as academics who share an interest in digital innovation and business process management The book covers topics such as BPM and big data BPM and the Internet of Things and BPM and social media While these technological and methodological aspects are key to BPM process experts are also aware that further nontechnical organizational capabilities are required for successful innovation The ideas presented in this book have helped us a lot while implementing process innovations in our global Logistics Service Center Joachim Gantner Director IT Services Swarovski AG Managing Processes everyone talks about it very few really know how to make it work in today s agile and competitive world It is good to see so many leading experts taking on the challenge in this book Cornelius Clauser Chief Process Officer SAP SE This book provides worthwhile readings on new developments in advanced process analytics and process modelling including practical applications food for thought how to succeed in the digital age Ralf Diekmann Head of Business Excellence Hilti AG This book is as an important step towards process innovation systems I very much like to congratulate the editors and authors for presenting such an impressive scope of ideas for how to address the challenging but very rewarding marriage of BPM and innovation Professor

Michael Rosemann Queensland University of Technology

Advanced Information Systems Engineering Workshops

Lazaros Iliadis, Michael Papazoglou, Klaus Pohl, 2014-06-05 This book constitutes the thoroughly refereed proceedings of five international workshops held in Thessaloniki Greece in conjunction with the 26th International Conference on Advanced Information Systems Engineering CAiSE 2014 in June 2014 The 24 full and eight short papers were carefully selected from 63 submissions The five workshops were the First International Workshop on Advanced Probability and Statistics in Information Systems APSIS the First International Workshop on Advances in Services Design Based on the Notion of Capability the Second International Workshop on Cognitive Aspects of Information Systems Engineering COGNISE the Third Workshop on New Generation Enterprise and Business Innovation Systems NGEBS and the 4th International Workshop on Information Systems Security Engineering WISSE

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