

Case Study: VEOLIA WATER

The leadership issue: The design and implementation of a new Shared Services organisation to serve the whole Veolia Water UK Group.

Background

This major utility company comprised of separate legal business units which were scattered disparately across the UK. The company wanted to restructure and centralise its back office and support functions, but was struggling to gain consensus on how to achieve its aims.

What we found

There was a need to understand the business case and the practical issues involved. It was also critical to gain the full support of the leadership teams across the organisation for a plan to implement the required changes, as there were political and emotional barriers to overcome.

What we did

A team of Curzon specialists undertook an intensive 8-week project to define the future target operating model of the Shared Services organisation. This included agreement to the functions and departments to be included, clarification of the business case and the involvement of the regulator.

The key to gaining the full support of the executive team was to involve them in a series of carefully planned workshops at each stage.

Once the location for the new Shared Services Centre was agreed, the first waves of functions were selected for the launch. These included: Finance, Communications, Payroll, Procurement, Fleet and Scientific Services. Following the success of the launch other functions followed, including IT and HR.

Key features of the implementation were:

- ◆ Agreeing the future Shared Services organisation in detail
- ◆ Defining Service Level Agreements (SLAs), the charging arrangements, the key performance indicators (KPIs) and the reporting framework
- ◆ Identifying improvement opportunities for all functions and planning improvement initiatives to achieve enhanced service levels at a lower cost
- ◆ Managing the communication process and ensuring the transition of people was completed by the target date

Results

The new organisation went live on time and has been a success for the Group as a whole. We delivered:

- ◆ A commercially aware organisation that is focused on serving its customers and achieving efficiencies through improved, standardised processes
- ◆ A robust SLA and charging framework that drives the desired behaviours on both the Shared Services and Customer side of the organisation
- ◆ Identification of significant benefits across Finance and Procurement. Recent work across operations has identified further substantial financial potential
- ◆ A structured review and reporting process to ensure performance control and issue resolution