

Shared Service Center - central locations and lean processes for an efficient head office

Sector: Logistics



MISSION



Specific question: How can we bundle our resources and at the same time increase efficiency in the head office (central administration and support units such as HR, Controlling, IT, etc.)?

Our client had grown strongly through acquisitions throughout Germany. He therefore pursued the goal of centralizing the head office structures and increasing efficiency.

Contact:

Ria Kraemer
E-Mail: ria.kraemer@conmendo.de

We look forward to your message.



APPROACH



We supported our client with a three-step approach and accompanied him until the final implementation of the decided measures:

- **Efficiency analysis and operating model:** A comprehensive analysis of all administrative activities identified efficiency potential; roles and tasks were restructured and adapted to future challenges of the business area.
- **Business case for determining target locations:** A detailed employee-related and future-oriented analysis of more than 45 locations helped our client to decide on eight future target locations. The centralization was to take place gradually in order to avoid negative effects of an immediate complete implementation.
- **Support during implementation:** Concluding, we developed personnel management measures and supported our client in negotiations with the works council so that the developed solution could be successfully implemented.

RESULT



With the completion of the project, the central locations were established, a new head office was opened, and the first employees started or continued their work at the central locations. The geographical proximity of the sites - also to the corporate headquarters - and a targeted distribution of tasks created a new culture of close cooperation; the efficiency of the head office also increased.

IMPACT



Based on our line management experience, we were able to anticipate both the works council votes and the expectations of the workforce and proactively initiate appropriate measures. With the proven ConMendo transformation approach, we were able to provide successful support not only at the conceptual level, but also during implementation.