

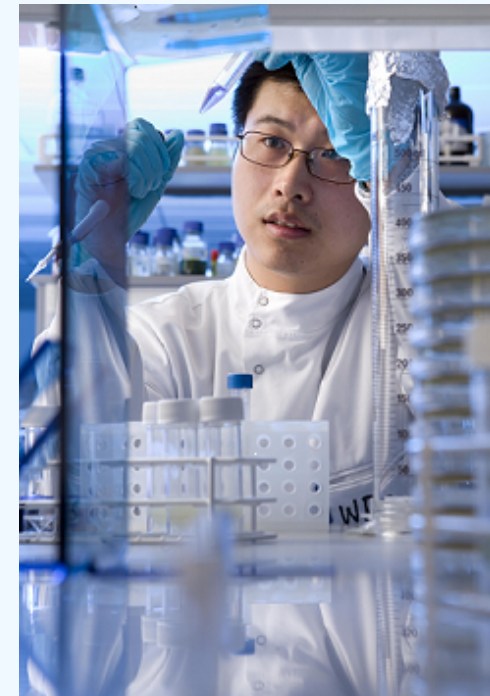


Learning from Examples of Collaborative Working and Shared Services

Nigel Paul
Director of Corporate Services
University of Edinburgh

November 2010

- *Sharing / collaborating is a means to help deliver business in a better way*
- *It's not an end in itself.*





- **Successful delivery of shared services is not easy**
- **Be realistic**

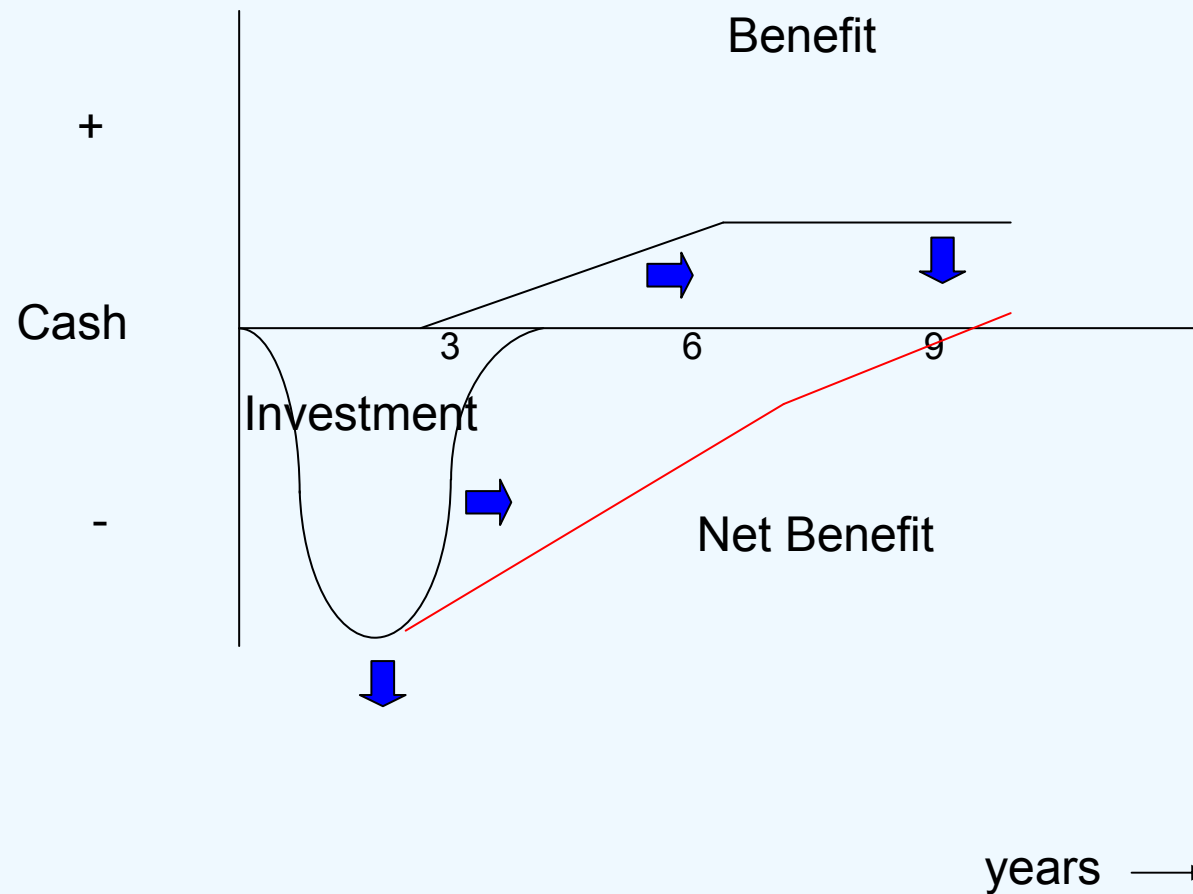
Mergers

“Various studies have shown that mergers have failure rates of more than 50 percent. One recent study found that 83 percent of all mergers fail to create value and half actually destroy value”

Robert W. Holthausen, The Nomura Securities Company Professor of Accounting and Finance and Management - Wharton University of Pennsylvania

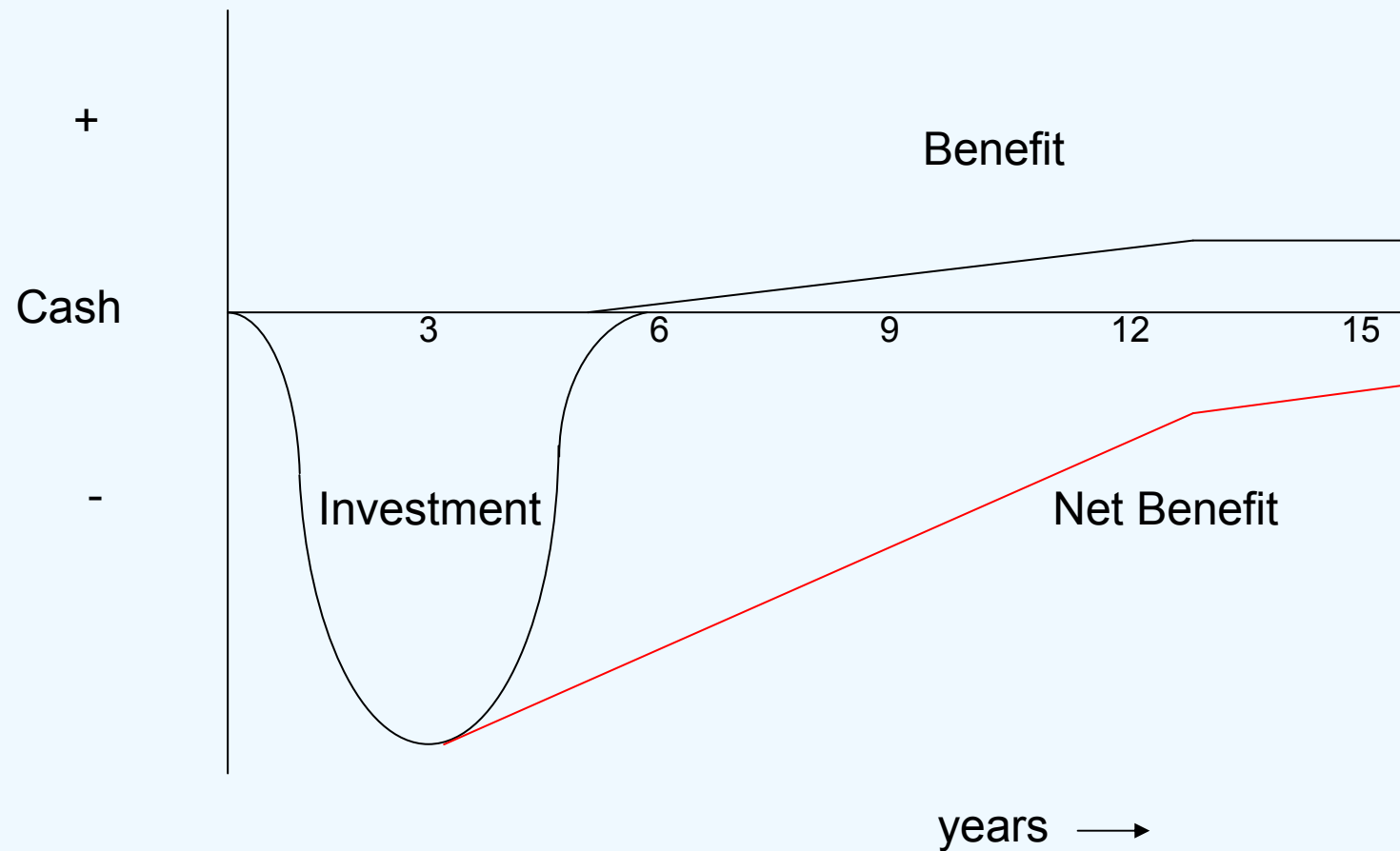


Financial Pressures



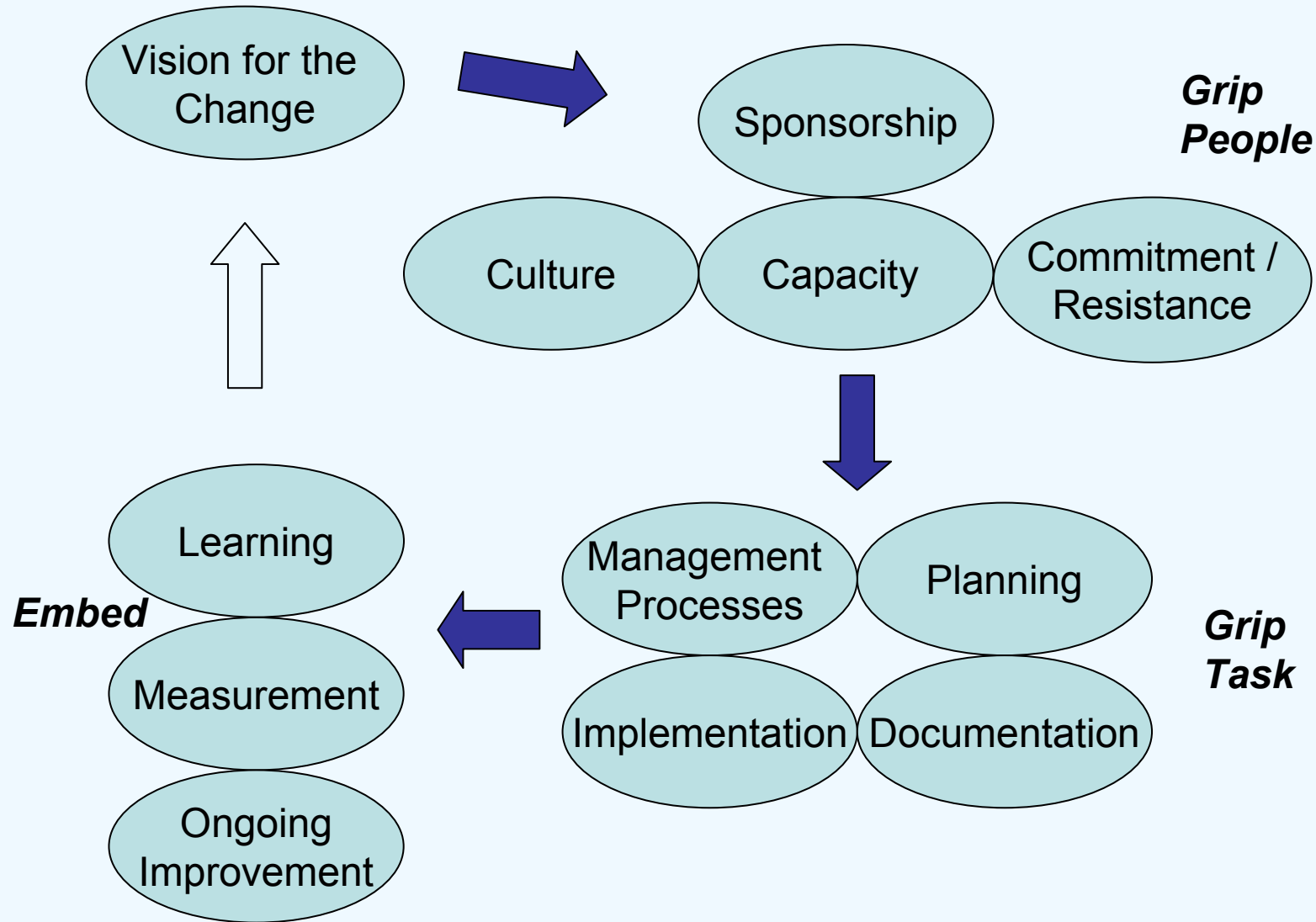


Financial Pressures





Use a Methodology

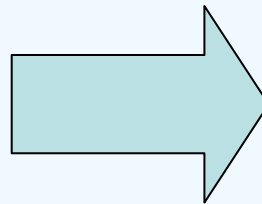


- ***Clear Vision that is bought into***



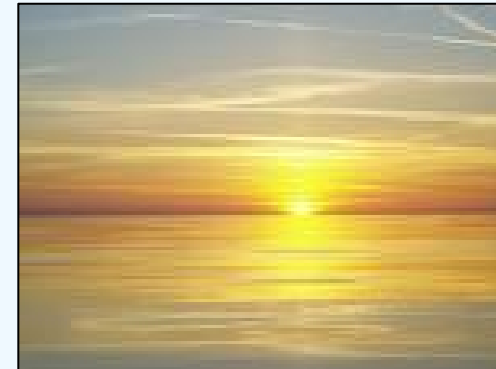
Burning Platform

Reason to Change



Route

Understanding of
how to get from
here to there



Vision

View of where
you want to be



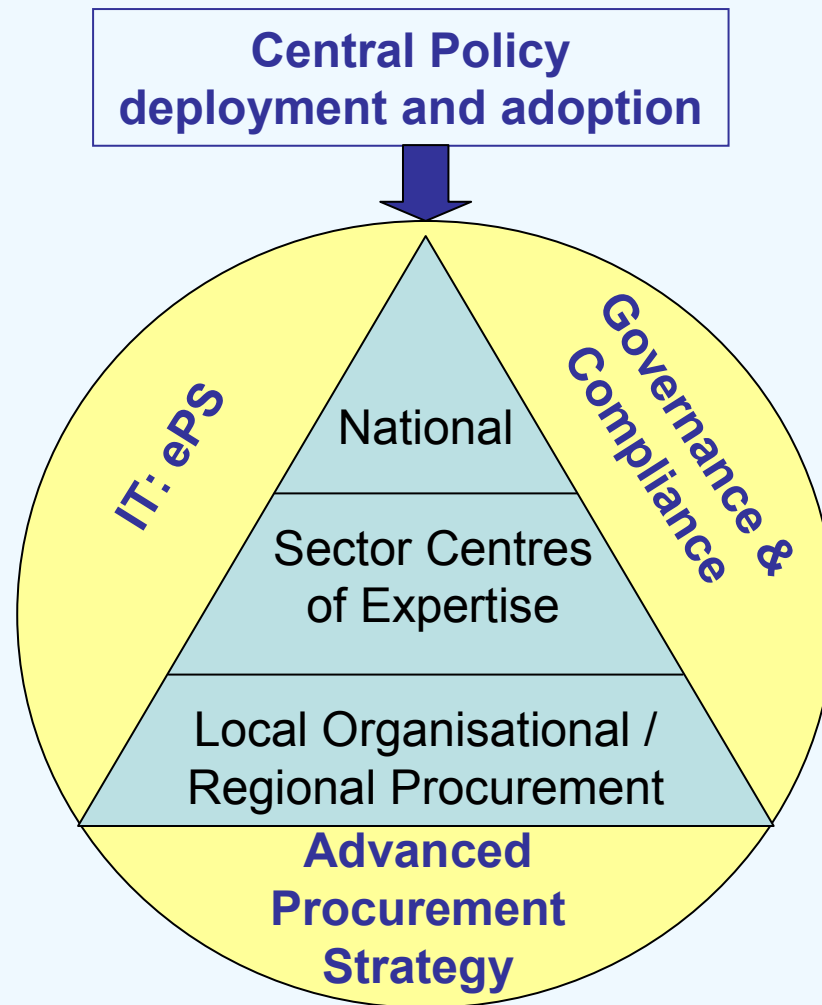
What makes the difference?

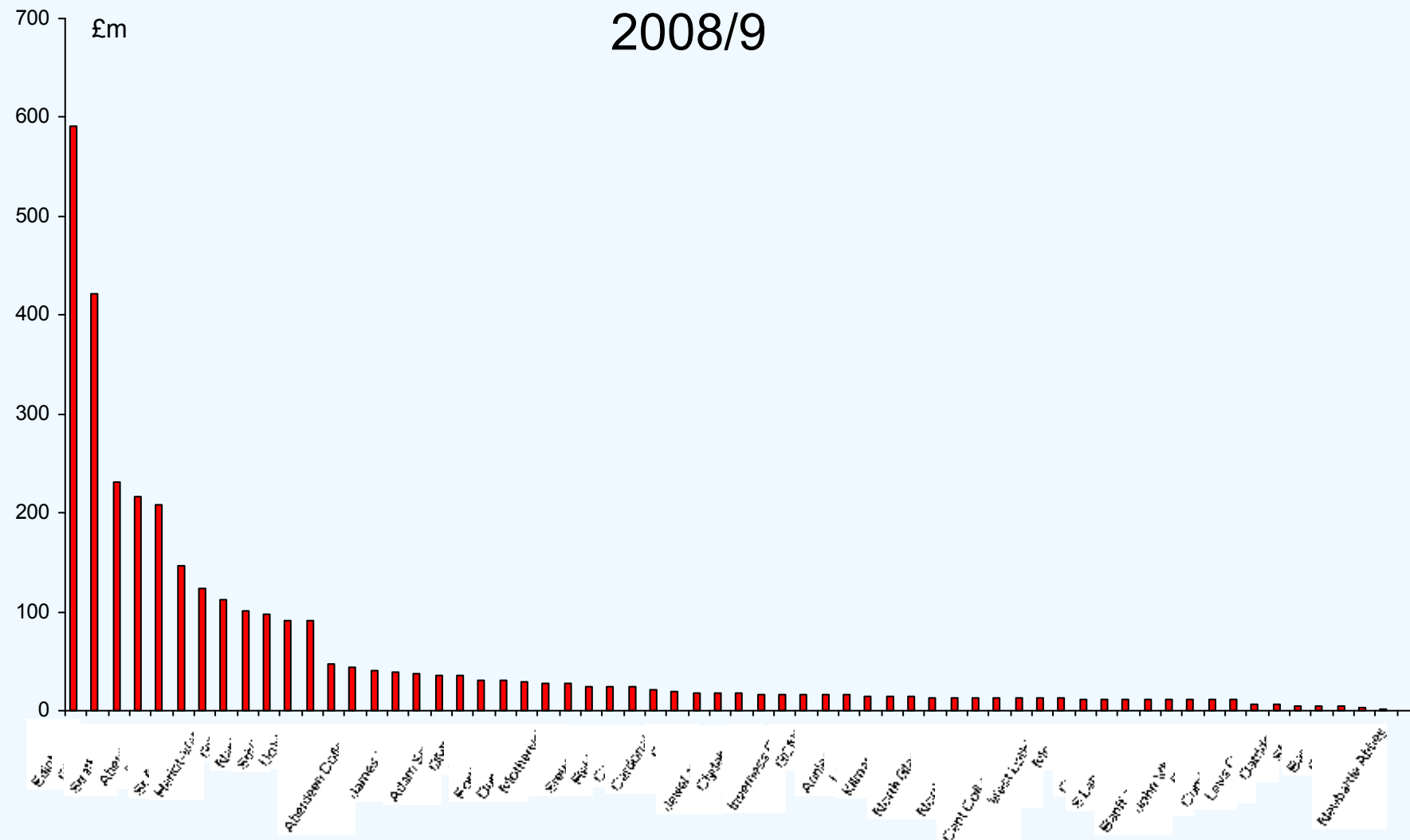


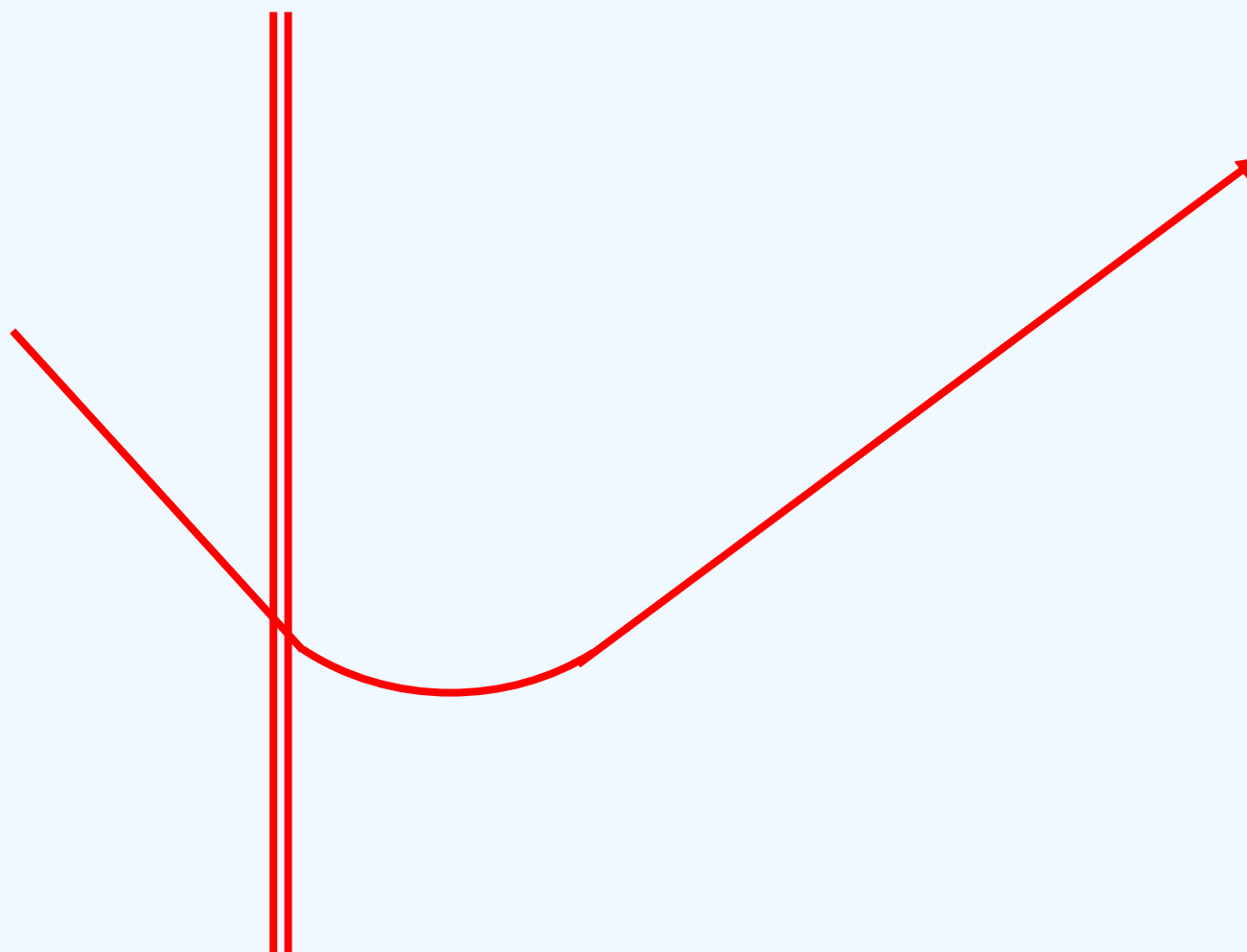
- ***Driving Force***
- ***Sponsorship***
- ***Stakeholder Relationships and Customer Service approach***
- ***Capability Assessment and Improvement agenda***



Scotland – Procurement Vision









APUC



Driving Force: Cabinet Secretary for Finance

Sponsorship:
Gov't/SFC

US / SC

Culture:
“Telling”

“Listening”/Partnership

Activities:
Set Up / Governance

System implementations

Customer Stakeholder Relations
Contracting Growth
Capability Assessments
Institution Development Plans
Sustainable Procurement



APUC



Membership

31

62

Collaborative Agreements:

9

102

Benefits pa

£3m

£15m

Systems implementations

32

46

Capability assessments

no (% of sector spend)

1 (20%) Superior

13 (68%) Improved

42 (11%) Conformance

6 (1%) Non Conformance



Opportunity and Challenge



Refocus: national, sector-wide, local – and extend contracting

Better (joined up) systems & information – better buying power

Capability improvement

But

Driving Force?

Grip People?





Final thought



Is really about people change

.....

and customer service
approach

- process and system change issues huge...
- but small in comparison with culture and people issues

