

Shared Services: Building a Scalable Model for Growth

After several large acquisitions, a healthcare company needed to integrate finance operations and create a scalable model for growth.

Challenge

A pharmaceutical company had completed three large acquisitions, diversifying its product lines and significantly increasing its revenue. The CFO needed to **integrate finance operations** and create a **scalable model for future growth**, while realizing near-term cost savings – a challenging effort amplified by the following considerations:

- Distinct lines of business serving different markets and geographies.
- Inconsistent finance processes, technology, and policies compounded by five different ERP systems and 35 ancillary systems.
- Diverse corporate cultures resistant to change, yet success dependent on a unified approach from key stakeholders across the entities.

Collaborative Approach

Acquis partnered with executives and their reports to **create, refine, and obtain buy-in for the shared services strategy**. A collaborative effort was then launched to design and successfully implement a shared services center, for which we provided:

- Strategic direction around process re-engineering, technology optimization, and change management.
- Management and oversight of Process, HR, Technology, Facilities, and Compliance work streams to drive key components such as infrastructure setup, organization structure, resource retention, communications strategy, and performance management.
- Training methodology and materials to ensure effective knowledge transition.
- Support for the executive sponsor around planning, financial analysis, and communications, effectively demonstrating **their successes to the Board and executive leadership**.

Drive Change

- Enabled **consolidation and standardization** of accounts payable and accounts receivable processes across the organization with minimal impact to customers.
- Facilitated the realization of targeted post-merger integration savings.
- Built the foundational means and framework to consolidate additional finance processes and establish a **culture of continuous improvement**.
- **Delivered a highly visible success story** to our executive sponsors by establishing the Shared Services Center as a credible and proven partner to all entities.

About Acquis

Acquis is a consulting firm specializing in strategy and implementation. We help ambitious organizations solve business challenges that enable sustainable growth and healthy efficiency. We do this by not just designing strategies but also putting them to work.

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