

Shared Service Center (SSC) -
Enabling your business for success
Ernst & Young SSC Solutions Introduction





Ernst & Young in Global

Ernst & Young is a global leader in assurance, tax, transaction and advisory services with 700 offices and 152,000 people in over 140 countries. Our advisory services division is one of the leading practices in the world. We provide professional services to 83% of the Fortune Global 500 companies and 60% of Forbes Top 2000 Companies (2010). In 2010 our global revenue was USD 21.3 billion.

Ernst & Young in China

Ernst & Young is one of the largest accounting firms and advisory service providers in China, with 20 offices in Greater China and more than 9,000 professionals. In recent years, we have increased our investment in China and other emerging markets. In 2009, we set up our second global shared service centre (SSC) in Dalian, supporting 16 countries in Asia. As part of our key global strategy, Ernst & Young will continue paying close attention to the growing opportunities in China.

Ernst & Young - Shared Service

We have built an experienced advisory team focused on Shared Service Centers, committed to providing SSC strategy, planning, solution design, transition management, operation transformation, process optimization, system resource integration, efficiency improvement, and operational assessment to large-scale domestic companies and MNCs. We cover insurance, banking, pharmaceuticals, manufacturing, retail, technology information, governments and other industries. Our advisory practice in SSC area includes finance, customer services, information services, supply-chain management, human resource management, risk management and others. Ernst & Young's global integration enables us to assist MNCs globally.

Ernst & Young is also committed to helping the Chinese government to promote the establishment and development of SSC in the country. We have built long-term cooperative relationships with various local governments to provide SSC industry development planning and SSC environment establishment across the country.



Contents

| | |
|--|----|
| Overview | 2 |
| SSC trends in China | 4 |
| Advisory Services for Enterprises | 5 |
| Finance | 8 |
| Supply Chain | 10 |
| HR | 11 |
| Financial industry SSC solution and case studies | 15 |
| Public Sector | 20 |



Overview

Shared services is an operational model used by multinational companies and large enterprise groups to effectively integrate global resources and provide internal support services.

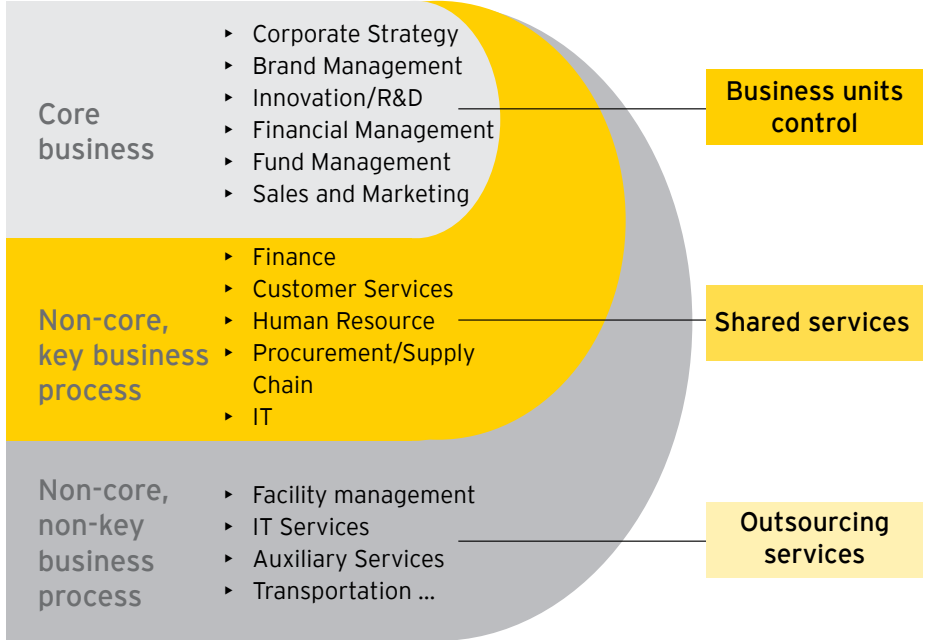
Companies leverage SSCs to achieve business resource consolidation and process standardization, to improve the quality and efficiency of services, and reduce costs. Management can be freed from non-core business operations, to focus on improving company's core business.

In a large global enterprise, a shared service centre (SSC) is usually a physical entity acting as the in-house sourcing centre, independently providing standardized support services to various business units and regions.

According to Ernst & Young research, over 80% of multinational companies have established SSCs, and more than 65% of them have incorporated the establishment of SSCs into their business strategy.

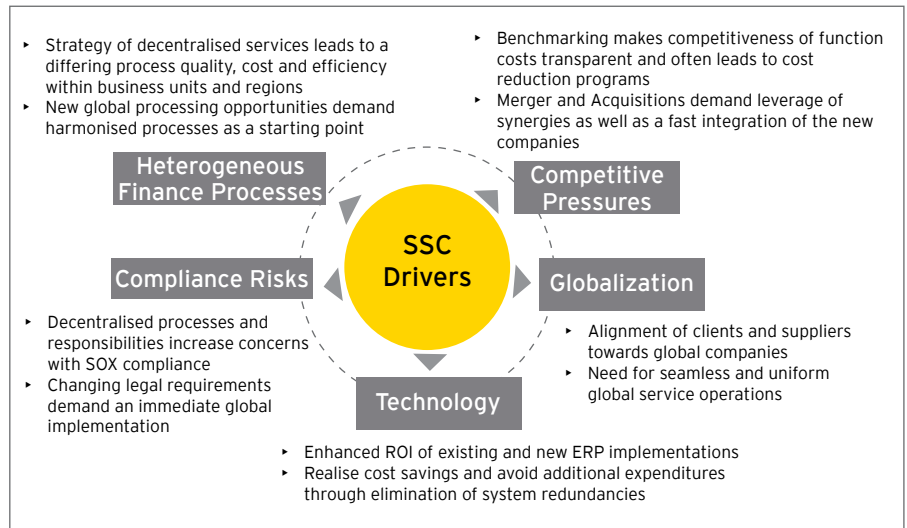
Definition

A Shared Services Center is an entity primarily dedicated to processing transactions on behalf of several business units. By consolidating processing activity in lower cost locations, shared service centers are able to leverage their scale to deliver improved performance at lower costs and free up local finance teams to focus on other priorities. Shared service centers focus on process excellence and continuous improvement using Service Level Agreements to define the levels of service that the business units receive.

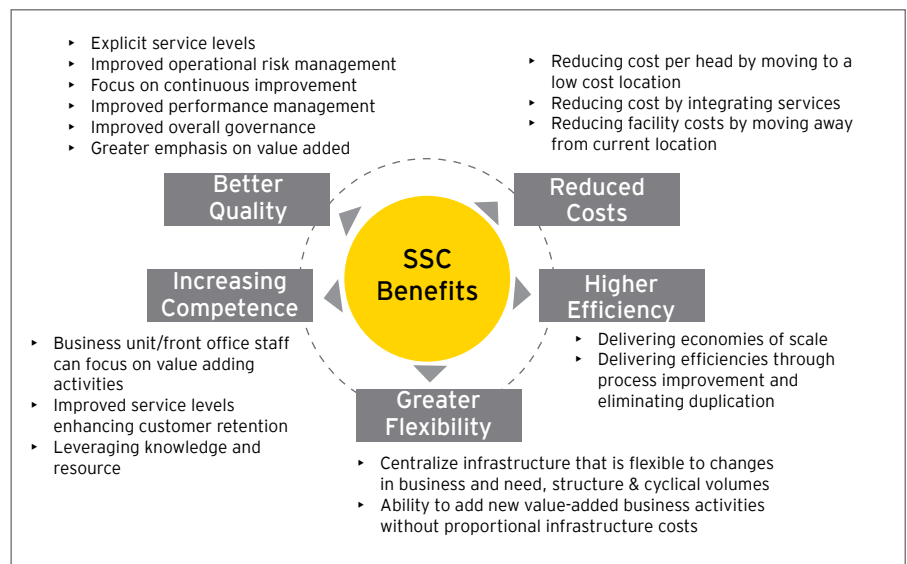


With the innovation of management model and the improvement of technology, the implementation of SSCs has entered a fast developing stage among MNCs. The type of SSC is increasingly diversified and the scope of services continuously expanding.

With increasingly intense competition businesses are looking for any advantage they can get.



The successful implementation and application of SSCs is helpful for companies to improve service quality, reduce operation costs and enhance core competency.



Successful implementation of SSC strategy has become a critical task for multinational companies and large enterprise groups. SSCs need to be carefully designed and effectively constructed so as to become the center of excellence for the company.



SSC trends in China

Initially SSCs focused on the company's headquarters. With the increasingly obvious advantages of SSC in service, efficiency, cost, etc., more and more companies are expanding the business domains and service scopes of their SSCs.

With advantages in terms of cost, human resources, and regional integration, the Asia-Pacific region has become a hotspot for SSC global distribution. China is a well-established location for SSCs, due to its human resources supply, strong local demand, strong development potential, and supportive government policy. Its SSC industry has grown at 25% since 1999.

So far, there are 21 cities approved by the Chinese government as pilot cities for China's outsourcing services. To drive the development of their regional service industries, these cities are actively improving the local business environment, introducing external resources, strengthening infrastructure, and improving delivery capability, so as to attract customers to build SSCs and outsourcing centers. A key point in the local governments agenda is to enhance their business environment to meet the demands of shared services and outsourcing services developments.





Advisory services for enterprises

Ernst & Young will provide you a complete range of services.

Why company should move to Shared Service Centers?

- ▶ To focus on core competencies
- ▶ To contain or reduce costs
- ▶ To improve service and quality
- ▶ To get flexibility and delivery

With global business vision, excellent political and enterprise cooperation, and rich shared services advisory experience, Ernst & Young provides advisory services to clients from enterprises to governments.

With our extensive experience in SSCs, we can help you to quickly form the appropriate solutions to drive major improvements in the SSC performance and to provide confidence and assurance over implementation.

Key Issues

Should we have an SSC?

- ▶ Costs and benefits
- ▶ In house or outsource?
- ▶ Simplify processes or move into SSC
- ▶ Location impact/planning
- ▶ Tax and fiscal issues
- ▶ Systems - single platforms, standardized applications and data

How do we best implement the SSC?

- ▶ Program management
- ▶ Migration planning & implementation
- ▶ Service level agreement development
- ▶ ERP implementation assurance
- ▶ Service provider management

How can we improve our SSC?

- ▶ Continuous improvement
- ▶ Benefits review
- ▶ KPI development
- ▶ Performance benchmarking
- ▶ Recharging options review
- ▶ Expansion of services
- ▶ Outsourcing review

How we can help you

- ▶ Developing the business case
- ▶ Reviewing options and analysis
- ▶ Setting up the project & risk review
- ▶ Evaluating locations (costs, resource and workforce)
- ▶ Understanding of requirements: accounting, control, reporting and tax
- ▶ Reviewing the IT environment

- ▶ Program assurance
- ▶ Project manage acquisition and fit out of premises
- ▶ Ensure that robust processes are in place
- ▶ Provide HR consultation and talent management strategies including retention plans
- ▶ Controls and certifications
- ▶ IT effectiveness and security

- ▶ For improvement/ cost reductions
- ▶ Performance benchmarking
- ▶ Talent management - analysis of staff turnover and retention advice
- ▶ Comparison against original expectations
- ▶ Consultation re: terms of contracts, outsourcing and dispute resolution
- ▶ Tax planning and effectiveness

Examples of how Ernst & Young has helped his clients:

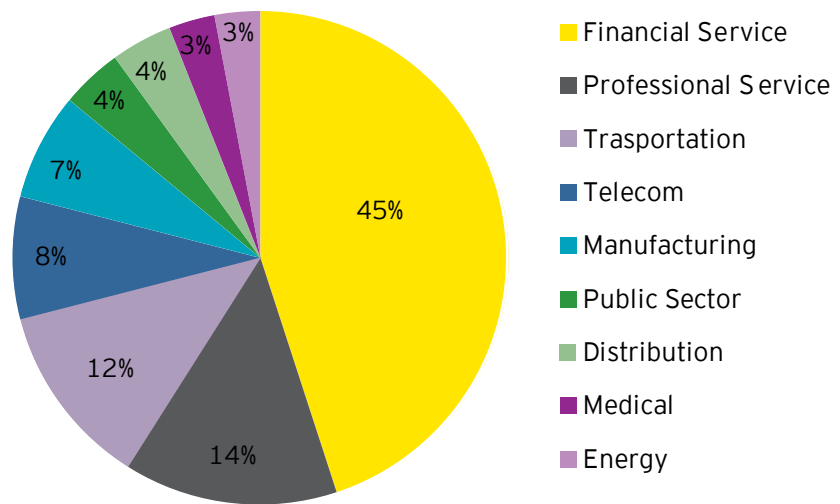
| | Issues | Ernst & Young's Solution |
|-----------------------|--|--|
| Governance | Confidence in the management of SSC arrangements | |
| | <ul style="list-style-type: none"> ▶ Inadequate risk assessment resulting in a weak risk framework ▶ Lack of management ownership and participation ▶ Change control procedures not enforced leading to increased cost, risk, business disruption ▶ Processes for escalation of issues and dispute resolution are weak | <ul style="list-style-type: none"> ▶ Conduct a current state risk assessment ▶ Test a sample of key controls ▶ Review of governance procedures, roles and responsibilities ▶ Test procedures for change control and issue resolution |
| Tax | Tax efficiency and compliance | |
| | <ul style="list-style-type: none"> ▶ Tax strategy is inconsistent with corporate risk appetite ▶ Inability to reverse or flex the structure for tax ▶ Incomplete or inaccurate data from present process for tax returns ▶ Inefficient tax structure | <ul style="list-style-type: none"> ▶ Review structure to identify potential opportunities for tax savings ▶ Tax compliance review (e.g., VAT, compensation related taxes) ▶ Review of tax strategy, in particular procedures or plans in place in the event of challenge from tax authorities |
| Commercial | Commercial risks | |
| | <ul style="list-style-type: none"> ▶ Unclear service levels ▶ Lack of clear service provider/customer obligations ▶ Unclear remedies for poor service ▶ Lack of agreement reprovisions for business continuity ▶ Lack of mechanisms for dispute resolution | <ul style="list-style-type: none"> ▶ Detailed review of commercial deal ▶ Benchmarking against leading practices ▶ Service level agreements ▶ SSC management optimization |
| Operational Delivery | Service Levels | |
| | <ul style="list-style-type: none"> ▶ SSC fails to deliver to specified requirements ▶ Management information provided by SSC is not accurate or up to date ▶ Performance measures do not reflect actual service performance | <ul style="list-style-type: none"> ▶ Review of service delivery performance and comparison against service level agreement ▶ Review of control procedures operated by SSC ▶ Detailed review of the quality of management information supplied by SSC |
| Financial Performance | Financial Benefits | |
| | <ul style="list-style-type: none"> ▶ Costs of service provided rise after changes to service specification and/or volume ▶ Inaccurate charging by service provider ▶ Sourcing arrangement fails to deliver value anticipated in business case | <ul style="list-style-type: none"> ▶ Review of SSC business case and supporting assumptions ▶ Analysis of cost information for significant trends ▶ Modelling for different scenarios of fixed and variable costs ▶ Detailed review of a sample of invoices submitted by SSC |



Industry

So far, the financial industry leads in the application of SSC. It accounts for 45% out of the total SSCs, followed by service industry, transportation industry, telecommunication industry, and manufacturing industry.

China SSCs Market Breakdown by Industry

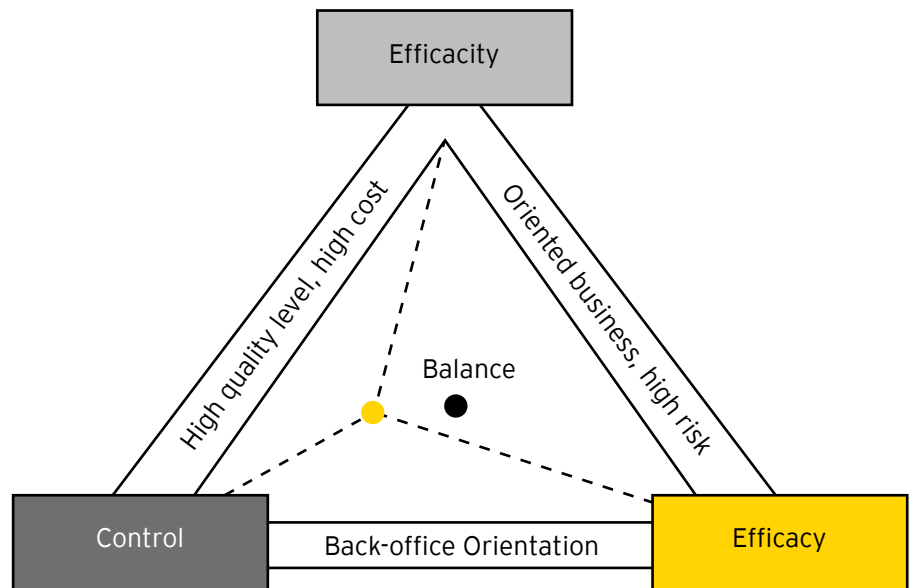


In scope processes are traditionally routine, non-complex, and IT-intensive. However, they are continually increasing in breadth and scope moving upstream to include some policy, analytics, and decision making functions. The leading trend is to have multiple function Shared Centers to leverage the investment and support corporate back office to improve front office discipline.

| | Mostly Shared | Often Shared | Emerging Shared | Unlikely Shared |
|--------------|---|---|--|--|
| Finance | <ul style="list-style-type: none"> Accounts Payable and Receivable Travel and Expenses | <ul style="list-style-type: none"> Accounting and Close, Fixed Assets, Cash Management Project Accounting and Billing | <ul style="list-style-type: none"> Management Reporting Process Improvement Financial Analytics | <ul style="list-style-type: none"> Control & Risk Management Decision-Making Authority M&A Core Treasury |
| Supply Chain | <ul style="list-style-type: none"> PO / Invoice matching Supplier contract compliance | <ul style="list-style-type: none"> Procurement Card Admin Create and manage supplier contracts | <ul style="list-style-type: none"> Supply Chain Operations Supply/ Demand Planning Strategic Sourcing | <ul style="list-style-type: none"> Appraise supplier performance Prescribe Pay/ buy channels |
| HR | <ul style="list-style-type: none"> CV screening Employee data update Time & Expense Policy | <ul style="list-style-type: none"> First line screening / interviews Comp and benefits processing | <ul style="list-style-type: none"> Assessment and scorecard data management | <ul style="list-style-type: none"> Second round hiring Resource management Career management |
| IT | <ul style="list-style-type: none"> Help desk Desk top support, diagnostics | <ul style="list-style-type: none"> Solutions support and minor software upgrades | <ul style="list-style-type: none"> IT Estate management - 24/7 capacity management IT applications deployment | <ul style="list-style-type: none"> IT strategy IT provider selection |

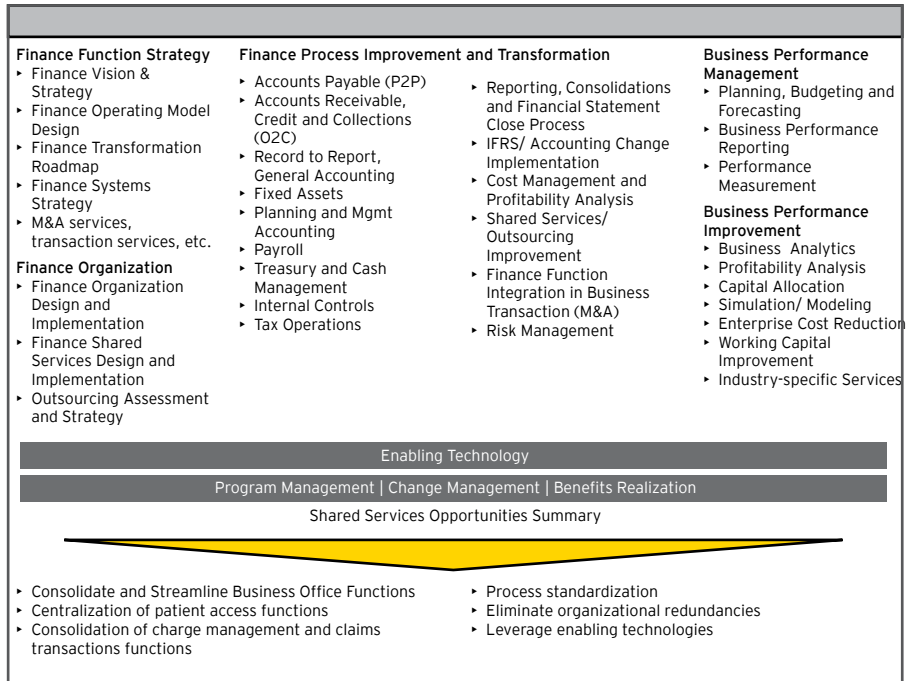
Finance

The financial function needs to balance between three constraints:



- ▶ **Efficiency**
 - ▶ Reduce cost of the financial function
 - ▶ Integrate financial team in the new activities
 - ▶ Close process rationalization
- ▶ **Efficacy**
 - ▶ Enhance data quality and reporting
 - ▶ Strengthen support for decision-making
- ▶ **Control**
 - ▶ Design appropriate financial control context
 - ▶ Manage financial risk within the organization
 - ▶ Meet regulatory and statutory needs

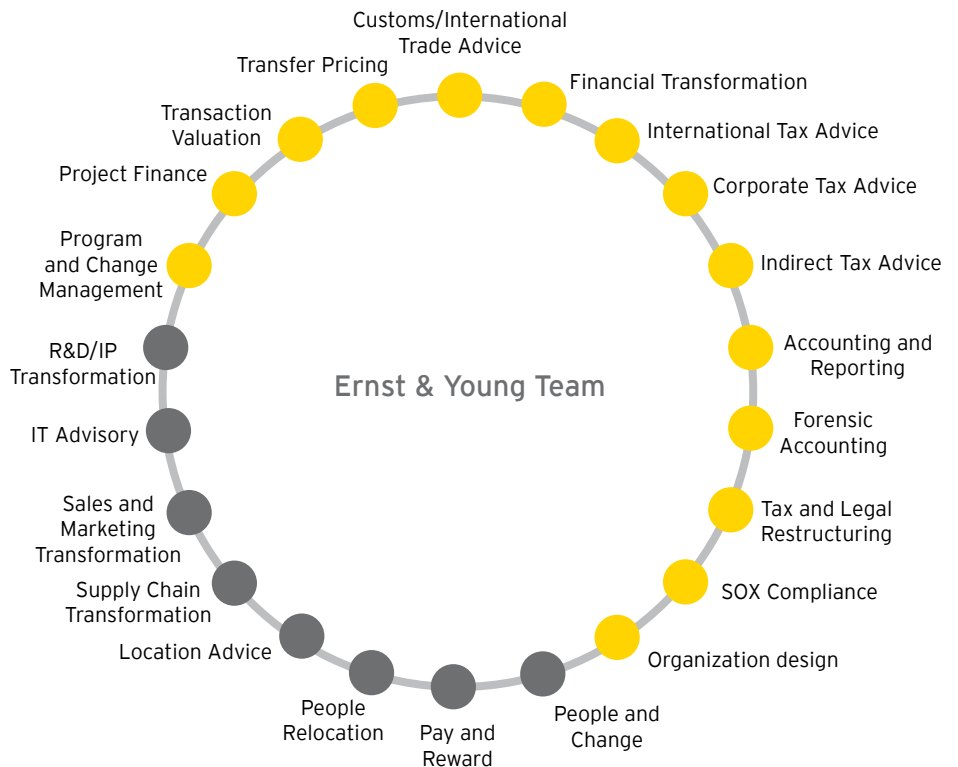
We help our client identify the right processes they could include in their shared services.



We provide diversified financial advisory services for client's SSC operation, and assist the clients to deal with opportunities and challenges:

- ▶ Finance performance improvement
- ▶ Tax and compliance services
- ▶ M&A services, transaction services, etc.

Ernst & Young has a dedicated team across all disciplines needed to implement effective business models:

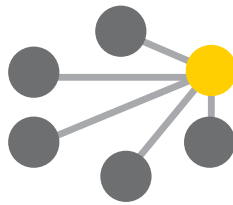


Supply Chain

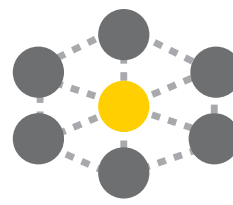
Our team helps clients design unique SSC models according to the company operation management, enabling excellent management through the establishment of mature and efficient procurement/supply chain SSC.

Three main models exist:

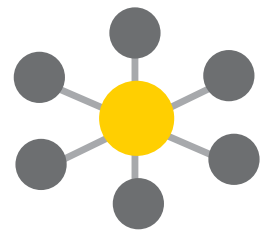
Lead Buyer



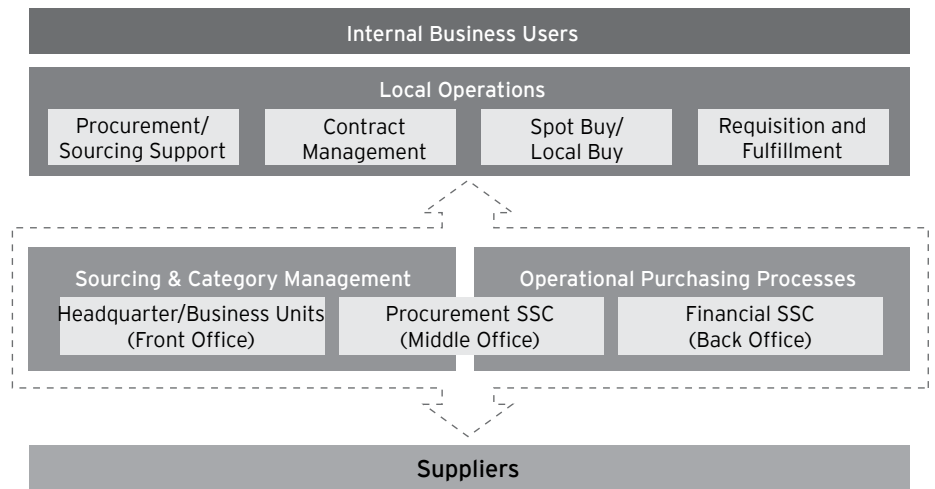
Hub & Spoke



Fully Centralization



We commit to assist our clients in building procurement and supply chain SSC model, covering broad scope and scale, connecting internal users and external suppliers.



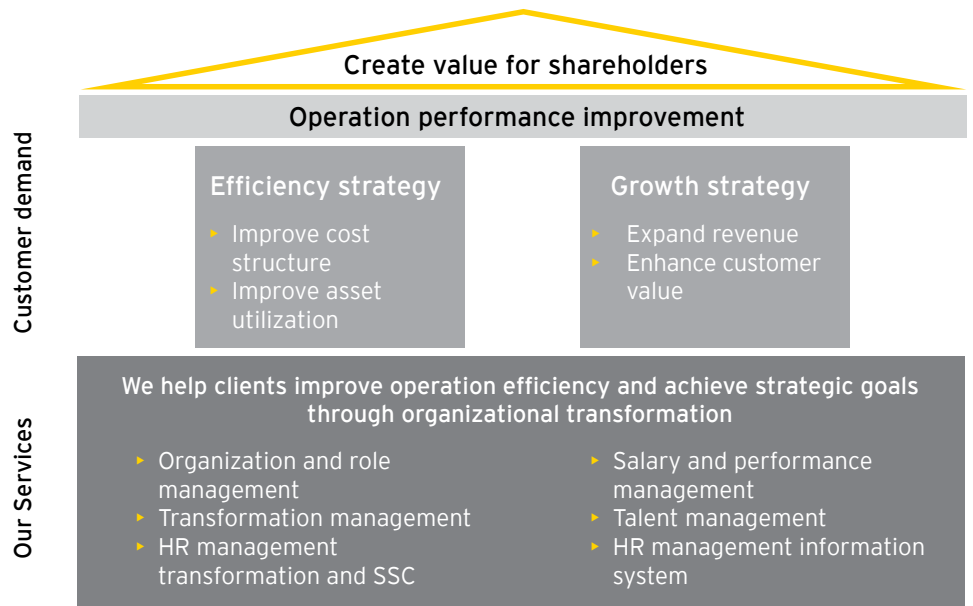
HR

We provide a range of professional advisory services in HR management and the implementation of SSC.

The HR Shared Service Center staff serves all employees as the administrators of HR programs and processes. They provide self-service tools, process transactions, answer employee inquiries and resolve issues.

Advisory services for establishing HR SSC:

- ▶ Project appraisal
- ▶ Process integration and design
- ▶ Organization and roles design
- ▶ Incentive plan design
- ▶ Service quality and performance management for staff of the SSC
- ▶ Ability model and career path management for staff of the SSC
- ▶ Employee training
- ▶ Institution mechanism design

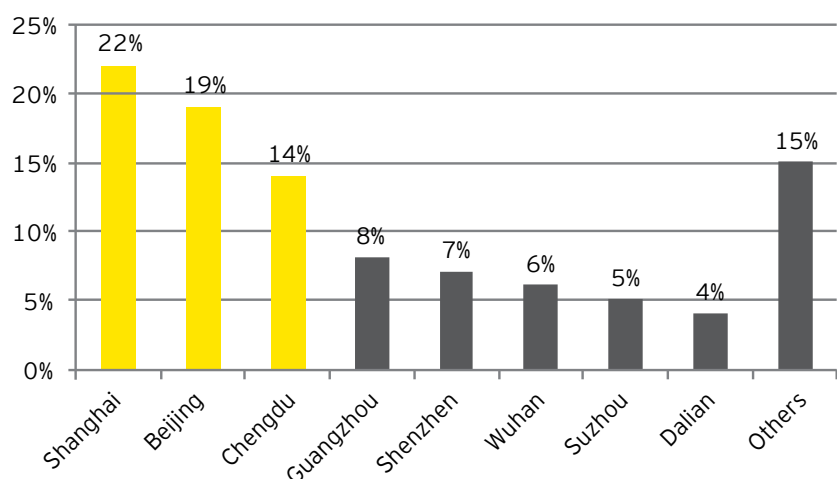


Shared service Centers:

- ▶ Provide administrative support for the rest of HR, including:
 - ▶ Manage and process HR transactions such as pay changes, performance management, and provide any retained administrative and transactional process support
 - ▶ Produce outputs such as standard letters, changes in terms and conditions
 - ▶ Maintain employee data
- ▶ Serve as single point of contact for HR queries and requests (when questions cannot be answered through self-service)
- ▶ Resolve as many queries and requests as possible on a first touch basis, escalating to other HR areas as appropriate
- ▶ Liaise with HR Business Partners and Centers of Expertise to achieve resolution of customer’s queries and requests
- ▶ Have performance management processes, metrics and vendor management to ensure continuous improvement
- ▶ Control operational cost and quality
- ▶ Are governed by service level agreements that meet the needs of the Business Units
- ▶ Use technology to support customer contact
- ▶ Coordinate, review, negotiate and manage vendor relationships with third parties providing services across the HR function

Site location selection

China SSCs Location



SSCs in China are mainly located in Shanghai, Beijing and Guangzhou. Chengdu and Wuhan are the top two choices for companies majoring in Mid-west market.

More than 10 SSCs are located in Shanghai, Beijing, Chengdu, Guangzhou, Shenzhen, Wuhan, Suzhou and Dalian respectively.

With the acceleration of investment in SSC, cities surrounding Beijing, Shanghai and Guangzhou, such as Tianjin, Hangzhou, Kunshan, Foshan are also increasingly in favor with investors.



The factors below should be considered when selecting a site. It is clear that organizations must ensure that they undertake a multi-disciplinary approach to the feasibility review so that obstacles are identified and overcome.

- ▶ **Labour factors:** cost, multilingualism, availability, productivity, government regulations, flexibility, level of education
- ▶ **Geo-political factors:** telecom infrastructure and reliability, proximity to international airport, public transport, local infrastructure and their accessibility, location of suppliers and clients, real estate availability, political stability
- ▶ **Site and real estate factors:** ability to meet present and future needs, real estate and occupancy costs, rent/lease conditions, power reliability, market trends
- ▶ **Financial and legal factors:** local, regional and national regulations, incentives, cash grants availability, flexible and efficient customs, direct and indirect tax issues, telecom and utility costs

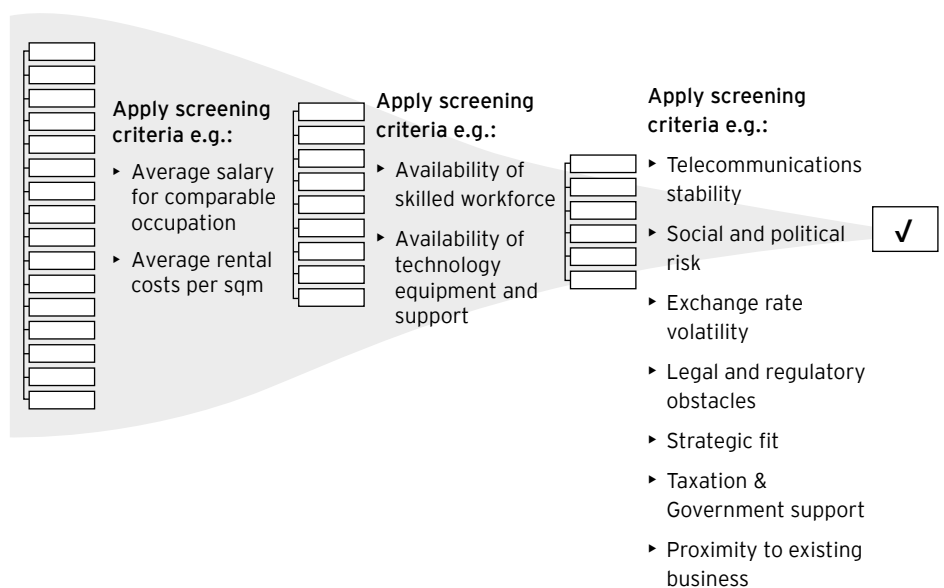
Ernst & Young conducts high level site location analysis

The location of the SSC will have a critical impact on both the quality of the services delivered to the business units and the cost savings achieved. As part of the feasibility study you should consider location alternatives at a high level. A detailed assessment of different sites can be carried out at a later stage in the project.

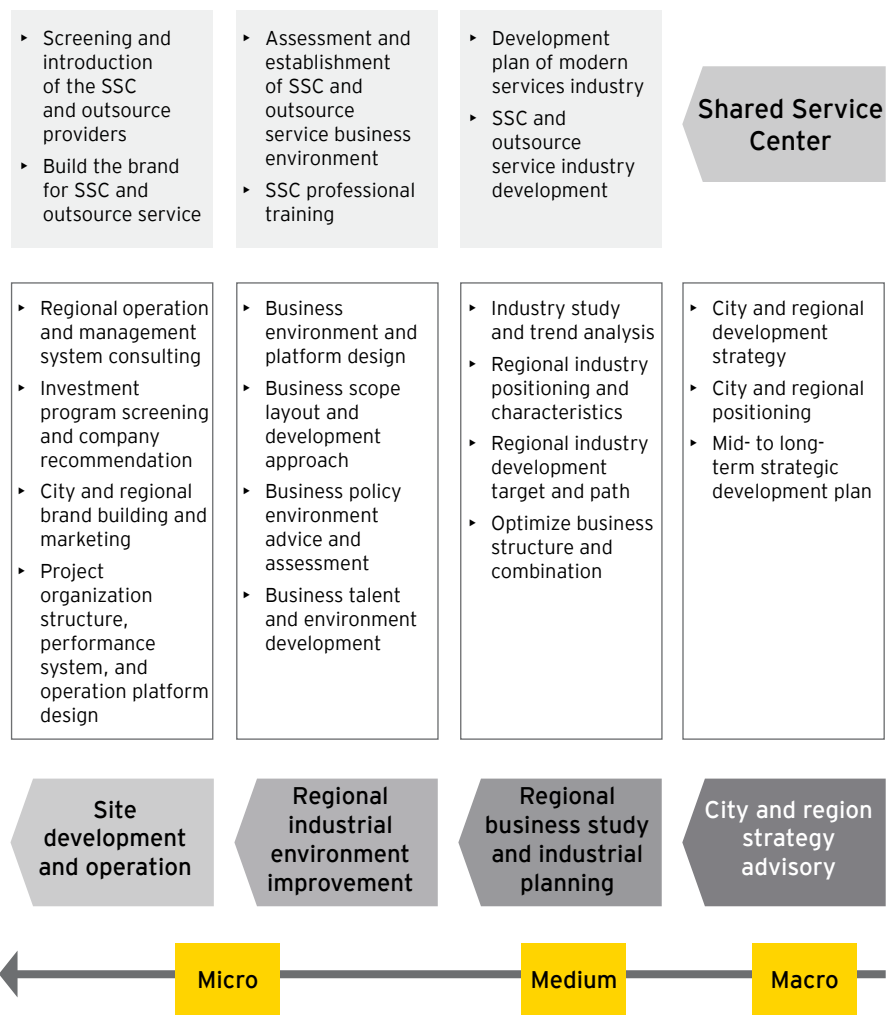
Identify initial list of options

Multi-phase data collection and analysis

Develop Recommendation



To drive the development of shared services and outsourcing industry for cities and industrial parks we provide the following services:



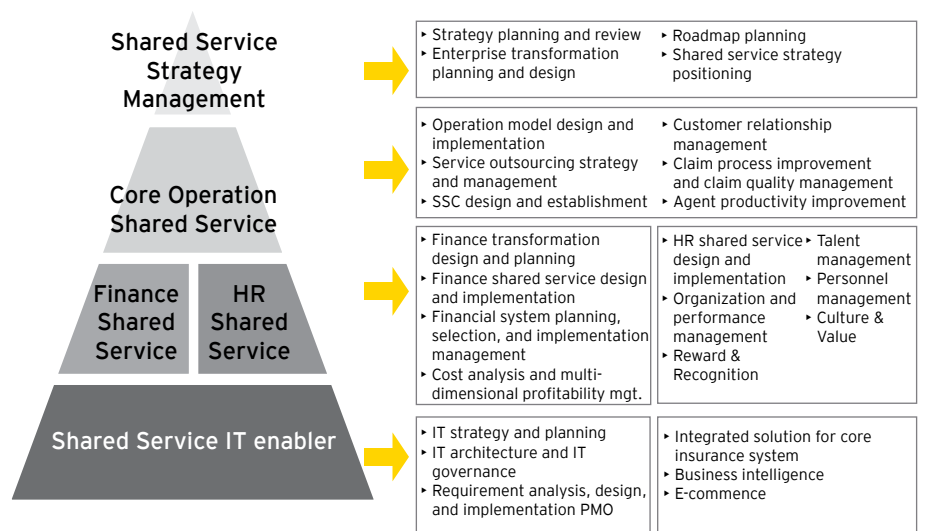


Financial Industry Shared Service Centre (SSC) Solution and Case studies

Ernst & Young has outstanding experience in shared services management advisory for many global insurance companies. Ernst & Young's Greater China insurance team specializes in providing integrated 'strategy - process - implementation'

advisory services, as well as shared service centre solutions to improve efficiency and effectiveness.

Ernst & Young insurance team offers an integrated solution for core business and back-office supporting.





Core Business Solution

- 1. Insurance operation model design and implementation**
 - a. Review business strategy, conduct a comprehensive diagnosis on 6 key insurance capabilities: customer, sales/channel, product, business operation, risk & finance, and infrastructure support.
 - b. Design the target operation model (TOM) which based on five domains: process, organization, performance, location, and IT. Plan the transformation roadmap to achieve the TOM. Provide professional program management advisory during the transformation, as well as key projects management service.
- 2. Insurance service outsourcing strategy and management**
 - a. Analyze the outsourcing strategy; assess the feasibility of the business capacity that requires outsourcing service, including advantage/disadvantage analysis, available resources analysis, cost analysis, etc.
 - b. Establish outsourcing transformation strategy, plan the detail roadmap, and help to implement the integrated outsourcing service.
- 3. Insurance shared service centre design and establishment**
 - a. Analyze the opportunity for shared service based on the leading practice. Assisting in choosing SSC's location and design of operation model, including organization structure, personnel management, business process, performance management, information system, etc.
 - b. Plan the overall roadmap of shared service centre, suggest on change management and provide PMO service.
- 4. Customer relationship management (CRM)**
 - a. Consolidate customer information, build centralized customer profiles, and enhance information management mechanism. Build the customer-oriented marketing, sales, and service.
 - b. Improve customer experience through customer contact, while achieving the customer segmentation and value assessment. Establish customer relationship management mechanism.
- 5. Claim process improvement and claim quality management**
 - a. Design the claim quality management system for the insurance company; guide the claim file review (CFR) for key products; quantitatively analyze the leakage amount and rate; and provide enhancement suggestions to prevent claim leakage.
 - b. Build up advanced leakage forecasting model and anti-claim-leakage system. Carry out real-time leakage monitoring and analysis.
- 6. Agent productivity improvement**
 - a. Help the insurance company to comprehensively analyze the current sales issues from 6 aspects: organization structure, training, recruiting, sales activity management, performance management, and application system.
 - b. Help to design efficient agent sales capability operating model and transformation roadmap.



Management Support Solution

- 1. Finance shared service design and implementation for insurance company**
 - a. Analyze feasibility of finance SSC and identify project ROI;
 - b. Systematically design finance SSC business plans from 6 aspects: organization structure, human resource, information system, business process, operational management, and customer services;
 - c. Financial system planning and requirement analysis. Integrated project management for financial system;
 - d. Define finance SSC implementation plan; assist on pilot and roll out.
- 2. HR shared service design and implementation for insurance company**
 - a. Help with HR management and service model transformation advisory, identify the development direction of HR management from the strategic perspective;
 - b. Help with HR SSC project appraisal, identify project ROI;
 - c. Design the organization structure and positions for SSC; integrate and design the process, compensation & incentive plan, performance management model, overall management policies & regulations;
 - d. Skill training for HR SSC personnel;
 - e. Change management in the progress of establishing HR SSC.





IT Solution

1. IT strategy and planning for insurance shared service

- a. Consistently aligned to business strategies, help to diagnose current situation and issues, and draw up the corresponding IT development strategy;
- b. Lay down the transformation planning for IT strategy and management, develop corresponding organization, responsibility, and measurement systems;
- c. Provide change management and risk management services during IT transformation.

2. IT structure and IT governance for insurance shared service

- a. Consistently align business strategies with IT development strategy and business structure, and then design the organizational IT structure;
- b. According to IT governance frame, provide an overall IT governance solution from 5 aspects: strategy planning, process management, resource management, risk management, and performance management;
- c. Consistently align business with IT development strategy, diagnose current requirement management status, identify the target and methods, and provide improvement advices;
- d. According to the requirement capacity frame, provide organization design, process design, position & responsibility design for requirement management.

3. Integrated system solution for insurance core business

- a. Considering the insurance capability model and best practice, help to design the architecture for core system;
- b. Provide an integrated package of core business, including product management, underwriting, endorsement, claim, ARAP and reinsurance;
- c. Provide requirement analysis, development & testing management, and PMO service.

4. Business intelligence (BI)

- a. Build up firm-wide data warehouse on which produce operational data statistical analysis and report;
- b. Build up the BI engine to achieve data analysis as well as the data mart for specific theme. Carry out strategic analysis, customer analysis, and operation analysis for specific themes;
- c. Establish risk control, fraud and leakage control mechanism, so as to build a closed-loop control system from risk identification, modeling, assessment, to process.

5. E-commerce

- a. Build an external enterprise portal and make it the major intermediary for market image, message distribution, service channel expansion, emerging channel exploring, and sales between the insurance company and its client or business partners;
- b. Build an internal business platform, achieve single-point logon to strengthen coordinated management ability. Also achieve the application of functions such as internal daily operation, to-do list, enterprise information release, internal communication, internal contact list, etc.



Case studies

| | |
|---|---|
| <p>Shared service design and setup for a large finance group company</p> | <p>Ernst & Young assisted an insurance group to assess its strategy. The main advices included building shared services and outsourcing part of the non-core insurance functions. Besides, Ernst & Young helped to:</p> <ul style="list-style-type: none"> ▶ Build the 'future' process for shared services; ▶ Identify outsource functions and priorities, and provide service for the negotiation of outsourcing procurement; ▶ Identify key performance index (KPI) and cost, as well as defining the baseline; ▶ Identify labor requirement and shift / retention strategy, and assist in relevant trainings. |
| <p>Business and IT advisory for a domestic property & casualty insurance company</p> | <p>To achieve that IT architecture meets future business requirement, Ernst & Young reviewed and built the business architecture for the company, as well as the business IT capacity requirement to satisfy the future business strategy:</p> <ul style="list-style-type: none"> ▶ Business architecture review; ▶ Current status diagnosing and target IT architecture design; ▶ IT architecture transformation planning; ▶ Built the IT governance mechanism. <p>The project achieved a smooth and controllable IT architecture transformation for the client.</p> |
| <p>Operation transformation for a large domestic property & casualty insurance company</p> | <p>This project aimed at 'lowering the cost and increasing productivity' through clarifying operational boundaries and designing target operation models, to meet the objectives of cost control, process innovation, data accuracy and consistency, talent development and knowledge accumulation:</p> <ul style="list-style-type: none"> ▶ Optimization of operation model; ▶ Optimization of key operation process; ▶ Design of implementation roadmap including short-, mid-, and long-term implementation plans. |
| <p>Operation transformation for a medium-sized domestic property & casualty insurance company</p> | <p>This company had run insurance business for years, yet failed to build an efficient operation model. Due to inappropriate pursuit of scale, there remained many problems in management and profits, resulting in continuous loss.</p> <p>By referring to market leading practices and combining with client's situation, Ernst & Young designed feasible target operation model and implementation roadmap.</p> <p>By the project, the company reached a consensus on the target operation model. A number of follow-up projects were initiated and the operational performance was significantly improved.</p> |
| <p>Claim quality improvement for a large domestic property & casualty insurance company</p> | <p>Ernst & Young offered the 'accurate and smart claim' solution, which helped the client control claim risks by using anti-leakage/ fraud claim approaches and tools, bringing out improvement of overall capability in claim quality management:</p> <ul style="list-style-type: none"> ▶ Claim quality management planning; ▶ Claim file review (CFR); ▶ Behavior modeling; ▶ Requirement analysis of claim quality management system; ▶ Claim quality improvement action planning and 'quick-win' plans. |

Public Sector

China is becoming the hotspot for establishing shared service centers (SSCs) among multinational companies and large domestic enterprises. Likewise, SSC is becoming the new focus for local governments to attract investments from large enterprises.

Ernst & Young Government & Public Sector Team is dedicated to the strategy of city and regional development. The team combines global leading practice studies and regional development to promote the introduction and developing of SSCs from multiple areas.

From the perspective of industry strategy planning: fully evaluating the city's development positioning, economic growth objectives, local industry infrastructure, and regional strategic advantages, we help our clients with industry development strategy for shared services and service outsourcing. We help design integral industry development strategy and roadmap, set up development target and near-term key initiatives; speed the fast growth of regional service outsourcing and

shared service industry and improve the influence of regional industry.

Industry development strategy planning case: Help a municipality make a development plan for software and service outsourcing industry

Project Achievement:

The city quickly identified their strategic position in software and service outsourcing industry in China, and formed clear regional development features- to be led by software and service outsourcing. In just two years, dozens of famous multinational companies and large domestic enterprises have settled in their software and service outsourcing park. Moreover, while the features and advantages of such industrial sites were emerging, software and service outsourcing industry showed a double-digit growth, which significantly enhanced the competitiveness of this region.





From the perspective of site management and operation: with support from our global resources and site strategy advisory experience, we provide our client with management and operation advisory services, which broaden the connection between the site and international companies, improving regional branding influence. We also provide support for key project deployment and late-stage operation efficiency enhancement.

Site management and operation case: Optimizing the platform for shared services and service outsourcing industry development for a state level industrial park

Project Achievement:
The industrial park identified a clear direction for brand building and development, and specified the keys for industry development. By closely following the key strategies of management improvement, operation efficiency and investment capability, the competitiveness of the park has been increased significantly. Since the successful implementation of the project, there have been two large strategic multinational companies settled in, and many other potential clients under negotiation.

From the perspective of industry environmental construction: combining the site requirement from

enterprises and industry, we provide advisory services for industrial park infrastructure consulting, helping the site create a better environment for shared services and service outsourcing industry development, and increasing the site's attractiveness and level of support services to enterprises and industries.

Industry environmental construction case: Established the first shared service talent training system in China for two national industrial park

Project Achievement:
Since the project initiated one year ago, with strict written tests and interviews among thousands of applicants, we have cumulatively finished training for over 300 people with nearly 40,000 hours in total, through a combination of lectures and real cases. Training for more than 400 people, with over 50,000 hours in total are under the way This made a crucial and positive impact on filling the gap in shared service centre talents, by improving regional service delivery capability, and driving regional employment for graduates. So far, the training graduates have been pre-hired by many multinational companies' SSCs. The industry environmental advantage from the professional talent training has become a key advantage in introducing multinational companies into the park to build large SSCs.

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