

Abstract

Organizations worldwide have been struggling more and more to be competitive, within an economic environment that is changing faster and faster. The Shared Services business model has proven to be a success method for companies to achieve better results, by reducing costs, reducing redundant tasks, and increasing quality of services. Portugal has been one of the favorite countries for organizations to establish their Shared Service Centers, due to the country's advantages. However, several challenges are presented to the organization when implementing a Shared Services Center (SSC).

This study focuses on the implementation of a SSC for a Multinational organization in Portugal, aiming to deeply analyze the challenges brought by the changing process of such implementation. On a deeper level, how they affected the organization, how the SSC became a success case for the organization, by naming the factors behind such success, and by discussing how the team reacted to all the change processes.

In order to achieve valid and detailed results, this work is based on a case study of that same company, where several data was collected during the first two years of the implementation of the center, through direct observation, active participation, and by conducting five interviews to members of the organization in several departments.

By analyzing all the data collected along these two years, the conclusions drawn from this case study are that the main reasons for establishing a SSC in Portugal were not only cost reduction, but also the high level of education, even though there were a few challenges down the road, namely addressed with language and communication. In addition, it was agreed that the main factors for the success of the SSC implementation is related to the high quality training, and people being able to adapt and embrace change.

Keywords: Shared Services Center, Change Management, Challenges, Motivations, Resistance, Communication