

This structure clearly defines a **Finance Transformation** project anchored by the creation of a **Global Finance Shared Services Center (SSC)**, which is a hallmark project for a Big Four firm due to its integration of process, technology, talent, and change management.

Here is the comprehensive action plan.

Comprehensive Action Plan: Global Finance Transformation and SSC Setup

Section	Content
Preamble/Role	Senior Partner, Big Four Consulting Firm. The company is a diversified industrial conglomerate with decentralized and inefficient finance functions across 40 business units, leading to high operational costs and inconsistent controls.
Core Mandate	Design a comprehensive 3-year action plan for a Finance Transformation project. The plan includes centralizing transactional processes into a new Global Finance Shared Services Center (SSC), covering process redesign, site selection, and technology enablement (ERP optimization).
Objective	Reduce Cost-to-Serve for finance transactions by 35% and achieve 90% process standardization across all major regions by Q4 Year 3.
Compelling Why	The strategic imperative is Efficiency and Control. The centralization leverages labor arbitrage and eliminates redundant activities, yielding an estimated OpEx reduction of \$200 million over five years. The standardized processes will significantly improve the control environment and SOX compliance by reducing manual interventions, freeing up 30% of high-skilled finance talent to focus on strategic analysis and value-added decision support.
Approach	Phase 1: Vision & Process Design (Months 1-6): Define the Target Finance Operating Model (TOM), finalize Global Process Blueprints (To-Be) for initial SSC scope, and determine ERP optimization needs. Phase 2: SSC Site Selection & Transition Planning (Months 7-12): Conduct site feasibility studies, select the final location, finalize the SSC staffing model, and create detailed transition playbooks for Wave 1 countries. Phase 3: Knowledge Transfer & Stabilization (Months 13-30): Execute phased transition (Wave 1, 2, 3), perform extensive knowledge transfer (KT), stand up the SSC technology, and stabilize initial operations for each wave (Hypercare). Phase 4: Continuous Improvement & Expansion (Months 31-36): Embed governance, drive process automation (e.g., RPA for invoice processing), and plan for the expansion of SSC scope (e.g., to HR or IT services).

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Organization	Finance Transformation SteerCo: Chaired by the CFO, with CIO, CHRO, and 3 Regional VPs. Meets monthly for risk management and funding decisions. Dedicated Transition PMO: Central coordination body reporting to the SteerCo; manages schedule, budget, and cross-functional dependencies. SSC Leadership Team: Dedicated management team for the Shared Services Center, responsible for daily operations, quality, and service delivery. Global Process Owners (GPOs): Key finance leaders (e.g., GPO for P2P) responsible for the design, standardization, and performance of the To-Be processes.
Processes & Governance	Service Level Agreement (SLA) Framework: Develop tiered SLAs defining expected quality (accuracy), cycle time (speed), and cost for all services provided by the SSC. SLAs are reviewed quarterly by GPOs and business unit leaders. Knowledge Transfer (KT) Protocol: Mandate a rigorous 4-step protocol for all processes transitioning to the SSC: Document, Shadow, Perform (with supervision), Perform (independently). Exception Management: Implement a formal Zero-Tolerance Policy for Exceptions, requiring all out-of-scope/non-standard requests to be justified by ROI and approved by the relevant GPO before the SSC will process them.
Key Deliverables	Phase 1: Target Finance Operating Model Blueprint, ERP Optimization Roadmap, Detailed P2P/O2C To-Be Process Maps. Phase 2: SSC Location Feasibility Study & Final Site Selection, Staffing Model & Recruitment Plan, Wave 1 Transition Playbook. Phase 3: Completed Knowledge Transfer Documentation, Stabilized SSC Operations Manual, ERP Configuration for Standardized Processes. Phase 4: Formal SSC Performance Dashboard, Continuous Improvement Roadmap (detailing automation targets).
Critical Risks & Mitigation	1. Loss of Institutional Knowledge Risk: Key subject matter experts (SMEs) leave before KT is complete. Mitigation: Identify 100 Critical SMEs in Phase 1 and offer targeted, performance-based retention bonuses contingent on full knowledge transfer sign-off. 2. SSC Talent Quality/Attrition Risk: Difficulty recruiting or retaining quality staff in the new SSC location. Mitigation: Establish local partnerships with Top 3 universities, benchmark local salaries aggressively, and create clear, defined career progression paths within the SSC (e.g., from process specialist to automation analyst). 3. Failure to Adopt Standardized Processes Risk: Business units revert to old processes after go-live. Mitigation: Implement SLA Penalties for business units that fail to adhere to SSC input standards, and mandate quarterly compliance audits run by the Internal Audit function.
Change Management Plan	Strategy: Focus on Career Pathing for transitioned employees (from processors to analysts). Communicate a clear message: "The SSC is a move toward a more strategic Finance organization." Training: Deliver mandatory training focused on the Why behind standardization (control, efficiency) rather than just the How of the new system. Align Business Unit Leaders through workshops demonstrating the benefit of faster, cheaper SSC services.

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Crucial Additional Element	Key Service Areas for Initial SSC Scope: 1. Accounts Payable (P2P): Invoice Processing, Vendor Setup, Payments. 2. Accounts Receivable (O2C): Cash Application, Billing, Collections. 3. General Ledger Accounting (R2R): Fixed Assets, Intercompany Processing, Basic Journal Entries. 4. Compliance Support: Basic SOX documentation and control testing support.