A Simplified Approach to Global Process Management: How to Maximize Value of In House or Outsourced Shared Services Centers
## TABLE OF CONTENTS

**INTRODUCTION** ........................................................................................................................................... 3

**THE MOVE TO GLOBAL SHARED SERVICES CENTERS** ................................................................................. 5

- Reducing the Cost of Operation ...................................................................................................................... 5
- Improving Cash Flow ...................................................................................................................................... 6
- Mitigating Risk .................................................................................................................................................. 6
- Choosing a Global or Regional Model ............................................................................................................. 6
- Using an In-House or Outsourced Service Center ............................................................................................ 7

**CHALLENGES OF SHARED SERVICES CENTERS** ......................................................................................... 9

- Moving AP and AR Processes to Shared Services Centers .................................................................................. 8
  - Capture Only .................................................................................................................................................. 9
  - Complete Processing ..................................................................................................................................... 9
  - Hybrid Model ............................................................................................................................................... 9
- Handling Global Business Complexity ............................................................................................................ 10
- Managing Different Business Models ........................................................................................................... 10
- Reconciling Different Technologies .................................................................................................................. 11

**GLOBAL PROCESS MANAGEMENT - A SIMPLIFIED APPROACH** ................................................................. 12

- Consider Current and Future Business Needs ................................................................................................ 12
- Set a Technology Vision That Supports the Business ..................................................................................... 12
- The Case for Leveraging SAP Systems to Support Shared Services ............................................................... 12
- Simplifying the Move with Dolphin’s Shared Services Solution ........................................................................ 13

**DOLPHIN SHARED SERVICES SUCCESS STORIES** .................................................................................... 15

- Multi-National Conglomerate Saves Millions by Moving to In-House Shared Services Centers .................. 15
- One Solution, Three Shared Service Centers, ROI Realized ........................................................................... 15

**CONCLUSION** ................................................................................................................................................. 16

**ABOUT DOLPHIN** ......................................................................................................................................... 16

**WORKS CITED** .............................................................................................................................................. 17
INTRODUCTION

Moving transaction-based business functions such as Accounts Payable (AP) and Accounts Receivable (AR) to in-house (captive) or outsourced shared services centers is a straight-forward decision for most organizations. CFOs see the centralization and standardization of key business services as a simple way to reduce costs and increase operational efficiency. However, factors such as the complexity of global operations, the need to support multiple business models, or the need to provide services across disparate technology systems can prevent shared services centers from delivering maximum value to the organization.

Too often, inefficient, rigid processes are quickly moved to shared services centers in order to reduce the cost of providing services. Once in place, however, organizations can find it difficult to introduce innovation or adapt processes to meet changing business requirements. Whether it is due to a lack of expert knowledge in service centers or the strict service terms, processes run by service centers can remain frozen in time, unable to align with strategic objectives or accommodate new growth.

Organizations moving to shared services centers must consider more than costs. They must consider how to keep processes nimble and how to maintain transparency and control as they move to this new model. Organizations should not have to sacrifice efficiency or oversight when they start to separate tasks between low skilled workers in remote centers and high skilled workers in the rest of the organization. Without considering all the elements of a process that provide value to the organization, the organization risks losing the expected productivity gains and can potentially hurt its ability to respond to critical business issues in a timely manner.

Large international conglomerates and those organizations operating in a single national environment alike should start by considering the internal and external drivers. Then, align these drivers with the organizations’ short and long term business goals. Consider how the organization will respond to rapidly changing business, fiscal, and regulatory requirements. Think about how technology can enable these business objectives. Organizations running large enterprise systems like SAP® are at an advantage, because they already have a powerful and flexible system in place that enables them to bring all of these objectives together and centralize and standardize processes according to their unique local and international business requirements.

This white paper discusses how organizations can leverage their existing investment in SAP to support a comprehensive in-house or outsourced shared services center strategy. It discusses the common process and business challenges organizations face as they move to shared services center models. It references the steps organizations should follow to develop a shared services strategy that will maximize the value to the organization. It discusses how to simplify the process of moving to a shared service center model by leveraging the power and flexibility of SAP systems and how to incorporate Dolphin’s Shared Services solution to roll out, support, and monitor best practices for AP and AR processing in that environment. With SAP systems at the heart of a shared services center model, organizations can stay nimble and retain control and transparency over their shared services center so they can quickly adapt to changing business needs without breaking the budget.
THE MOVE TO GLOBAL SHARED SERVICES CENTERS

Many organizations, large and small are making the move toward shared services centers in order to reduce costs and increase operational efficiency of core business services. Introducing shared services for near-cash processes such as AP and AR provides the easiest entry point and the greatest return on investment for these organizations as these processes are very mature and transactional in basis, with a vast repository of industry-independent best practices.

While initially shared services centers were only adopted by the largest and most sophisticated organizations, the Deloitte Global Shared Services Survey indicates that “respondents in the “less than $1B” category is significantly higher than in the past.” (Deloitte, 2013 Global Shared Services Survey Results, Feb 2013). For many companies, therefore, shared services centers are the new way of doing business. Moving processes to a shared service center is no longer enough to provide a sustainable competitive differentiator. Organizations must begin to think outside of the box to transform processes and maximize the value of shared services centers.

The most common factors organizations must consider as they move to a shared services center model are: Reducing Cost of Operations, Improving Cash Flow, Mitigating Risk, Choosing a Global or Regional Model, and Using In-house or Outsourced Services.

Reducing the Cost of Operation

As the shared services model has matured and global business connectivity has improved over time, organizations have continued to seek cost savings by moving shared services centers from traditional business centers in North America and Europe to locations where labor costs are lower, such as India, the Philippines, or Eastern Europe. However, there is a limit to how far an organization can go in reducing labor costs without sacrificing quality or hampering future growth. According to the Hackett Group, the most successful organizations implement cost optimization measures “that are more likely to be sustainable during recovery and growth.” (The Hackett Group, 2014). Prepare for the future by setting a vision for processes that is appropriate for your business strategy. Organizations that choose a shared services model based solely on cost cutting, without considering the other factors that allow the company to improve and innovate risk failing to provide the level of service that their internal and external customers expect.
Improving Cash Flow

The increased efficiencies gained by moving near-cash processes to a shared services center directly impacts an organization’s bottom line. When an organization can post an AP invoice quickly, it can negotiate better purchasing terms and larger early payment discounts from its vendors. When an organization can complete AR cash applications faster, it has more cash on hand, fewer write-offs and much greater customer satisfaction. Visibility into these opaque processes to better project cash flow is a tangible benefit of optimization. Organizations cite improved cash flow as a major influencer of the move to shared services, particularly as it enables organizations to contribute towards funding new innovations and business transformations. According to a recent study by IBM on shared services centers “improved cash flow can fund the cost of transformation while driving ongoing innovation and sustainable performance improvements that can translate into lasting shareholder value for the entire business” (IBM, Dec 2011).

Mitigating Risk

Risk is yet another consideration for shared services centers. While risk has always been part of the decision making process, it is becoming more important as organizations face a climate of increased global and industry regulation and fiscal oversight as well as potential threats to corporate data security. Ensuring that in-house or outsourced shared services centers must meet stringent security requirements is a difficult task and organizations must put additional checks and balances in place to ensure that corporate data does not fall into the wrong hands.

While the centralization of AP invoice receipts in a shared services center guards against duplicate and fraudulent payments and electronic workflow approvals, allow for more efficient data entry and enforces appropriate controls, moving processes without proper evaluation can put these critical processes at risk of failure.

‘Process-risk’ is heightened by moving ineffective processes into a new business model without appropriate preparation for change. Manual, paper-based processes do not lend themselves to a shared services model. Outsourced providers cannot be relied upon to deliver necessary process optimization. The right process and organizational design can help to mitigate these risks.

Structural risk is also a concern. The unknown risks involved with moving shared services centers to other locations, results in difficult questions about whether organizations should use a global or regional service center model and whether that service center should be in-house or outsourced. In fact, the Deloitte 2014 Global Outsourcing and Invoicing study stated that 40% of respondents believe increased data privacy regulation will likely lead to a decrease in outsourcing (Deloitte, Deloitte’s 2014 Global Outsourcing and Insourcing Survey, 2014).

Choosing a Global or Regional Model

According to Shared Services Link, an international organization of shared services companies, the current trend in shared services centers is to move from the existing model of multiple, regional shared service centers to a single global center of excellence for all services (finance, HR, etc.) (Shared Service
However, many companies are not prepared for such globalization and regional services centers are still commonly adopted.

Figure 1: Global Operations with Regional Service Centers

In some cases, the complexity of providing services to global operations has prevented or delayed an organization’s move to a shared services model. In particular, lack of knowledge of local statutes and local language or cultural considerations make the consolidation of services difficult for small organizations. However, according to IBM, “regardless of where a company is in its evolution or whether it is large, small or somewhere in between, a global perspective is critical to success in the 21st century because it enables a stronger growth strategy at a pace that is right for that particular business.” (IBM, Dec 2011).

Using an In-House or Outsourced Service Center

The decision about whether to use in-house or outsourced service centers is one that each company must make for itself. Some organizations want to control the processes while others are happy to outsource part or all of their transactional business services. Some organizations do not choose one model or the other exclusively, instead using a “hybrid” model that provides the desired combination of functionality and service.

Organizations must identify which tasks should be handled by the shared services center and which tasks should continue to be handled by others in the organization. In general, organizations tend to use outsourced shared services centers for simple tasks and save more complex tasks for in-house service centers or other experts. Exactly where the organization divides these tasks can differ significantly based on the maturity and sophistication of the organization and the comfort level the organization has with shared services centers.
In all cases, it is important for organizations to look at both in-house or outsourced shared services centers as they would a vendor. Can the vendor deliver according to the organization’s specific service expectations? Organizations that have a solid understanding of business requirements where the business is going in the future will be able to create a roadmap for global process optimization that will enable them to determine the optimal shared services center structure for their needs. It is critical that organizations have a means of analyzing the service levels. In particular, organizations should establish key performance indicators and real-time metrics to be able to slice-and-dice specific aspects of the process to allow for continuous improvement.

**CHALLENGES OF SHARED SERVICES CENTERS**

As organizations strive to meet the increasing demands of auditors, they are going through periods of transformation, creating new roles and responsibilities, new policies and procedures and adopting new systems to address specific risks.

**Moving AP and AR Processes to Shared Services Centers**

The general shift towards moving near-cash processes such as AP and AR to shared services centers is based on the fact that these are mature, core business functions. AP and AR are fundamentally transactional based processes, which makes them easy to move to shared services centers. However, the very maturity of these processes can create issues, as they are generally manual, labor-intensive, and paper-based. Many organizations simply chose to move the existing processes to a shared services center to reduce costs, but moving a disjointed, inefficient process to a shared services center can exacerbate existing problems, not solve them.

The tired ‘back office’ label associated with AP and AR invokes a certain diminished value to these services. As a result there is little interest in investing in these processes. However, benefits achieved by moving to a shared services center depend on the desire to make processes more analytical and knowledge-based rather than purely clerical. Therefore, when moving AP and AR to a shared services center it is important to challenge your organization to think about where they expect to be in 2, 5 or 10 years. Evaluate models that will help the organization achieve those goals.

Currently, there are three models for moving AP and AR processes to a shared services model: Capture Only, Complete Processing, and a Hybrid Model.

---

**Challenge your organization to think about where they expect to be in 2, 5 or 10 years**
Capture Only

This type of shared services center takes responsibility for receiving, scanning and entering the invoice into the system for further processing. While this type of shared services center solves the immediate problem around handling large volumes of paper invoices, it can introduce significant pain around the accuracy of the capture process. Depending upon the provider, these scanning solutions can have a high cost and low accuracy rate, and management report a lack of insight into receipt versus the scan date. For global operations, managing a central scanning location only increases the potential for problems. Undoubtedly, organizations need a better solution. For some organizations, eInvoicing is seen as an option, but the barrier to onboarding suppliers has held some organizations back from realizing the benefits of this investment. The key is to ensure the quality of the partner before engaging.

Complete Processing

In this model, the organization completely moves its AP and AR functions, from receipt through to posting, to a shared services center. Whether the center is in house or outsourced, moving all AP and AR functions to another location or organization can lead to a lack of control over cash flow. Staff in these service centers may lack expertise and knowledge of the business and are therefore unable to address exceptions or are fundamentally unresponsive to organizational change. A lack of visibility into the invoice process flow, with little or no insight into the receipt/posting process can lead to problems when critical invoices are not addressed in a timely manner. Furthermore, when inefficient processes are moved to the service center or when there are technical issues, such as a difference in systems used by the processing center and the organization, can cause unnecessary problems and delays.

Hybrid Model

One solution is moving towards a layered model that incorporates a center of excellence. According to the Hackett Group:

“In top performing companies, shared service organizations in finance and other back-office operations are evolving toward a three-layer model. One layer is large-volume transaction processing centers, typically offshored in low-cost countries. The second layer is centers of excellence that are responsible for service delivery and act as the primary interface to the business leaders. The third layer is high-level knowledge workers co-located with the business units, to serve as on-site business partners.” (The Hackett Group, 2014)

For organizations to flourish, they must break free of old biases about AP and AR processes and look for ways shared services centers can help improve service. Being considered “easy to do business with” matters, and organizations must improve processes for internal and external stakeholders if they want to differentiate their business from their competitors. Interestingly, optimizing AP and AR processes are key to that goal. Faster, cheaper capture is just one part of the equation. Organizations must look for complete process optimization, removing manual touches and eliminating friction wherever possible. They must strive to incorporate new ideas to improve efficiencies and improve customer and vendor satisfaction. By setting goals for the future, and establishing metrics for measuring the performance of shared services centers, organizations can optimize processes and improve transparency to ensure continual process improvement.
Handling Global Business Complexity

Organizations with widely distributed operations require shared services centers to centralize and standardize the way they do business, but global business issues can complicate the transition and reduce the value that the shared services center can deliver to the organization.

The most common challenge is meeting rapidly changing local statutory requirements. While regulations pertaining to where transactions are processed or where physical documents must be stored are continually evolving, these issues must be addressed on a country-by-country basis. Local tax laws are the primary determinant here, and can make compliance difficult.

The human factor should also be considered. Language and cultural factors can increase the cost and complexity of rolling out a shared services center. Will the organization be able to find and retain the right type of staff to run the services center? In some regions, geography plays an important role. Severe weather incidents or lack of infrastructure must be planned for, from both a logistical and human perspective. In some areas, political instability or personal security concerns add risk and complexity to shared services center.

Organizations dealing with global complexity can look to other multi-national corporations for guidance on how to successfully manage these challenges. Look for solutions that have built-in support for global business requirements, such as SAP systems, to mitigate some of the risk. It is important for businesses to start with a solid foundation on which they can build solutions for overcoming the problems of global complexity.

Managing Different Business Models

Large conglomerates, which have grown through mergers and acquisitions, struggle with the problem of supporting multiple business models within a single shared services center. It can be even more difficult (and costly) if the different businesses are outliers, running as standalone businesses and not incorporated into the shared services model at all. To reduce the cost of processes and realize global process improvement the organizations must reconcile fractured processes and different requirements.
Devising a strategy to consolidate the different business requirements and different business models is a difficult, but not impossible task. Focus on introducing globally applicable and legally statutory requirements first. Gradually build consensus for change where differences exist and incorporate those changes into the process, using technology to support controls and proper operating procedures. Continue to monitor the process after it is rolled out to ensure that engrained habits do not persist and that there are no workarounds that are circumventing the ultimate goal of a harmonized process model. Difference may exist due to business requirements, but accommodate exceptions only when absolutely necessary.

### Reconciling Different Technologies

Some organizations struggle with how the shared services center can work with multiple systems. In some cases, organizations have different localized instances of systems, running completely different versions of the software. In other cases, organizations may be running a patchwork of completely different ERP systems. Each entity within the company continues to use its legacy system and its legacy processes, which can make it extraordinarily difficult to move to a shared services center model.

When underlying processes and systems do not match organizations often choose to outsource the entire process to provide a degree of standardization, and to reduce the cost and complexity of the processes. Technology does not, however, have to be a barrier to moving towards a more efficient process. In fact, if used wisely, it can actually help reduce the overall cost of processes and increase the value provided by the services center.

Organizations that have a clear understanding of the existing enterprise technology and how it relates to the organizations’ technical vision can leverage their existing investments to support the move to shared services centers. Finding ways to augment or supplement existing systems and related challenges to support shared services centers can deliver immediate benefits that will be further enhanced by the cost savings provided by a shared services center.
GLOBAL PROCESS MANAGEMENT - A SIMPLIFIED APPROACH

When building a shared services strategy, it is important to understand where the organization is today and where it wants to be in 2, 5 or 10 years from now. What are the business goals? What technology will your organization need in place to succeed?

Ultimately, the right shared services model helps an organization achieve both its business goals and its technical vision. Choosing a suboptimal model that does not align with the company's long term objectives and requires constant care and feeding will result in greater complexity that increases the total cost of ownership and lowers the overall value of the shared services center. Any further advantages of consolidation and centralization may be lost if the benefits realized by the original shared services initiatives are diluted.

Consider Current and Future Business Needs

For the business, start by asking how the organization can use shared services centers to improve services to internal and external stakeholders. Think about ease of use and improving access to information to speed up completion of tasks and enhance decision making. Where do opportunities for cross-functional and global process improvements exist? Don’t forget about reporting and analytic requirements. Tax, audit and other regulatory and compliance requirements must be considered. Think about how frequently the organization changes its business processes to accommodate new elements: new geographies, new companies, new vendors, or new customers. Build in this volatility to the strategy and put a plan in place for managing it.

Set a Technology Vision That Supports the Business

For technology, look at how technology can support your business now and in the future. Strive to automate manual, repetitive tasks and, wherever possible, remove the need for manual data entry. Add functionality that enforces business rules and best practices. Look to how you can achieve these objectives with technology that is already in place and build a roadmap for the future. With the right technology in place, organizations can immediately optimize processes, eliminate clerical work, and keep staff focused on resolving more complex business issues while they prepare for future change and growth.

The Case for Leveraging SAP Systems to Support Shared Services

Considering all the challenges organizations face in moving to a shared services center model, it is important that organizations look for ways to simplify the approach to global process management. One way to simplify this transition is to leverage a common enterprise technology platform, such as SAP systems, which can support both business and technical requirements and provides a solid foundation on which organizations can support current and future shared services requirements.

Built to support large, international businesses, SAP systems provide organizations with powerful and flexible business functionality for standardizing and centralizing processes according to best practices. SAP systems provide ways to roll out, enforce and monitor processes globally, across multiple businesses, company codes, and locations. They also provide built in support for managing according to
global business standards as well as very specific local business and statutory requirements. The comprehensive nature of SAP systems ensures that any improvements made in one area of the business can be leveraged by other areas of the business. It is the integrated view of business that is at the heart of every SAP system that makes it possible to consolidate and manage multiple processes within a shared services model and maximizes the benefit of this model to the organization.

Technically, SAP systems provide organizations with a substantial system of record that can be used to integrate legacy and modern technology into a single cohesive system. The SAP roadmap and ecosystem of partners and solutions ensures that organizations can integrate the specific technology components that they have in their IT landscape to reduce the cost and improve the efficiency of services. As part of the existing corporate IT infrastructure, organizations can use SAP systems to support shared services to reduce complexity and overall cost to the IT infrastructure and can support the services centers with technical resources already in place. By making the most out of existing technology and support investments in SAP, organizations will be able to adapt quickly to the needs of internal and external drivers, while still realizing real ROI.

With a simplified approach to global process management, using SAP systems as a solid business and technical foundation, organizations can focus on choosing the best shared services model, either in-house or outsourced, for their unique business needs.

**Simplifying the Transition with Dolphin’s Shared Services Solution**

With a simplified approach to global process management, using SAP systems as a solid business and technical foundation, organizations can focus on choosing the best shared services model, either in-house or outsourced, for their unique business needs.

Even with SAP systems as a foundation for shared services, moving to a shared services model can still be a challenge for many organizations. The Dolphin Shared Services solution is an SAP-certified, third-party add on solution that facilitates optimizing processes and moving to a shared service center model. The solution is based on Dolphin’s 20 years of leadership in improving business performance with SAP data and process solutions. The Dolphin solution provides enhanced capture, processing, access, storage and reporting of data specifically for a shared services environment, functionality which is particularly important when moving critical near-cash processes to consolidated shared service centers.

The solution can be used to consolidate information across multiple SAP and non-SAP systems with a centralized view of processes across geographies and business units. This enables highly diversified businesses to standardize these key processes, despite radically different business requirements and maintain a single process that drives better reporting and insight, better allocation of resources, and greater cost savings for the organization.

It can also support in-house or outsourced shared services models. Currently deployed across a number of outsourced service providers, the Dolphin solution bridges the divide between service center processes and SAP systems, delivering greater transparency and control to the organization.

Functionality that is available to optimize AP and AR processes include:
• Flexible data capture of AP invoices and AR remittance details (OCR, EDI, EFT, FAX, email, eInvoicing, AR lockbox, etc.)

• Configurable business rules with the ability to control processes at a corporate-, geographic-, business unit-, or local-level

• Simplification of managing ‘de-coupled’ transactions in AR

• Faster, more standardized processing with SAP-based workflows and notifications

• Improved document retention with secure, centralized online document storage on premise or in the Cloud

• Greater insight into operational effectiveness, cash forecasting and controls with real-time reports and analytics

• Faster approvals and exception handling by SAP and non-SAP users with mobile and web access

• Easily facilitated inquiries and disputes with intuitive search, retrieval, and output of data

• Support for US and international statutory, tax and regulatory audits

With the additional shared services functionality provided by Dolphin, organizations can optimize AP and AR processes with a singular solution that works seamlessly with existing SAP systems. By using the Dolphin Shared Services solution organizations can extend the benefits of optimized processing and document management to other processes that are well suited to a shared services strategy, such as journal entry processing, travel and expense reporting, sales order management and human resources.

Whether the Dolphin solution is implemented as part of a regional shared services center or as the foundation of a single global business services solution, it can scale to accommodate the complexity of any business with multiple business divisions, global locations, or IT infrastructures. Dolphin’s simple approach to managing multiple processes significantly increases the return on investment from a shared services model.
DOLPHIN SHARED SERVICES SUCCESS STORIES

The Dolphin Shared Services solution has helped organizations support diverse shared services models. Recent success stories are summarized below.

Multi-National Conglomerate Saves Millions by Moving to In-House Shared Services Centers

After rapid growth of the business through a series of mergers and acquisitions, a Just-in-Time manufacturing division of a large multi-national conglomerate was left with a decentralized accounts payable (AP) process across nearly 200 plants worldwide. The company had two outsourced shared services environments, inconsistent processes, and limited visibility into when invoices were received and paid.

To process more than 2.5 million invoices each year, the company wanted to centralize and standardize invoice processing across the division and bring its outsourced shared services center in-house to increase controls and transparency.

The initial phase of the solution was implemented in less than 4 months and has since been expanded to other divisions of business, which were each running separate ERP systems. Today, the company is processing more than 10,000 invoices per day, faster, and at a lower cost per invoice. By moving the outsourced shared services in-house, the company has now process invoices with an accuracy of greater than 70% OCR recognition rate across all European languages. The company estimates that they have saved over $7 million in processing fees each year through faster invoice processing, captured discounts, and reduced late payment penalties.

The initiative received the company’s Chairman’s Award which is the highest company-wide recognition.

One Solution, Three Shared Service Centers, ROI Realized

A world-leading manufacturer of cleaning solutions wanted to centralize and standardize its accounts payable processing across its three shared services centers in the US, Europe and Asia.

The solution had to be able to standardize and centralize the processing of up to 30,000 invoices each month and accommodate the specific statutory, regulatory, and cultural issues of each location where the company does business.

Dolphin’s shared services solution enabled the customer to define specific business rules to improve the timeliness and accuracy of processing US taxable and VAT transactions and manage unique business rules for specific territories and procurement processes. The investment in providing regional shared services centers with a standardized process has paid for itself within a year. The company states that it has improved invoice processing and now processes 60% of invoices automatically using the solution.
CONCLUSION

As organizations continue to move towards more shared services centers to reduce costs and increase operational efficiency, it is important that organizations look beyond cost savings and identify all the ways shared services centers can provide value to the business. In laying out a strategy for shared services, it is important to look to align future business objectives and technology vision to ensure shared service centers are using innovative processes that improved services for internal and external stakeholders. By leveraging the power and flexibility in global ERP systems such as SAP systems, and layering third-party solutions, such as Dolphin’s Shared Services Solution, organizations can optimize processes so they are easy to roll out across in house or outsourced shared service environments, anywhere in the world. Organizations of all sizes that want to contain costs, optimize cash flow and mitigate risk without sacrificing transparency or service level can benefit from the resources they already have in place to achieve a sustainable solution for shared services today and in the future.

ABOUT DOLPHIN

Dolphin leads the way in Business Performance Improvement for companies running SAP solutions. We help organizations achieve maximum enterprise-wide performance by managing both the data that fuels the business and the processes that run it. Dolphin’s business process optimization and data volume management solutions enable customers to effectively leverage their investment in SAP applications through a combination of SAP add-on software solutions and business consulting services. Our SAP-centric and SAP-certified solutions are flexible and can be tailored to each customer’s specific business processes and IT environments, so customers can increase productivity, reduce risk, and lower the total cost of ownership of SAP systems.

The company was founded in 1995 and has offices in Philadelphia, PA, San Jose, CA, and Toronto, ON, Canada. One-third of all Fortune 100 companies that run SAP systems are Dolphin customers. To learn more, email us at contact@dolphin-corp.com or visit www.dolphin-corp.com.
WORKS CITED


IBM. (Dec 2011). Today’s shared services operating models: The engine behind enterprise transformation.


