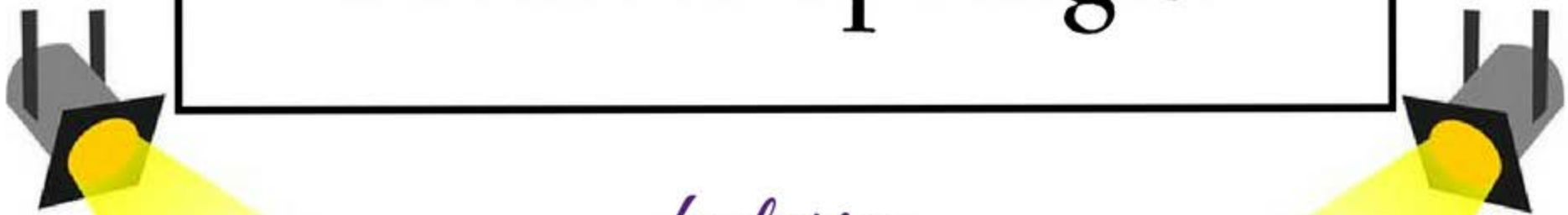
SSON | SHARED INTELLIGENCE

January 2017

Monthly Member Spotlight



featuring

Dennis Myers

Head of Shared Services Organization, Ericsson



Q&A with:

Dennis Myers

Head of Shared Services Organization

ERICSSON

1 What's your shared services background?

e.g. What is your role within your SSC? How long have you worked in shared services? What type of center do you work in (Captive, Hybrid, Outsourced)?

"For the last four years, I have held the position of Head of Shared Services Organization (SSO) within Ericsson.

This is a captive operation that started in 2012 with the concept of consolidating existing single-function shared services units into a multi-function shared services operation."





What's your shared services background?

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"We have moved from that concept to a high performing team of more than 1300 people, operating six functional areas. We have established these units in three strategically located centers of excellence, enabled by a strategy to consolidate, standardize and automate.

Our longer term ambition has been to continue consolidating additional activities and units creating a Global Business Services unit (more breadth), and ultimately an Integrated Business Services unit (more height)."

2 How long have you been working in shared services and what was your path into the industry?

"Sourcing, supply chain and procurement have been the primary building blocks of my 20+ year career.



Immediately before my Head of SSO position, I held a sourcing position with the responsibility to build a captive sourcing services' Center of Excellence in Eastern Europe. We grew this center from white board concept to over 100 employees within the first three years. The unit has continued to grow and has become a meaningful part of Ericsson's sourcing strategy."

3 What has been your biggest challenge in your shared services career and how did you overcome it?

"My biggest challenge has been prioritizing between the many, many excellent opportunities to deliver business value. This is a fertile ground for capturing business value.

A well-anchored and well-communicated strategy, along with clear business cases, has enabled us to successfully select among these opportunities."



4 What is the best aspect of your role/what do you enjoy most about it?



"The people!

Shared services work is a people-intense business and unleashing the creativity and the value-adding capability of this wonderful resource is the best part of the job."

5 What is your shared services center's biggest achievement and how did you get there?

"Over the course of four years we have developed a 'drum beat', a consistency in our ways-of-working, that covers strategy development, target setting, performance management, budget/cost control, competence development and employee engagement.



This drum beat has resulted in the SSO's steady and significant increase in performance and quality, along with more than 30% decrease in cost. It is a great recipe for business value add!"

6 What motivates you and keeps your engaged in your role?

"I have used this answer earlier, but it is true here as well……

It is the people!



There is so much energy and potential in our shared services workforce. My motivation comes from finding and unlocking that untapped potential..."

7

What advice would you give to someone who is just starting on their company's shared services journey, or to someone who is just starting their shared services career?

"Talk to others who have done this before. I started my shared services career by talking to individuals from HP, IBM and Proctor & Gamble who have worked in shared services for many years.

I have also attended several SSON events early in my shared services career. This approach has allowed me to connect with industry knowledge and best practice from many shared services practitioners and to leverage their collective advice and experience."

8

If you could choose anyone in the world to work with in your current role, who would that person be and why? E.g. they could be a famous business leader, a fictional character, a historical figure, someone from the future, an actor, a writer, a professional musician, etc.

*"**Elon Musk.** He is one of the greatest creative minds of our time.*



Applying some small element of his type of forward thinking to the world of shared services is a powerful notion."



You've reached the end of this Q&A!

We hope you've found it both informative and inspiring.

Check back in a month for another Q&A with our featured Shared Intelligence member!