

GROUP — EXECUTIVE BRIEFING

Shared Services Briefing

What to centralise, and what belongs in a house

DOCUMENT	PREPARED	OWNER	PAGES	STATUS
SSB-27-068	December 2027	Group Operations	6	Illustrative sample

The read

Centralise the functions where the output is identical and leave the ones where it should not be. The current proposal centralises creative production, which is the one function whose value comes from being different per house.

6 Functions in the proposal	4 Where output should be identical	2 Where it should not	1 Currently proposed wrongly
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CENTRALISE

- 01 Compliance reporting.
- 02 Supplier onboarding.
- 03 Logistics.
- 04 Systems and tooling.

DO NOT CENTRALISE

- 01 Creative production.
- 02 Client relationships.



Where the work is done.

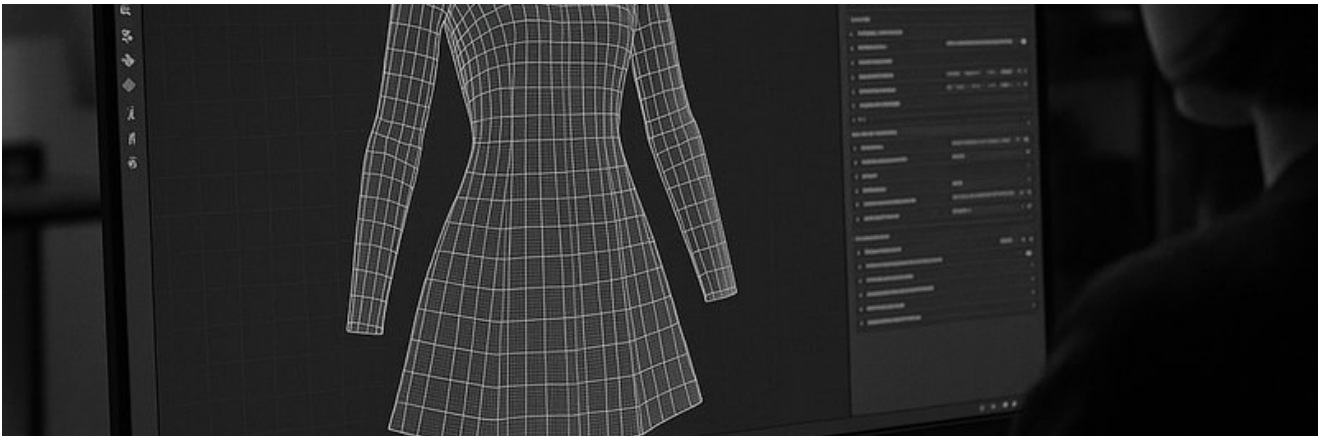
THE HOUSE · MCLEUKER HOUSE SET

SO WHAT

The test is whether identical output is the goal. For compliance it is; for creative it is the opposite, and centralising it would remove the only thing the houses are bought for.

The test

SIX FUNCTIONS			
FUNCTION	IDENTICAL OUTPUT DESIRABLE	CURRENT PROPOSAL	VERDICT
Compliance reporting	YES	Centralise	CORRECT
Supplier onboarding	YES	Centralise	CORRECT
Logistics	YES	Centralise	CORRECT
Systems and tooling	YES	Centralise	CORRECT
Creative production	NO	Centralise	INCORRECT
Client relationships	NO	Leave	CORRECT



Where it is reported and averaged.

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SO WHAT Five of six are right. The one that is wrong is also the largest by cost, which is presumably why it is in the proposal.



Five houses, one obligation, and an aggregate that hides four of them.

MCLEUKER HOUSE SET

The alternative

WHAT CENTRALISING TOOLING GIVES

Shared systems	One platform, one contract, one set of standards
Separate output	Each house works in its own space with its own direction
The saving	Most of the cost saving in the creative proposal is tooling, not people
What is kept	House-specific creative judgement, which is the asset
Not assessed	Whether houses would accept shared tooling — not asked

SEQUENCE

NOW	Separate tooling from production in the proposal Most of the saving is in the first.
+ 1 MO	Model the saving on tooling alone Before deciding on production.
+ 2 MO	Ask the houses about shared tooling They have not been asked.

SO WHAT	Most of the saving attributed to centralising creative production is actually a tooling saving. Separating the two gives most of the money without the cost.
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Decisions

DECISIONS ARISING FROM THIS BRIEFING

DECISION	OWNER	BY	IF IT IS NOT TAKEN
Separate tooling from creative production in the proposal	Group Operations Director	31 Dec	The saving and the cost are decided together
Model the saving on shared tooling alone	Group Finance	31 Jan	The tooling case is never made on its own
Ask the houses about shared tooling	Group Operations Director	31 Jan	It is imposed and resisted
Leave creative production in the houses	Chief Executive	31 Jan	The houses stop being different

SOURCES AND BASIS

Function list and proposal — the shared services proposal as issued.
Cost attribution — group finance modelling, basis stated.
House positions — not yet sought; recorded as outstanding.

ILLUSTRATIVE SAMPLE

This document is a rendered SAMPLE of the Shared Services Briefing template, produced to show its structure, exhibit inventory and register. The figures in it are illustrative and are not market intelligence. A real run of this template researches and cites its figures with an as-of year for each, or marks them as modelled and states the basis — the rule the template itself carries.