

Smart. Focused. Done Right.

## Chairman's Takeaways

16th Annual Shared Services for Finance & Accounting  
Summit  
Dallas, Texas

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## Chairman's Takeaways

# Business Intelligence and Robotics

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- Use analytics (T&E360) to compare travel receipts and catch exceptions – *Jordane, MasterCard*
- BAM! Business Administrative Monitoring – machine monitoring what each workforce is doing; A, B, C and calculating metrics – *Adam and Jeff, WorkFusion*
- Used RPA to look for “semantics” – word recognition (e.g. invoice, invoicing, invoiced) and put emails in the right case – 95% success, 95% accuracy – *Jordane, MasterCard*
- “Human in the loop” leads to 100% accuracy – *Adam and Jeff, WorkFusion*
- RPA may take two to three weeks; learning may take seven to eight weeks – *Adam and Jeff, WorkFusion*
- Real ROI in three months – *Adam and Jeff, WorkFusion*
- Customize dynamic discounting for top vendors – *Don, Memorial Hermann Health Systems*
- Plan to use BI to compare accruals to last month/quarter and learn how to book – trial for those under \$100K to lower risk – *Jordane, MasterCard*
- Be able to explain to executives how dynamic discounting works with Days Payable Outstanding (DPO); Supplier adoption was not the problem – *Bryce, Halliburton*
- We had enough data to tell customers where to locate businesses (on what block) and what revenues to expect – *Jordane, MasterCard*

# Governance

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- One-sided centralization does not work – tried it with IT – *Sergio and Monica, Inter-American Development Bank*
- Had to get CFO backing to make global process ownership work – *John, Abbott*
- GPO was accountable during process changes...until handoff of stable operations – *John, Abbott*
- Counsel of Finance, HR, IT, Operations met once per quarter to discuss strategic issues. Email “rockets” to executives disappeared – *Bryce, Halliburton*
- SS collapsed due to “too much of a seat at the table” – SS leader tried to control operation resources – *Bryce, Halliburton*
- Important that executives not only back SS, but understand SS – *Dan, Omnicom*

## Chairman's Takeaways

# Globalization

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- Original plan was for 80% of services to be provided out of Asia...evolved to 50% of services provided from multiple regions and hybrid BPO – *Ted, Toshiba*
- Had to pivot to hybrid BPO to meet headcount expectations – *Jordane, MasterCard*
- Bring business leaders to BPO operations during the decision making process – *Ted, Toshiba*
- Added savings by expanding Tax COEs (knowledge of tax laws) – *Ted, Toshiba*
- Mature and understand metrics before rolling out to organization – *Jordane, MasterCard*
- Having global process owners, system owners, and data owners in the same place was a powerful combination – *Jordane, MasterCard*



## Chairman's Takeaways

# Shared Services Projects

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- Prefer centralized PMO model than matrix (more effective) – *Hillary, McKesson*
- Give operations a break – took two quarters off to stabilize between transformation initiatives – *Jordane, MasterCard*
- PMO organization included dedicated change management – *Hillary, McKesson*
- PMO competencies =
  - Business acumen
  - PM skills
  - Leadership “understand my business”
- Ensure clear roles, business and IT partnership, governance and team accountability – *Hillary, McKesson*

# Recruiting and Retaining Talent

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- SS leadership need to be strategic thinkers – know how to run a business – *Laura, MGM*
- New SS leadership needs IT skills to understand BI, RPA, analytics, etc. – *Laura, MGM*
- New GBS organization required 90% new people – *Jordane, MasterCard*
- “You can’t get warm by a painting of a fire” – *Jim, State of Alaska*

# Change Management

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- Don't follow the "if it ain't broke, don't fix it" model. Have to continuously improve – *Andrew, Archer*
- 94% were happier after change, IF they had a good role model – *Andrew, Archer*
- 1/3 of employee population does not really believe the executive is behind the initiative – *Andrew, Archer*
- If culture does not change, change will not last – *Andrew, Archer*
- Project success is directly correlated to change management success – *Andrew, Archer*

# Thanks for a Great Conference!

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