



scottmadden
MANAGEMENT CONSULTANTS

Smart. Focused. Done Right.®

Overview of ScottMadden's Shared Services in Higher Education Solutions

April 2017

Who We Are

ScottMadden is a management consulting firm with more than 30 years of deep, hands-on experience.

We deliver a broad array of shared services consulting services—from strategic planning through implementation—across many industries, organizations, business units, and functions.

.....

W E D O

**WHAT IT TAKES
TO GET IT DONE
RIGHT**

.....

CORPORATE & SHARED SERVICES

EXPERIENCE

Our experienced team has been a pioneer in shared services since the practice began decades ago. We employ deep, cross-functional expertise to produce practical, measurable solutions.

SCOPE

We have completed more than 1,500 projects since the early 90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from entertainment to energy to higher ed. Our areas of expertise span the spectrum of middle and back office shared services.

SERVICES

We have helped our clients with business case development, shared services design, shared services build support, implementation, and improvement.

.....

Our shared services knowledge, expertise, and experience are unmatched—no other firm has helped more clients with more unique solutions.



ScottMadden:
**SMART.
FOCUSED.
DONE RIGHT.**

We believe that client success is the best measure of our own success.

We listen carefully to our clients' challenges, concerns, and goals, so we can personalize our work and focus on the things most important to their success.

We don't solve problems with canned methodologies—we help our clients solve the right problem in the right way.

We do what we say we are going to do with genuine passion, tenacity, and integrity throughout the entire process.

“They were able to offer more customization vs. a cookie-cutter consulting project plan or proposal. Exactly what we're looking for.”

Capabilities

ASSESS AND PLAN

- Strategic planning
- Feasibility analysis
- Benchmarking
- Leading practice assessment
- Performance evaluation
- Project planning
- Leadership education and buy-in
- Staff evaluation
- Change readiness assessment
- Site visits

BUILD

- Project management
- Service and transaction center build
- Detailed organizational design
- Staffing
- Process redesign
- Technology design, selection, implementation, and support
- Education and training
- Facility design and setup
- Change management
- Sourcing implementation

DESIGN

- Current state analysis
- Future state design
- Business case development
- Service delivery model design
- Work scope delineation
- Sourcing evaluation
- Organizational design
- Technology evaluation
- Transformation planning
- Implementation planning
- Change management

IMPROVE

- Analytics setup and deployment
- Operations improvement
- Governance
- Service expansion
- Cost reduction
- Process redesign
- Technology upgrade
- Merger and acquisition integration
- Field resource development
- Customer satisfaction measurement
- Metrics and performance management

Areas of Focus

HUMAN RESOURCES

The world of HR is transforming, and we have spent more than 20 years helping clients manage this transformation. Whether we are designing and implementing a new service delivery model, revamping processes to ensure regulatory compliance, evaluating outsourcing opportunities, or expanding existing operations, we ensure our clients achieve the business value desired.

INFORMATION TECHNOLOGY

IT plays a key role in the success of a shared services organization (SSO). We unleash the potential of IT for our clients by helping them run IT effectively. Our approach is service-oriented, and we design and implement tools with speed, simplicity, and effectiveness as top priorities.

FINANCIAL SERVICES

We help organizations transform their finance and accounting operations to ensure efficient, accurate, and timely delivery of organization-wide products and services. Our team will deliver a flexible solution that creates real value.

SUPPLY CHAIN

We've been helping supply chain organizations move beyond their conventional "order taker" role for more than a decade. Through our deep expertise and practical know-how, we assist clients across the full range of supply chain processes, and we have the unique ability to create alignment between the supply chain function and its internal customers and stakeholders. Our solutions provide lasting improvements and allow our clients' supply chain organizations to better compete in rapidly changing markets.

BUSINESS ADMINISTRATIVE SERVICES

We help our clients integrate a variety of administrative services into their shared services model to manage contracts better, dispatch service requests, and improve service response performance. Services often include facility maintenance, security, insurance, customer service, cafeteria and wellness programs, grounds maintenance, and others. ScottMadden understands the potential benefits of incorporating these services in a SSO, and we know what it takes to achieve a successful integration.

.....

“Value I get far exceeds what a big-four company would provide given the time and costs. Better quality and experienced team.”

.....

How We Differ from Our Competition

	Strategy Firms	The Big Four	Outsourcing Advisory Firms	HR/Functional Consultancies	ScottMadden
FOCUS	<ul style="list-style-type: none"> Strategy work Mergers and acquisitions Cost reduction 	<ul style="list-style-type: none"> Strategy and implementation work Large system implementations Outsourcing and offshoring Long engagements 	<ul style="list-style-type: none"> Advisory services regarding vendor-providing solutions 	<ul style="list-style-type: none"> Functional program development and/or support (e.g., health and welfare, compensation) Delivery systems Unique products (e.g., surveys) 	<ul style="list-style-type: none"> Strategy and implementation work Efficient delivery models Full SSO lifecycle support Engagements scoped in manageable phases
APPROACH	<ul style="list-style-type: none"> Solutions focused on big picture, but not always practical Not often involved in implementation 	<ul style="list-style-type: none"> Off-the-shelf methodologies Client must adapt to consultant's approach Large project teams Get in and stay in; take over 	<ul style="list-style-type: none"> Sourcing analysis and solutions Standard methodologies Limited client involvement after data capture Neutral or vested interest as a provider 	<ul style="list-style-type: none"> Advisory role Research and program-based solutions Implementation of unique technologies 	<ul style="list-style-type: none"> Customized, practical solutions Small project teams Collaborative approach with clients Sale not mixed with delivery of work
PROJECT TEAMS AND PEOPLE	<ul style="list-style-type: none"> Leverage reputation Teams comprised of mix of senior and junior resources Generalists Strong business acumen, weaker functional skills 	<ul style="list-style-type: none"> Sales team is not involved in delivery Teams comprised of junior, inexperienced resources with oversight by senior resources 	<ul style="list-style-type: none"> Sales team is not involved in delivery Teams comprised of junior resources with oversight by senior resource 	<ul style="list-style-type: none"> Leverage reputation Deep functional knowledge, narrower focus 	<ul style="list-style-type: none"> Working partners meet with prospective clients Senior, experienced consultants with business acumen and functional knowledge

The Evolution of Shared Services

- Shared services continues to evolve in terms of scope and structure
- ScottMadden's dedicated research function studies and maintains critical data on these trends. Current trends include:
 - Expanding from administrative and transactional services to specialty and consultative-type services
 - Leveraging intelligent automation, such as Robotic Process Automation (RPA), to streamline operations and redeploy staff
 - Adding non-traditional services, such as Student Services and Development, to the shared services set-up
- Technologies are a key driver behind these shifts enabling administrators, faculty, staff, students, vendors, and providers to view pertinent information and transact on their own behalf
- Our consultants are continually putting cutting-edge theory into practice to determine what will work and how to make it better

Our shared services clients typically have a 40% return on investment and are able to reduce headcount by 25% when implementing a shared services model.

Case Study

Conducting Work Activity Analysis to Facilitate Decision Making

CHALLENGE

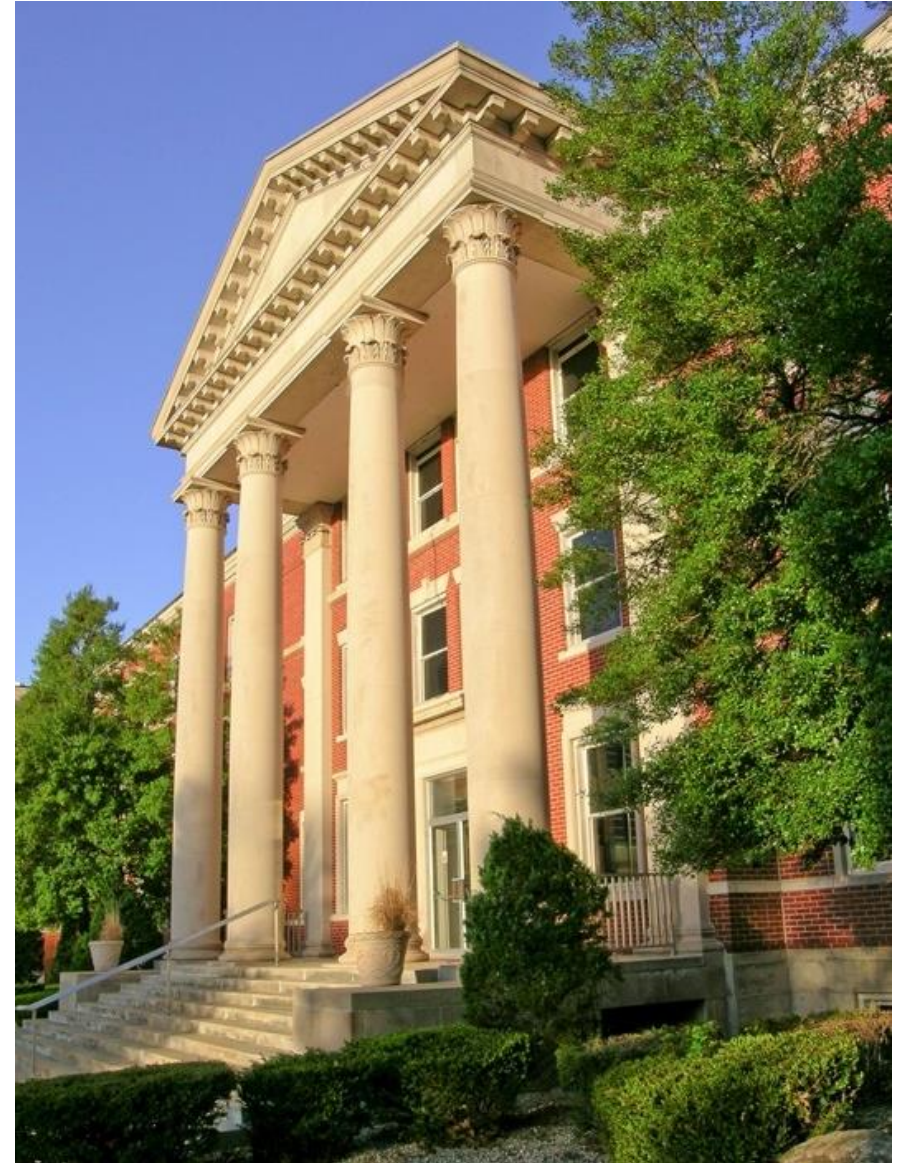
A large state university sought to improve institutional effectiveness and strengthen its culture of service by ensuring that academic support activities and business practices were efficient, responsive, and cost effective.

PROCESS

- Employed ScottMadden's proprietary survey tool to conduct an FTE inventory of more than 2,000 staff members to determine who performs the functional area activities and the level of effort (FTEs) employed to complete that work
- Provided analysis of opportunities based on leading practices and benchmarks
- Assisted in designing, configuring, deploying, and tabulating a survey to capture the percentage of time individuals dedicated to activities associated with target functions

RESULTS

- 95.8% survey response rate
- Project generated significant cost reductions and improved efficiency
- Utilizing project results, the university continued its more detailed planning for the number, scope, and location of its regional business operations centers



Assessing HR Alignment for Improved Strategic Focus

CHALLENGE

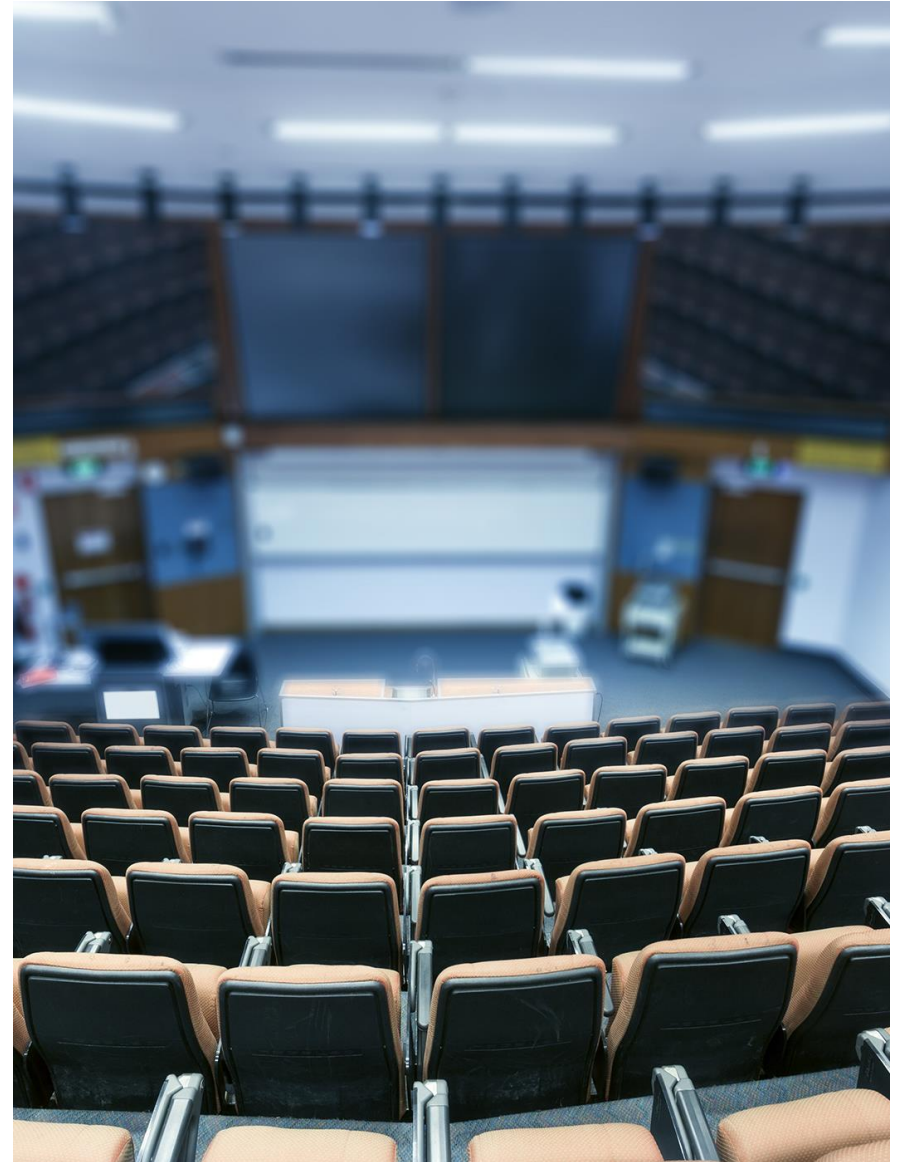
A small public, comprehensive university, with a total enrollment of approximately 5,000 students, expected their enrollment to double within five years. The university's HR organization had grown with the university, but budget constraints, lack of supporting technology, and outgrown processes had resulted in diminished customer satisfaction. Leadership asked ScottMadden to assess the HR functions across campus and make recommendations for improvement.

PROCESS

- Completed a systematic review of the HR department. This comprehensive assessment focused on HR budgets, services, customers, volumes, request cycles, service delivery model, processes, organization and staffing, and supporting technologies
- Conducted a work activity analysis of HR and payroll employees as well as administrative staff in other units that touched HR processes. This analysis provided recommendations to move HR to a more strategically focused organization
- Collaborated with staff to develop the most impactful opportunities and options for implementation. The developed recommendations enabled HR to provide higher-level support for their growing institution

RESULTS

- Client identified needs for strategic talent management, a streamlined organization, specific service process opportunities, a customized shared services delivery model, and service management technologies
- Client is in the process of evaluating recommendations and plans with the intent to walk through an incremental implementation that can be accomplished within budgetary and HR constraints



Facilities and Services Organization Strategy Session

CHALLENGE

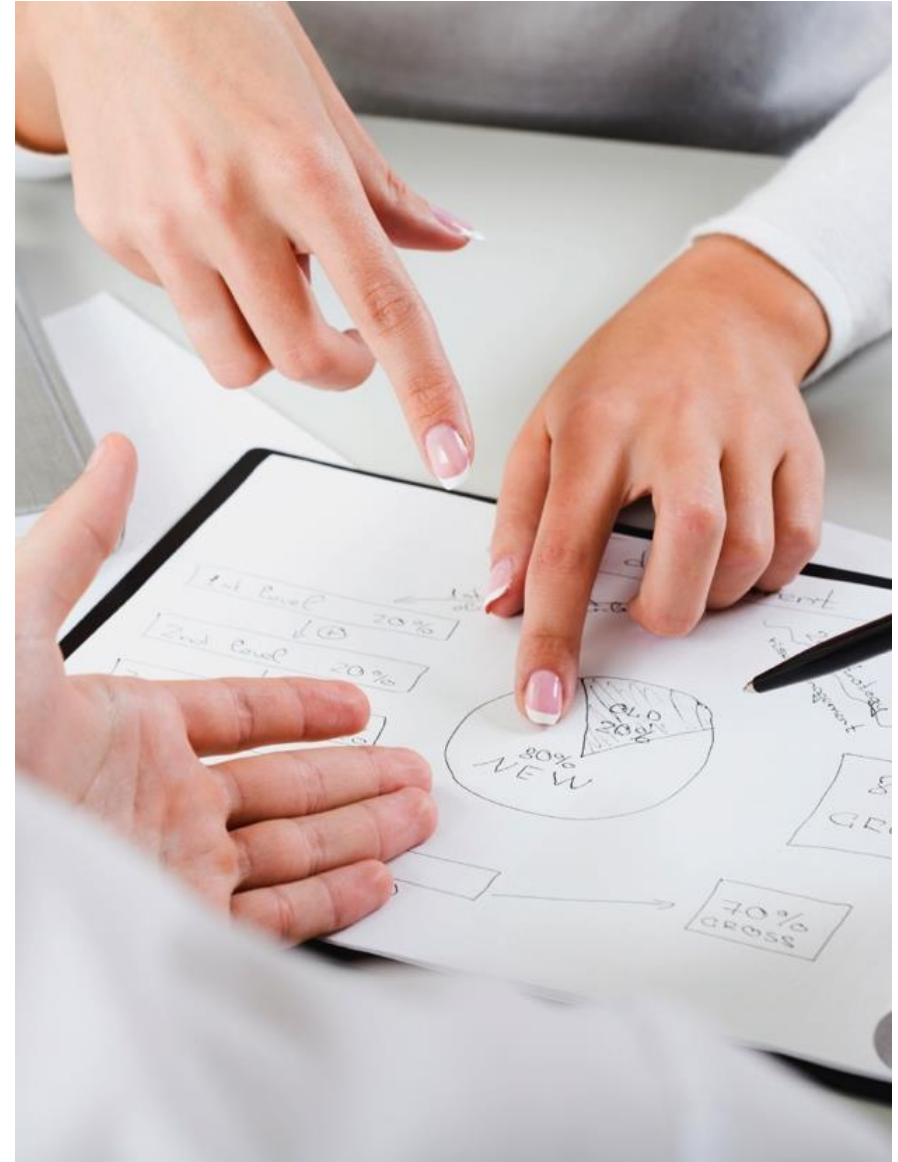
ScottMadden worked with the facilities and services organization at a large state university to create a shared services vision and plan that supported the university's strategic plan.

PROCESS

- Helped the management team clearly define its shared services vision and plans
- Created strategic initiatives to transform the facilities and services group to a top-tier performer
- Designated a dedicated resource within the organization to provide ongoing support

RESULTS

- The facilities and services organization is correctly perceived throughout the university as having a vision and a plan that will enable it to support the university's strategic plan
- The organization is aligned and motivated to substantially improve its performance and meet the increasing demands of the university
- The organization is equipped and resourced to meet future challenges



HR Transformation Assessment and Design

CHALLENGE

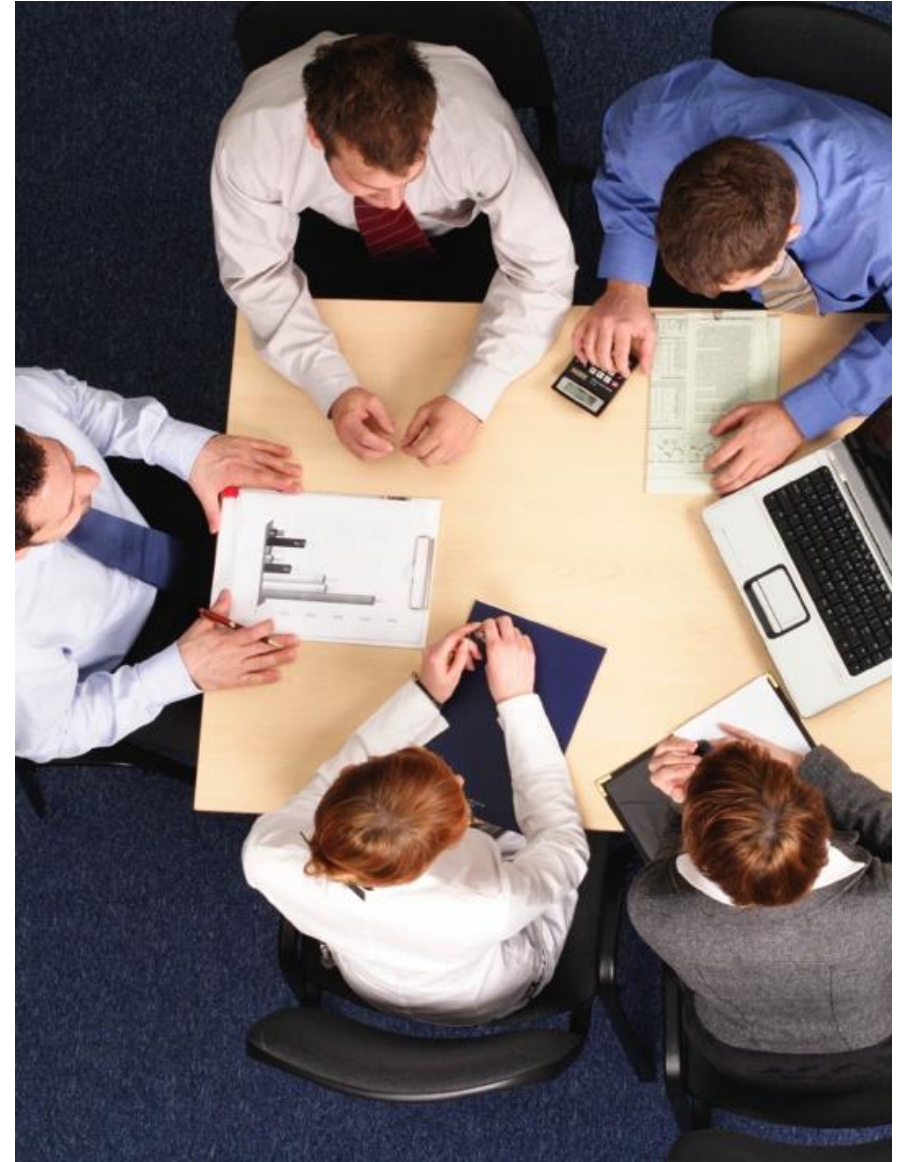
ScottMadden was engaged to design the future state of service delivery for HR at a private educational institution.

PROCESS

- Conducted interviews across HR and with key stakeholders to document the current state for recruiting and staffing, benefits administration, learning and development, personnel actions and payroll transactions, and employee relations
- Explored future state process design during workshops with subject matter experts
- Conducted key customer feedback sessions to test future state processes
- Designed future state processes and developed corresponding procedural details for the service center
- Recommended organizational changes and technological improvements to support the future state

RESULTS

- Creation of a future state design for tiered service delivery based on leading practices and contributions from key customers and HR professionals
- Documentation of current state processes to serve as a baseline for change
- Alignment of the HR organization with a common vision for the future of HR service delivery
- Development of an actionable plan for a full implementation of a leading practice HR service center, including recommendations for organizational change and options for technological improvements



Sample of Clients in Higher Education



Why ScottMadden?

Our expertise helps create the right solution. Our experience ensures that it works.

“Outstanding job of selecting really good people that have the experience, knowledge and insights.”

DEEP EXPERTISE

- ScottMadden has been a pioneer in shared services since the practice began decades ago
- Our Corporate & Shared Services practice has completed more than 1,500 projects since the early 90s
- Our clients span a variety of industries from entertainment to energy to higher education

PERSONALIZED APPROACH

- Before we begin any project, we sit down and listen to our clients' needs and challenges
- We engage with our clients like no other firm does, working side by side to create practical, real results
- We don't employ canned methodologies or cookie-cutter solutions. We work to solve the right problem in the right way

PHILOSOPHY

- We are personally invested in every project and measure our success by our clients' success
- We listen to our clients' needs and put their best interests ahead of our own
- We work with integrity, tenacity and a genuine passion for what we do
- We do what it takes to get it done right

Contact Us

Scott B. Manning

Partner and Practice Lead

ScottMadden, Inc.
3495 Piedmont Road
Building 10, Suite 805
Atlanta, GA 30305
sbmanning@scottmadden.com
O: 404-814-0020 M: 404-456-1176



Smart. Focused. Done Right.

Courtney Jackson

Partner

ScottMadden, Inc.
2626 Glenwood Avenue
Suite 480
Raleigh, NC 27608
courtneyjackson@scottmadden.com
O: 919-781-4191 M: 919-672-7521



Smart. Focused. Done Right.

