

Overview of ScottMadden's Shared Services in Finance & Accounting Solutions

Smart. Focused. Done Right.®



June 2018

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 corporate and shared services consulting services—from strategic planning through implementation—across many industries, business units, and functions.

WE DO

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

CORPORATE & SHARED SERVICES

EXPERIENCE

Our experienced team has been a pioneer in corporate and 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 1,600 projects since the early 90s, including hundreds of large, multi-year implementations. Our clients range across a variety of industries from energy to healthcare to higher education to retail. Our areas of expertise span the spectrum of middle and back office corporate and shared services.

SERVICES

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

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

Corporate & Shared Services 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

DESIGN

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

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

IMPROVE

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

Areas of Focus



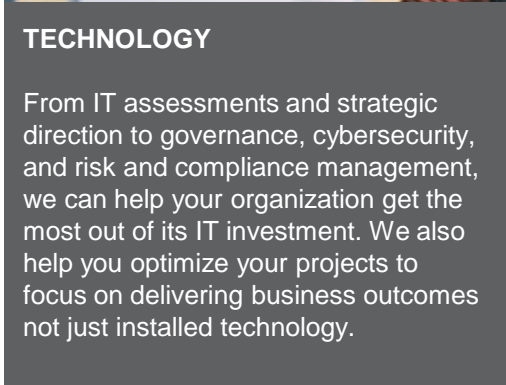
HUMAN CAPITAL

We offer HR transformation (including HR shared services), analytics, HR systems (selection, implementation, and optimization), process design and continuous improvement, talent and employee engagement strategy and programs, and payroll—the services your organization needs to excel.



SUPPLY CHAIN

We assist clients across the full range of supply chain processes, and have the unique ability to create alignment between supply chain and its stakeholders. From crafting new supply chain strategies to restructuring your organization to improving your daily operations, we help you with every step.



TECHNOLOGY

From IT assessments and strategic direction to governance, cybersecurity, and risk and compliance management, we can help your organization get the most out of its IT investment. We also help you optimize your projects to focus on delivering business outcomes not just installed technology.



BUSINESS ADMINISTRATIVE SERVICES

We help our clients integrate various administrative services into their shared services model to improve service response performance to the business. Services often include real estate, facility maintenance, fleet, security, insurance, customer service, cafeteria, and others.



FINANCE AND ACCOUNTING

We help companies transform their finance and accounting operations. Through enterprise financial business services, strategic centers of expertise, intelligent automation solutions, hybrid insource/outsource delivery models, and other solutions, we help you increase value for your company.



MULTIFUNCTION/GBS

We move shared services to the next generation—integrating finance, human resources, information technology, supply chain, and/or other business administrative services into a single, multifunction shared services or global business services operation with effective governance and management.

Spotlight: Our Finance and Accounting Practice

Finance and accounting is a core specialty at ScottMadden and has been since our inception in 1983. As such, we have a dedicated finance and accounting practice that consults across geographies and industries, including aerospace, consumer products, defense, higher education, energy, entertainment, healthcare, manufacturing, pharmaceuticals, retail, technology, telecommunications, transportation, and others.

Whether we are designing and implementing new service delivery models, expanding existing operations, or evaluating outsourcing opportunities, we ensure our clients achieve the business value desired.

ScottMadden has extensive experience supporting clients across finance and accounting functions, including:

- Accounts payable, including travel and expense
- Billing, credit, collections, and cash application
- Payroll and time collection
- General accounting and fixed assets
- Tax and treasury
- Financial planning and analysis
- Budgeting and forecasting

In addition, we have dedicated expertise across end-to-end, cross-functional processes comprising:

- Procure-to-pay
- Record-to-report
- Order-to-cash

FINANCE & ACCOUNTING SERVICES

Finance Transformation

- Finance transformation strategy
- Multifunction strategy and expansion planning
- Benchmarking and leading practices evaluation
- Service delivery model design or redesign
- Business case development
- Implementation planning/support/project management
- Analytics, metrics, and performance management

Digitization Strategy and Implementation

- RPA and Artificial Intelligence (AI) strategy and application
- RPA and AI opportunity identification and business case
- Vendor selection and implementation management
- Governance and vendor management

Financial and Service Management Systems

- Finance technology advisory services
- Systems requirements identification
- Vendor selection facilitation
- Configuration design
- Testing design and facilitation

Process Design and Continuous Improvement

- End-to-end process design
- Global process owner creation
- Continuous improvement program design
- Customer satisfaction program development



Other Strategic Initiatives

- Merger and acquisition integration
- Divestiture and transition services
- Cost reduction and operations improvement
- Service expansion

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

Representative Clients

Retail and Consumer Products	Manufacturing	Technology and Communications	Higher Ed., Public Sector, and Defense	Energy and Utilities	Healthcare and Pharmaceuticals	Professional Services
						
						
						
						
						
						
						

Note: Representative sample; not all-inclusive of clients served. Excludes numerous well-known clients due to confidentiality agreements

Why ScottMadden?

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



DEEP EXPERTISE

- ScottMadden has been a pioneer in corporate and shared services since the practice began decades ago
- Our Corporate & Shared Services practice has completed more than 1,600 projects since the early 90s
- Our clients span a variety of industries from energy to healthcare to higher education to retail

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

ScottMadden's Proprietary Toolbox

ScottMadden has a dedicated research function that studies and maintains critical data on trends, metrics, and regulations that impact corporate and shared services organizations. Our toolbox includes many resources we will leverage when working with you:

ASSESSMENT TOOLS

- Customer satisfaction survey
- Work activity assessment
- Competency assessment
- Spans and layers analysis

RESEARCH

- Primary functional research
- Proprietary shared services benchmarking studies
- Leading practice database
- Country regulation database

PROJECT ACCELERATORS

- Project management toolkit
- Templates and collateral materials
- Change management toolkit
- Global site selection database

We employ a variety of tools built over years of experience to support our work and develop the best solution to meet your needs.



Case Study

Financial Shared Services Assessment

CHALLENGE

ScottMadden was selected to assist three finance and accounting organizations for one of the nation's leading eyewear companies to recommend a best-fit approach for transitioning select finance and accounting services to a shared services delivery model.

PROCESS

- A collaborative approach was taken with a small core team to evaluate services to be considered for transition to shared services
- Options and recommendations were developed to address scope, technology, timing, and employee concerns
- A shared services model was developed that aligned transition phases with key technology implementation milestones
- Employee concerns were addressed by proposing a model that leveraged best-in-class locations for select services

RESULTS

- A final shared services design was presented that included the transition of 10 high-value services to a shared services delivery organization over a two-year period
- The final business case demonstrated positive returns in the form of three-year payback and a multimillion-dollar NPV
- A best-in-class approach was recommended in order to reduce employee impacts and leverage locations where experience, technology, and scale was significant



Case Study

Shared Services Operational Assessment

CHALLENGE

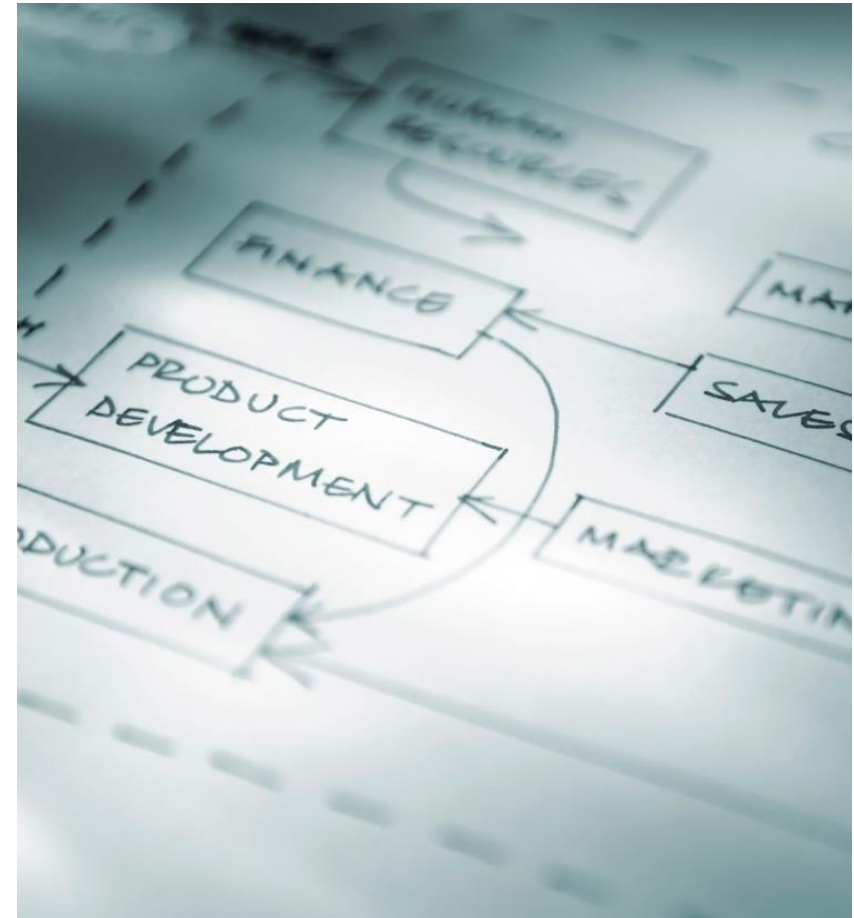
ScottMadden performed a high-level assessment of a financial shared services center for a national retail company. ScottMadden developed recommendations in the areas of strategy, organization, process, and tools/technology to address organizational issues and improve operations.

PROCESS

- Created a template for the client to compile current state information related to processes, organization, technology, and metrics
- Conducted interviews with managers to better understand roles and responsibilities, identify issues and process defects, and document potential improvement opportunities
- Summarized current state information and learnings from interviews into key findings. Compared findings with leading practices of financial shared services organizations
- Developed recommendations to address current state findings
- Prioritized recommendations and created a high-level implementation plan

RESULTS

- Highlighted areas where technology could be better leveraged
- Provided framework to improve organization design and address issues such as functional silos, skills gaps, and inadequate training
- Developed an action plan to increase process efficiency and improve service levels



Case Study

F&A Shared Services Design and Implementation

CHALLENGE

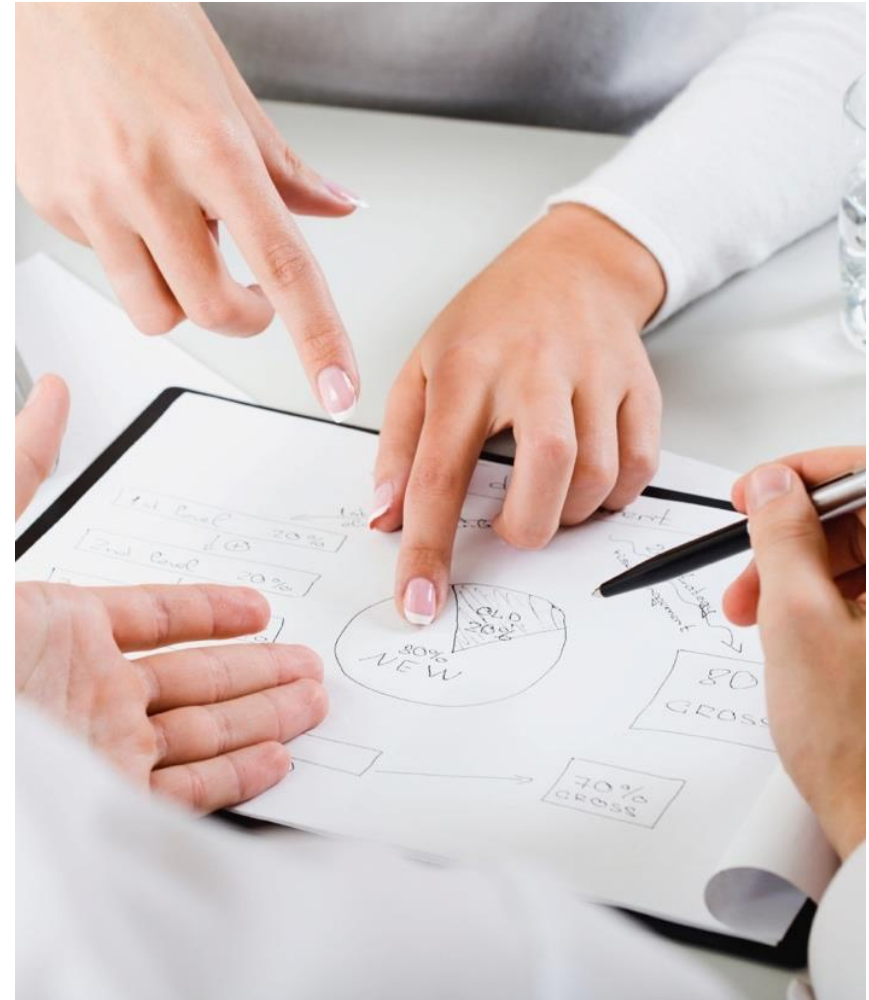
ScottMadden was engaged by a leading furniture manufacturer to design and implement a multifunction financial shared services center. Functions included accounts payable, payroll, credit management, accounts receivable, collections, and deduction management.

PROCESS

- Conducted a current state assessment of each function, including processes, organization roles and responsibilities, and technologies used
- Facilitated a future state workshop with senior leadership team to determine operating model and identified initiatives required for implementation
- Developed detailed implementation plan for the initiatives: organization, process, technology, facilities, and communication
- Managed the implementation and led the design of the organization, call center, and new processes
- Facilitated training, testing, and go-live for the center

RESULTS

- Expected realization of more than \$5 million in annual savings
- Increased efficiency of all in-scope shared services processes
- Increased responsiveness of the service organization to customer needs
- Potential to incorporate additional functions into the shared services center



Finance Shared Services Center Site Selection Study

CHALLENGE

ScottMadden performed a site selection study for a global logistics company interested in establishing a financial shared services center to consolidate transaction accounting services in North America.

PROCESS

- Identified potential North American cities
- Developed screening criteria based on client input regarding important/critical characteristics
- Evaluated cities against the screening criteria, removing less desirable cities from consideration
- Developed evaluation criteria that sharpened the focus of the screening criteria initially identified
- Ranked cities based on the evaluation criteria and analyzed evaluation scores
- Developed a recommendation for the final location based on the evaluation criteria rankings

RESULTS

- The ideal location for a financial shared services center was recommended to the client
- The client was provided with background city rankings and economic and quality-of-living data for future study to support the recommendation



Contact Us



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Brad DeMent is the leader of the Finance & Accounting shared services practice at ScottMadden. He also specializes in Global Business Services (GBS) design and build with extensive experience in the Latin America region as well as Europe and Asia-Pacific. With more than 25 years of domestic and international consulting experience, Brad brings extensive experience designing, improving, and merging shared services and GBS operations. Although his focus is on shared services strategy and implementation, Brad also has experience in building multifunction shared services operations in Mexico, Central America, and South America.



Trey Robinson
Partner

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Trey Robinson is a business strategist and shared services leader, specializing in financial advisory and multi-function shared services design, implementation, and improvement. With 18 years of consulting experience, Trey brings extensive knowledge in creating and implementing shared services strategies, leading major corporate initiatives, and improving profitability for client companies. He has interacted with corporate directors and officers of domestic and global companies covering a broad range of telecommunications, energy, aerospace and defense, retail, business services, software, and manufacturing industries.

Locations

**Smart.
Focused.
Done Right.®**

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