



scottmadden
MANAGEMENT CONSULTANTS

Smart. Focused. Done Right.®

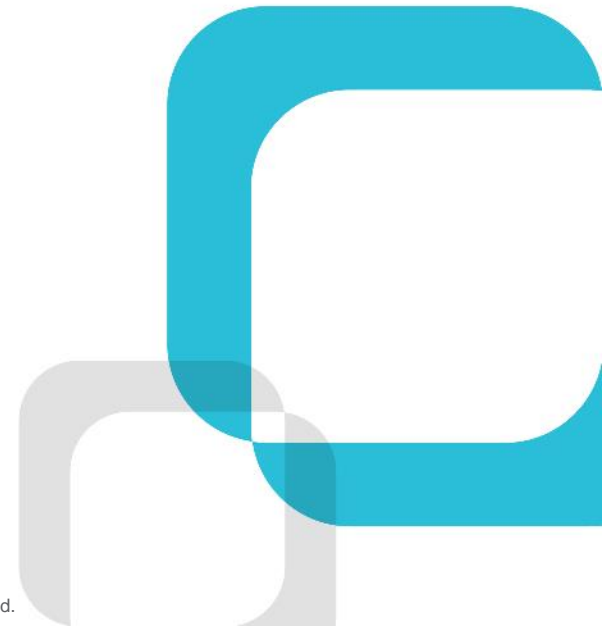


ScottMadden's Digital Transformation Services

IA Week



December 2021



Who We Are

ScottMadden is a management consulting firm with more than **35 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.

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WE DO

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

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 2,100 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.

Spotlight: Our Digital Products and Services

Digital transformation and advanced analytics is changing the way our clients do business. Since our inception in 1983, ScottMadden has been advising our clients on ways to leverage technology to deliver efficient processes and services to internal customers.

We provide digital transformation and advanced analytics services across geographies and industries and help our clients apply the right IA technology to the right type of work across Shared Service Operations and Global Business Services.

Whether we are designing a proof of concept or implementing a broader digital strategy, we ensure our clients achieve the business value desired.

ScottMadden has experience supporting clients across a variety of digital technologies, including:

- Robotic process automation
- Virtual agents/chatbots
- Machine learning/artificial intelligence
- Statistical modeling

In addition, we have dedicated expertise to support digital transformation and advanced analytics across functional areas comprising:

- Finance and accounting
- Information technology
- Human capital management
- Business administration
- Supply chain

DIGITAL TRANSFORMATION SERVICES

Digitization Strategy

- Guiding principles
- Delivery model design
- Alignment of automation capability to need
- Business case
- Implementation strategy

Proof of Concept Design

- Process identification
- Process design and mapping/exploratory analysis
- Process scripting/model development and testing
- Production readiness

Digital Implementation

- Digitization advisory services
- Vendor landscape and selection facilitation
- Testing design, cutover, and facilitation
- Training support
- Project management
- Change management

Operations and Governance

- Governance model evaluation
- Center of expertise design and creation
- Roles and responsibilities
- Metrics and dashboarding

Digital Expansion

- Process identification
- Automation criteria
- Prioritization matrix
- Expansion timeline

Spotlight: Our Analytics Services

Advanced analytics and machine learning are changing the business landscape. ScottMadden brings a data-driven approach to all our engagements and can leverage the latest data science tools and techniques to deliver previously unknown insights and efficiencies.

We bring to bear our firm's deep functional and industry expertise to bridge the gap between the business and data science to tailor solutions that fit to our client's specific needs.

Whether we are designing a self-service data visualization, statistical analysis, machine learning solution, or implementing an analytics strategy, we focus on ensuring the business value is delivered every step of the way.

We have experience supporting clients across a variety of use cases, including:

- Data visualization, dashboarding, and web apps
- Statistical modeling
- Applied machine learning/artificial intelligence
- Forecasting
- Automation

Our advanced analytics capabilities span:

- Data preparation
- Storage and management
- Diagnostic analysis and predictive modeling
- Interactive visualization
- Process redesign

Analytics Strategy

- Guiding principles
- Delivery model design
- Alignment of automation capability to need
- Business case
- Implementation strategy

Operations and Governance

- Governance model evaluation
- Center of expertise design and creation
- Use case prioritization
- Roles and responsibilities
- Metrics and performance management

Analytics Implementation

- Digitization advisory services
- Vendor landscape and selection facilitation
- Testing design, cutover, and facilitation
- Training support
- Project management
- Change management

Advanced Analytics Solution Delivery

- Use case identification
- Exploratory analysis and statistical modeling
- Predictive model development and testing
- Data visualizations and dashboarding
- Automation pipeline leveraging cloud services
- Production readiness

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-provided 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 & 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 and Industrial	Technology and Communications	Higher Ed., Public Sector, and Defense	Energy and Utilities	Healthcare	Professional Services

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

Why ScottMadden?

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 2,100 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

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



Our Values

Our success is the direct result of our people. The work of ScottMadden's employees is guided by these values:



We will be **accountable to our clients and each other** and operate in a manner that conveys a **genuine focus on service** founded on **mutual respect and trust**



We will place the **long-term good of our clients** above our own interest and conduct our business **ethically with humility, empathy, and fairness**



We will **exceed our clients' expectations**, we will do what we say we will do, and we will do it extraordinarily well



We will each be **stewards of ScottMadden's reputation**, and we will preserve and enhance it















We will maintain a **challenging, diverse, and inclusive work environment** centered on client success while **promoting collegiality, creativity, responsibility, and an overall esprit de corps**



We are personally invested in every project we take on.

ScottMadden's Proprietary Toolbox

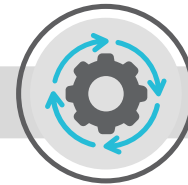
ScottMadden has dedicated research and data science and analytics functions. Our research team studies and maintains critical data on trends, metrics, and regulations that impact corporate and shared services organizations, while our data science and analytics team delivers complex analysis and automation using the latest techniques and technologies. Our toolbox includes many resources we will leverage when working with you.

ASSESSMENT TOOLS	RESEARCH	DATA SCIENCE & ANALYTICS	PROJECT ACCELERATOR
   <ul style="list-style-type: none">■ Voice of the customer surveys■ Work activity assessment■ Competency builder■ Spans and layers analysis	   <ul style="list-style-type: none">■ Primary functional research■ Proprietary shared services benchmarking studies■ Leading practices database■ Country regulations database	   <ul style="list-style-type: none">■ Data transformation, visualization, and business intelligence■ Intelligent automation■ Statistical modeling and machine learning■ Cloud computing	   <ul style="list-style-type: none">■ 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.

How We Consult during a Pandemic

The use of technology as a core part of our consulting approach has been evolving over the last several years. Even before the current pandemic, many of our clients preferred a more remote or hybrid approach to project delivery to reduce project expenses. Additionally, many of our clients are geographically dispersed, so they are accustomed to virtual meetings and collaboration. With the unexpected advent of COVID-19, we have further adapted our consulting approach, using technology, to provide consulting advice, project management, “hands-on” support, and excellent client service while minimizing the need for an on-site presence.



Assess and Plan

- Online data collection
- Interviews via video
- Collaboration via MS Teams, Zoom, SharePoint, and other platforms
- Daily virtual “stand up” meetings
- Online work activity assessment and voice-of-the-customer tools

Design

- Interactive virtual workshops
- Process design via interactive workshops leveraging virtual user experience
- Technology RFPs and demos using video and shared scripts
- Interactive whiteboarding sessions
- Project management via MS Project

Build

- Change management through video, email, portals, virtual brown bag lunches
- Feedback loops through metadata collection
- Online just-in-time training
- Virtual business simulation for capstone training
- Hourly five-minute virtual meetings during launch
- Remote support capabilities for service center via knowledgebase

Improve

- Rapid online employee feedback
- Virtual office hours
- End-of-day stabilization check-ins
- Shared services employee “humanization” via video
- Analysis of call and case data using data visualization

RPA Pilot and COE Design

CHALLENGE

A leading provider of online legal research utilized large groups of labor based in low-cost global locations to conduct repetitive process work. Robotic process automation (RPA) presented an opportunity to reduce large amounts of manual work and gain a competitive edge. However, differing opinions of RPA roles for business operations, IT and a new COE posed numerous governance challenges. ScottMadden was retained to conduct a pilot and help design a sustainable governance model for an enterprise-wide RPA program.

PROCESS

- Met with stakeholders to identify problem processes
- Measured process volume and time to estimate RPA ROI
- Down-selected high-volume, high-impact processes
- Mapped and recorded processes in detail
- Scripted five processes in UiPath
- Tested with historical data and completed user signoff
- Conducted training to build client internal capability
- Designed a hybrid governance model and defined COE roles
- Validated governance recommendations in workshop setting
- Assisted with robot move to production

RESULTS

- Documented immediate ROI and 10X improvement in process speed
- Trained staff to locate, map, script and test their own processes
- Established an initial RPA COE and gained agreement on roles



Automation in Supply Chain

CHALLENGE

A large electronics product distributor, more than 300 locations worldwide, was experiencing issues and delays with their tariff drawback process. The objective was to pilot an automation program for reading import forms and product invoices to extract pertinent information used in the drawback process. ScottMadden developed a solution that leveraged a cloud-based machine learning service and custom code to generate a structured output which paired with federal customs reports to facilitate applications for drawback and reduce manual processing.

PROCESS

- Set up cloud architecture and permissions
- Scripted API calls to machine learning service to transform unstructured data into semi-structured data set
- Developed custom script for data cleaning to transform semi-structured data to structured data set
- Output clean, structured data to CSV for use in existing processes

RESULTS

- Demonstrated ability to process thousands of pages of tariff packages in minutes
- Elimination of more than 50% of targeted manual work
- Matching with customs report eliminated risk of missed packages in manual processing
- Output clearly denoted areas where continued manual processing was required



Pay Equity Analytics

CHALLENGE

A midsize healthcare organization was experiencing employee dissatisfaction around perceived pay inequities. The company was seeking to understand if compensation gaps existed across demographics, positions, departments, etc., and if so, the underlying drivers of these gaps. The client was also looking to revise compensation policies to standardize the approach across departments and regions. With the help of ScottMadden, the HR group was able to develop explanatory compensation models for key positions, identify specific pay gaps, define a standard approach to compensation, and apply the new standards and statistical models to address the gaps. This provided tangible and immediate steps to address this highly sensitive issue.

PROCESS

- Met with HR leaders to identify and extract relevant employee data from available sources
- Developed statistical models to identify the driving factors behind differences in compensation
- Assessed the current compensation-setting policies and procedures
- Developed a future state compensation framework and developed a gap closure plan
- Applied the statistical models to advise on options to resolve identified pay equity gaps

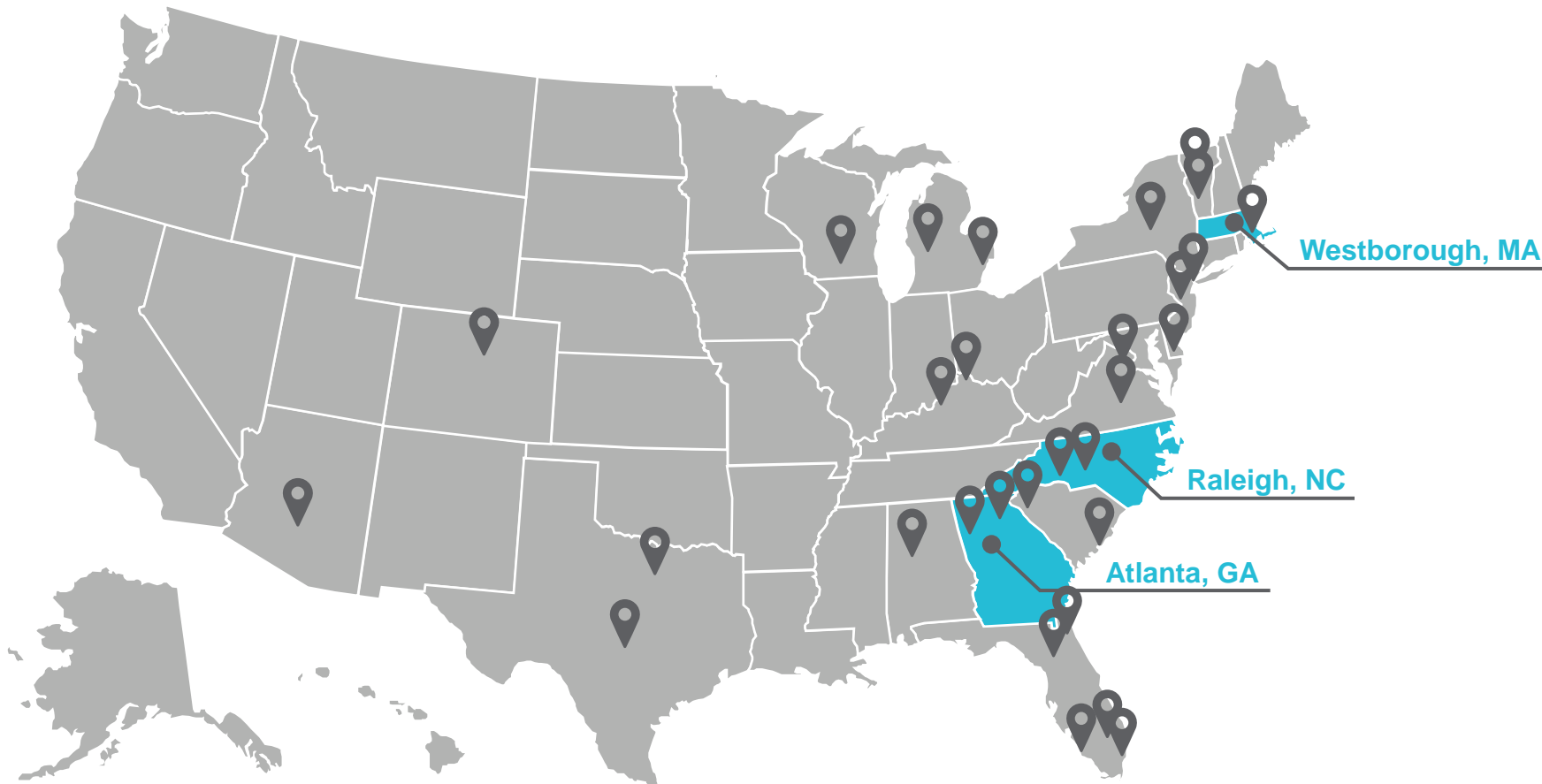
RESULTS

- Dispelled the perception of widespread systemic pay inequities based on race, gender, age, etc. while identifying limited instances of such inequities within certain position groups
- Determined that employees were not compensated consistently for their experience and enabled client to make \$500,000 in compensation adjustments to create pay equity for the entire organization
- Minimized future compensation variance to improve employee satisfaction with compensation practices



Where We're Located

We have three main offices located in Atlanta GA, Raleigh NC, and Westborough MA and consultants who live in many other cities.



ScottMadden Headquarters

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Raleigh, NC 27608

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Atlanta Location

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Massachusetts Location

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 Home Offices  Remote Employees

ScottMadden maintains three offices but allows our consultants to work remotely.

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