

Scope of Services/Service Delivery Model

Research Need:

- You are ready to move forward with changing your Service Delivery Model. Let's determine the next step: where does all the work belong? Will activities be shifted to service centers, CoEs, business unit support?

Methodology:

- Intimate workshop format involves those in leadership roles; gathering input from stakeholders beforehand is key.
- The positioning of your services in the new model serves as the basis for the workshop:
 - Our suggestions for where activities should go per the new model are pre-populated
 - Workshop participants are given the opportunity to agree/disagree with proposed suggestions
 - A completed Work Activity Assessment is ideal, but not required

Recent Clients:

- West Fraser
- Epiq Global

Sample Output:

Areas of Alignment and Discussion

A high degree of alignment is achieved throughout the service slotting survey. Survey participants polled with 100% alignment across Revenue Accounting, Treasury, and Internal Controls

- Areas that did not achieve full alignment are listed below and earmarked for discussion

Service area functions for discussion:

FP&A	Revenue Accounting	General Accounting and Reporting	Capital Project Accounting	Payroll
<ul style="list-style-type: none"> Planning, Budgeting, Forecasting Cost Accounting & Control Cost Management Evaluate and Manage Financial Performance 	<ul style="list-style-type: none"> 100% Alignment 	<ul style="list-style-type: none"> Manage Policies and Procedures Perform General Accounting Perform Fixed Asset Accounting Perform Financial 	<ul style="list-style-type: none"> Perform Capital Planning and Project Approval Perform Capital Project Accounting 	<ul style="list-style-type: none"> Manage Pay
AP & Expense	Treasury	Internal Controls	Taxes	General Management, Admin & Special Projects
<ul style="list-style-type: none"> Process Financial Accruals & Reversals Research and Resolve Exceptions 	<ul style="list-style-type: none"> 100% Alignment 	<ul style="list-style-type: none"> 100% Alignment 	<ul style="list-style-type: none"> Prepare Returns Prepare Foreign Taxes 	<ul style="list-style-type: none"> Travel and Expense Coordination/Processing Trade File Compliance

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Identify key areas of misalignment to earmark for discussion

General Accounting and Reporting

Perform Fixed Asset Accounting

Task	Corporate Office	Centralized Location	Regional Office	Segment Office	Mill Site
Establish fixed asset policies and procedures	100%				
Maintain fixed asset master data files	100%				
Process and record fixed asset additions and retirements	98%			13%	
Process and record fixed asset adjustments, enhancements, revaluations, and transfers	100%				
Calculate and record depreciation expense	100%				
Process and record fixed asset maintenance and repair expenses	76%			13%	13%
Reconcile fixed asset ledger	100%				
Track fixed assets, including physical inventory					100%
Provide fixed asset data to support tax, statutory, and regulatory reporting	100%				

Comments:
Process and record fixed asset additions and retirements:

- "should be at mill or segment level until processing AP is centralized, currently these all get processed at the mill except larger capital items"
- "This is not how we currently run, but I think this is a great idea."

Process and record fixed asset maintenance and repair expenses:

- "This will be performed at each location through work orders."
- "similar to comment above"

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Address identified alignment issues in a live workshop