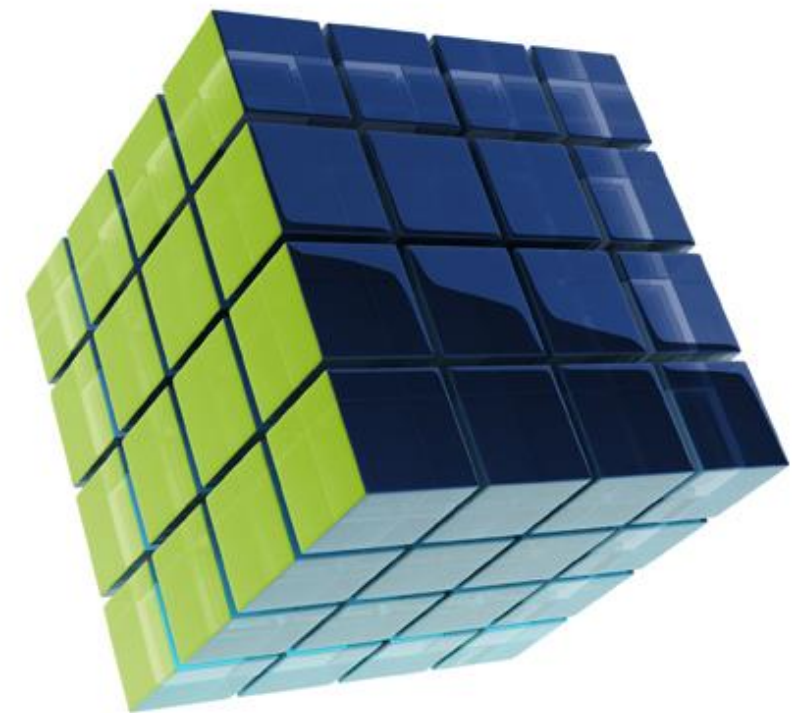


Annual Shared Services and BPO Conference 2013

Reducing cost, enhancing control and compliance, plus the tools and technologies that can enable this

Gareth James & Navaid Hasan



Agenda

1. Introductions
2. Building a Business Case
3. Four Examples
4. Tips
5. Your Questions
6. Your Experiences



Introductions

Introductions

Welcome



Us



Guests

Introductions

Reducing Cost, Enhancing Control and Compliance “Tools”



Introductions

IT Context and Realities



Introductions

Our Initial Focus for Today

Integrity



Monitoring



Optimisation



Performance



RUNBOOK

WINSHUTTLE™



QlikView



Building a Business Case

Improvement Cornerstones

Business cases based on BOTH Reducing Cost AND Enhancing Compliance

Take SSC to next stage: Increase effectiveness, efficiency and enhance compliance

Effectiveness

Doing more high-quality work with the same amount of resources

Efficiency

Delivering the same outcomes but requiring less effort to do so

Compliance

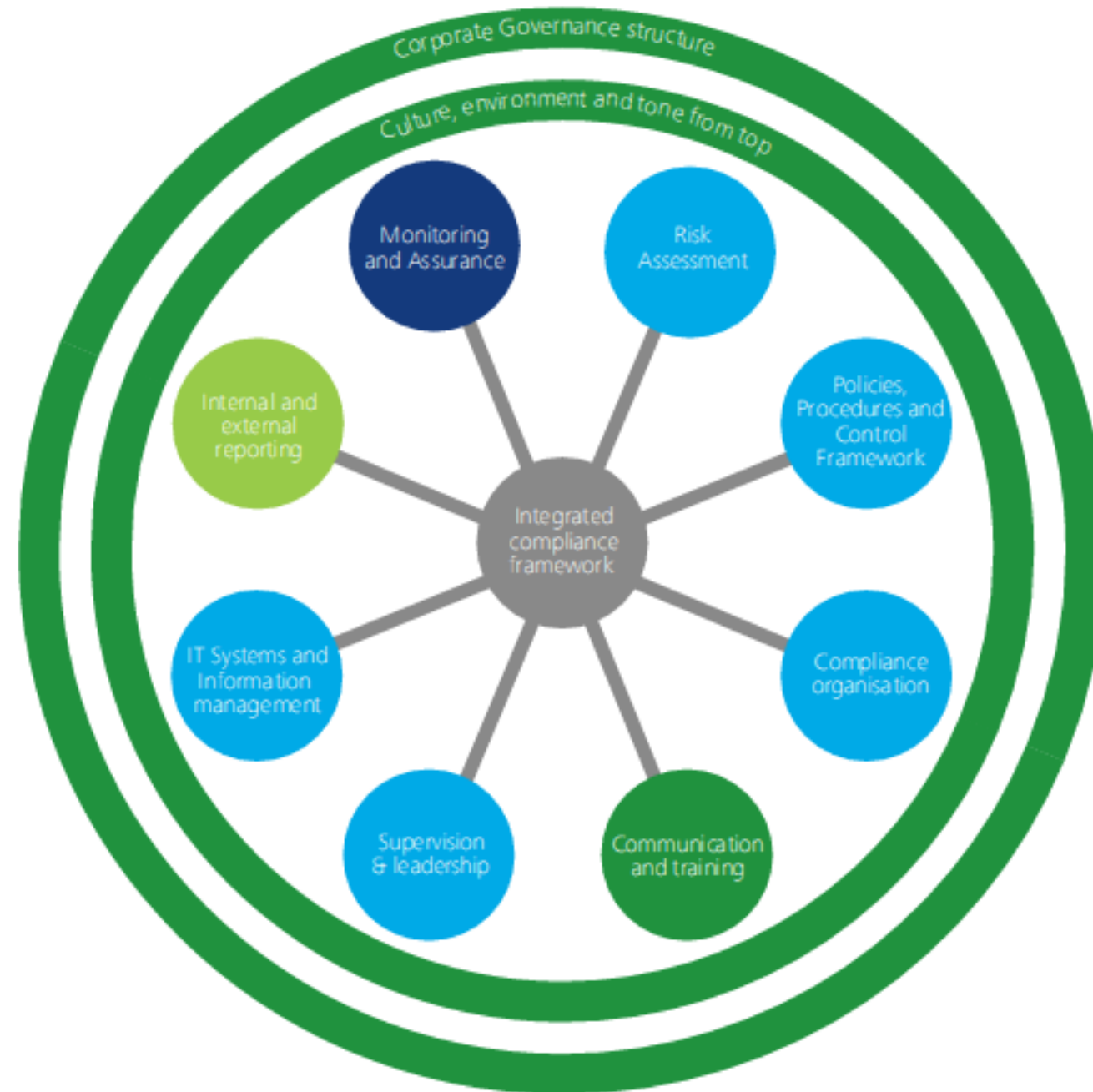
Right first time and ensure controls operate without exception

Typical Compliance Drivers

- Regulatory pressures
- Senior Accounting Officer sign off
- Extended Enterprise Control
- Fraud, Bribery and Corruption.
- HR Policies & Procedures
- Audit Requirements and Audit Committee Directives
- Continuous Improvement Expectations.
- Business strategic impact of non-compliance.

An Example Compliance Framework

.....most projects will enhance compliance



The real improvement targets

People and Process

Centralisation
Establish ownership



Transparency
See what you need to see

Collaboration
Focus on team outcomes



Standardisation / Consistency
Keep to the happy path

Performance
Drive the right behaviours



Risk Intelligence
Focus on what matters

Understanding and Insight
Seek out root causes



Rationalisation
Simplify processes

Innovation
Invest to improve



Culture, Talent, Engagement
Embrace and engage in improvement

The real improvement targets

Technology

Risk Intelligence
Supports smarter working

Automation
Reduces manual effort

Governance
Ownership & full visibility

Accessible
Globally useable

Secure
Clear access and SOD

Full Audit Trail
Documents everything

Agnostic
Connects widely

Enterprise
Credible at scale

Evolutionary
Easily develops with you

Some examples

Our Examples – Leveraging Tools to Reduce Cost and Enhance Compliance

1

2

3

4

Integrity



Monitoring



Optimisation



Performance



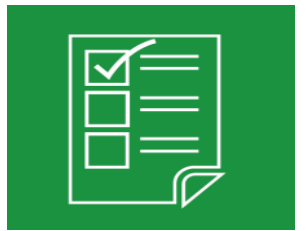
Example 1: Integrity

Key Desired Outcomes



- ⚙️ Strengthen governance over the balance sheet
- ⚙️ Automate financial close workflows and reconciliations
- ⚙️ Creating an archive / audit trail of the close process
- ⚙️ Assign and manage month end resources better
- ⚙️ Speed up financial close timetables

Example Technologies



SSC Outcomes – example impact

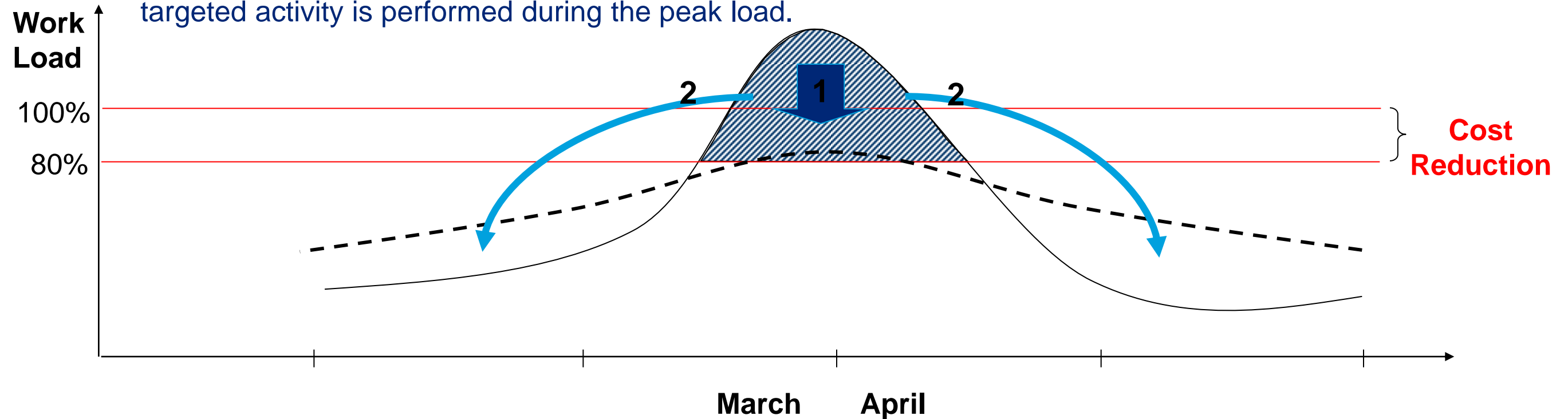


1. Eliminating manual work:

- a) Right first time – enables a reduction of corrections performed during peak load.
- b) Automation – enables cost reduction only if the targeted activity is performed during the peak load.

2. Even out the work load:

Moving activities away from the peak load enables cost reduction and provides time for quality.



SSC Outcomes



Oil and Energy Company

- 1000 Global Entities
 - Delivered automated reconciliations
 - Reduced 1000s of man hours of effort
 - GL account attestation and ownership



Investment Bank

- NA, EMEA & APAC
 - Reconciled multi currency accounts
 - Eliminated labour intensive reconciliations for low risk operational accounts.



Travel Operator

- Revenue Assurance Reconciliations
 - Automated Reconciliation of AR
 - Enabled effective business partnering as AR team free to focus on business.
 - Effective Financial Governance

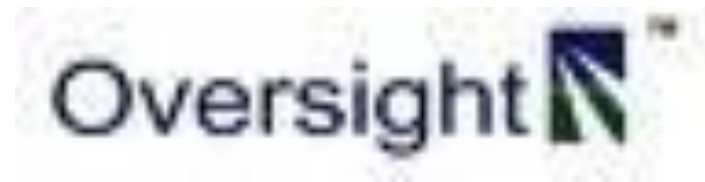
Example 2: Monitoring

Key Desired Outcomes

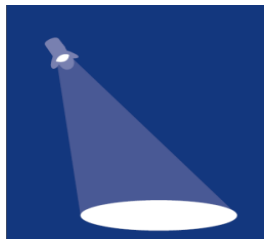


- ⚙️ Increase efficiency and effectiveness of controls
- ⚙️ Reduce manual activities – automate and focus on what matters
- ⚙️ Demonstrate improvement in quality and timeliness of controls monitoring
- ⚙️ Have a reliable and automated ‘safety net’ in areas of key risk
- ⚙️ Ensure control issues are dealt with proactively, with root causes remediated
- ⚙️ Move from KPI and KRI reporting to KPP capabilities

Example Technologies



SSC Outcomes



FTSE 100

- Control Analytic Platform
 - Automated Delegation of Authority
 - Reduced 16 Man weeks effort to nil



Global Entertainment Company

- Risk Analytic Platform
 - Enabled a pricing integrity alert system
 - Enabled faster decision making in European territory to occur and for CFO to respond pro actively.



National Public Sector Organisation

- Purchase to Pay Risk Monitoring
 - Alerts on key processing error risks
 - Alerts on key fraud risks and suspicious payment risks

Guest Experience



Example 3: Optimisation

Key Desired Outcomes



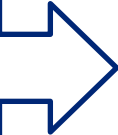
-  More easily standardise workflows across ERP's, locations and people
-  Greater automation of key processes across business ERP's and locations
-  Manage master data and transactional data better, across the organisation
-  Implement continuous activities to focus on process improvements
-  Be able to quickly and easily adapt, but in a standardised way, to changes in the business

Example Technology



WINSHUTTLE

A vertical stack of seven screenshots from the Winshuttle software interface, showing various steps in the 'Create Vendor' process. The screenshots are: 1. 'Create Vendor: Initial Screen' with a 'Vendor' field. 2. 'Create Vendor: Address' with a 'Vendor' field and an 'INTERNAL' dropdown. 3. 'Create Vendor: Control' with 'Vendor' and 'Account control' fields. 4. 'Create Vendor: Payment transactions' with 'Vendor' and 'Bank details' fields. 5. 'Create Vendor: Accounting information Accounting' with 'Vendor' and 'Company Code' fields. 6. 'Create Vendor: Payment transactions Accounting' with 'Vendor' and 'Company Code' fields. 7. 'Create Vendor: Correspondence Accounting' with 'Vendor', 'Company Code', and a 'Dunning data' section containing various checkboxes and fields.

A screenshot of a 'Vendor Creation Request' form in a web browser. The form includes fields for 'Vendor Number' (with a note 'Must be 9 digits'), 'Company Code', 'Purchasing Organisation', and 'Account Group'. It also has a 'Name' field with a note 'Both the name and first search term must be unique to this vendor.' and a 'Search terms' field. The 'Address Details' section includes 'House Number', 'Street', 'City', 'Postal Code', 'Country', and 'Region'. A 'Submission' section at the bottom states 'This request will be sent to Hobson, Peter' and includes a 'Submit for Approval' button.

SSC Outcomes



Global FMCG

- Master Data Management
 - Delivered effective MDM capability across globe
 - Delivered workflow capability for management of data.



Pharma Business

- Optimise and Standardised Data
 - Streamlined data maintenance and quality
 - Reduced manual data entry to accelerate SAP loads and changes.



Fortune 500

- Centralised Workflow Platform
 - Automated business processes and routing of internal forms.
 - Covering, engineering, manufacturing, HR, finance and legal depts.

Example 4: Performance

Key Desired Outcomes



- Greater automation of financial reporting activities across systems
- Ability to immediately explore and drill down into areas of user interest
- More attractive, visual presentation of key information
- Ability to cascade information securely over mobile data resources
- Have technology which finance staff can own, learn and operate

Example Technology



Monthly Performance | YTD Performance | Team Stats

Deloitte.

Enterprise Risk Services – Data Analytics
FY12 YTD Performance Report
Actual vs. Plan vs. FY11 - March

December Sector Performance

SIC Report	Financial Crime	Financial Services	Corporate	Other
Plan	498,945	665,261	356,390	48,151
Actual	630,097	577,610	380,123	97,563
Actual FY11	649,171	443,704	324,561	52,362

Top 5 Clients

Top 5 Propositions

Top 5 New Projects

Project Name	December Actual
DoH AUD AA March 2014	14,152
London Met Uni Secondment DC ERS	13,381
Aon AUD ERS ITIA Co-Source	11,608
Visa AUD IA Outsource 2012	10,970
National Grid Security Review 2009/10	9,975

Top 5 Dropped Projects

Project Name	Project	December Actual
June II	C-019 2949	370,816
Mais AUD I&TR Jul 2010	C-0159448	151,027
FSA SCV The matric Review ERS Data	C-01889 61	81,424
LBG WBM COMPLEX P1	C-019445 6	66,690
EOD Market Data	C-019 6549	62,591

Top 10 Projects

Project Customer	Project Name	March Actual
B T Group PLC	Programme Mustaine BT4005 Y201...	6,683
Unilever PLC	Connect IPA	6,660
States of Guernsey	States of Guernsey AUD ye Dec11	6,375
Guardian Media Group PLC	GMG Audit 2011	5,970
Northumbrian Water Group PLC	Northumbrian Water Group pk AU ...	1,824
V.Group Ltd	V GROUP Ltd AUD AA Dec 2011	1,824
N Brown Group PLC	N Brown PLC 2012 audit	4,891
PD Ports Ltd	Brookfield Ports AUD Dec 2011	4,420
Man Investments Netherlands BV	Man Fund audits - 2011	4,114
A4E Ltd	Project Blade ERS 2012	6,606

Search Filters

SIC Report:

Project Customer:

Project Name:

Month: **March**

Go to YTD | Go to Team Stats | Reset

For Help, press F1 | 13/04/2012 16:50:24*

QlikView

SSC Outcomes



Global Retail Bank

- Automation of MI environment
 - Delivered interactive MI and KPI across globe
 - Delivered more secure deployment model.



Telco

- Optimise Information Provisioning
 - Enhanced time exploring and investigating
 - Reduced manual ddata compilation activities



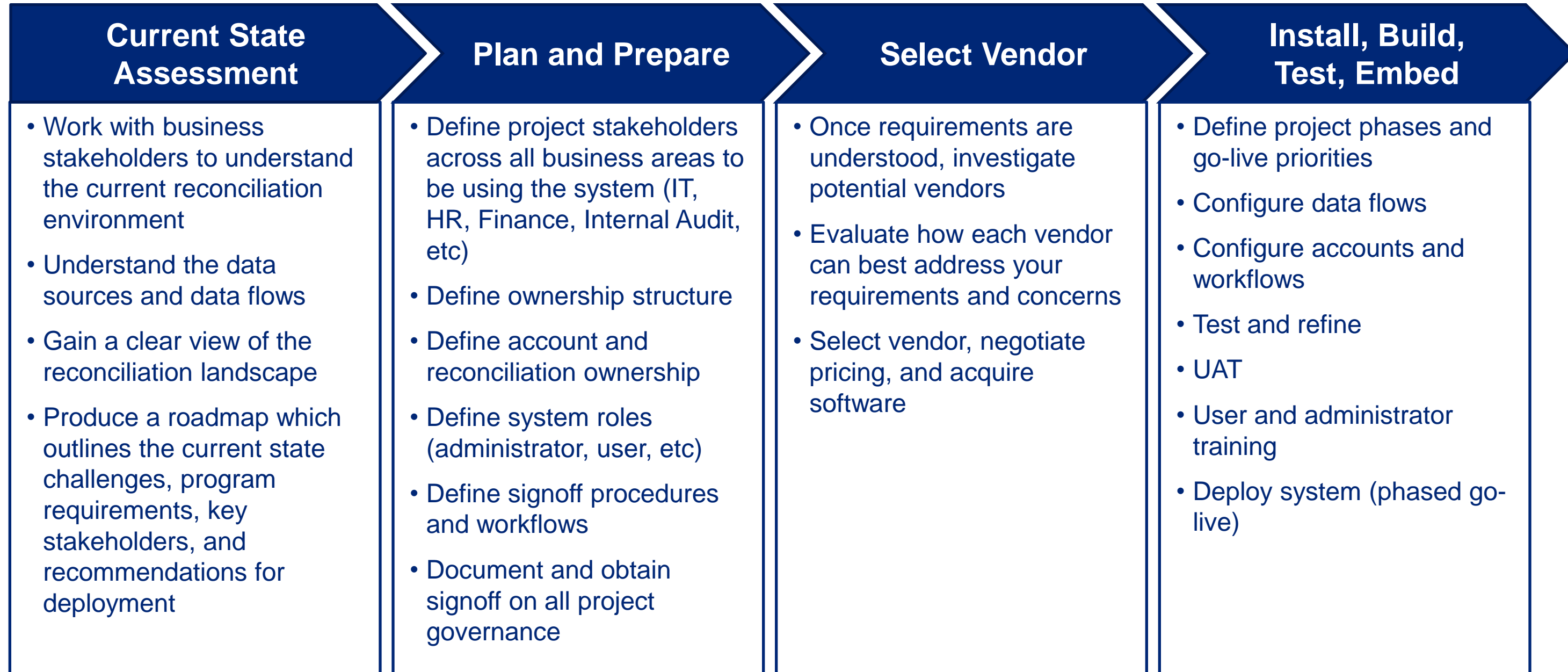
Trading Business

- Centralised Trading Dashboard
 - Visualisation of trading performance and risk landscape
 - Highlighted exceptional behaviours for investigation

Tips

Tips – Approach

Don't jump into selection and delivery



Tips – More than Technology

It's the outcomes that count – people and process change...

People Change

Prepare for a change to the day job:

- Identifying and engaging the right stakeholders
- Clarifying accountabilities and getting buy-in
- Involving them appropriately in the project
- Setting expectations of successful outcomes
- Aligning objectives
- Building confidence to take change on

Process Change

Defining and Integrating with the bigger picture:

- Clarifying how these changes align to other change projects
- Understanding where true risks and complexities sit
- Identifying and agreeing what good / best looks like
- Prioritising easiest to convert value opportunities
- Developing / simplifying processes to an enterprise standard
- Achieving better use of limited resources, reduce rework

Governance Change

Respond to a continuously rising bar:

- Enable and communicate more robust, universal policy
- Enhance oversight, accelerate interventions
- Define, enforce and prove segregation of duties
- Define, enforce and prove accountabilities
- Evidence effective operation of internal controls
- Simplify the ability to scrutinise the process

Technology Change

Technology is only part of the solution.

In our experience, this is the easy bit.

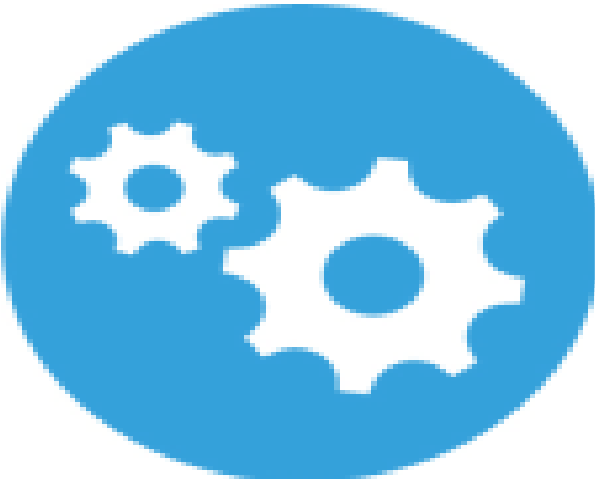
It's the outcomes above and left that are important.

Tips – Good Project Setup

Setup to succeed

1. Experience from other projects
2. Finance, not IT, sponsored and led
3. Strong organisational relationships
4. Early stakeholder engagement
5. Sensible governance arrangements
6. Phased implementation approach (“clusters”)
7. All parties committed to success
8. Clearly defined roles and a remit of what ‘change’ needed to be enabled
9. Tone at the top / Senior interest

Your Questions



Your Experiences

Looking Back

What underpins your successful SSC Outcomes?



Looking Forwards

What do you aspire to use more successfully?





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