Optimised Financial Operations

Achieving higher efficiency through structural transformations

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Agenda

Affordability of Finance

Simplify

Standardise

Automate

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1 Affordability of Finance

- Technological advancements lower barriers of entry to various industries and markets
- Increased competition in any market will suppress margins
- Support functions must be able to flex and adjust to this pressure

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1 Affordability of Finance

- Reducing the cost of the finance function – where?
  - Headcount
  - Systems
  - Indirect costs
    - Cash burden vs receivables cycle
    - Inefficient capital allocation
    - Slow management information

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1 Where did we start?

- 2014
  - 22 heads
  - 7 different ERP systems
  - 7 different finance processes
  - 4 days to close month
  - Countless manual interventions to numbers before presentable to management
  - Costly and slow
  - **Management dissatisfaction with finance and constantly changing numbers**

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Simplify

- Modernity is complex. Use “Via Negativa” to achieve focus & success
- Reduce manual reports to bare minimum
  - Challenge & refuse to report any central function requests which do not directly add value to your business
- Set minimum values for manual journals
- Stop useless cost allocation between profit/cost centres
- Reduce requirement for actuals reporting detail!
- Reduce requirement for forecasting detail!

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Standardise

- Implement standard ERP (no configuration differences) to all sites (2015)
- Move all finance operations possible from sites to a shared service centre in Singapore
  - AP, AR, GL, Cash, FA&R, Payroll & Expenses
- Standardise all finance processes served by the SSC only allowing for regulatory deviations to standard finance operating model

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Automate

- Maximise system utilization (2016)
- Define required reports & automate report Generation from Cognos
  - Revenue / CoS per profit centre (Site)
  - Operating costs per cost centre direct to cost centre owner
  - Balance sheet reconciliations to FM
- Automate ERP-consolidation system link/upload (Cognos – HFM through FDM)

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Automate & Visualize

- Maximise system utilization
- Define required reports & automate report sending from Cognos
  - Revenue / CoS
  - Opcosts
  - Balance sheet shedules
- Automate ERP-consolidation system link/upload (Baan – HFM through FDM) (2016)
- Tableau reading directly from Oracle Data Warehouse (2018)
  - Real time reporting!

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TRANSACTIONAL

22 Finance heads

Complex, slow, expensive

Requirement to improve affordability of Finance

Simplify

Remove non-value adding reports, journals, activities

Standardise

Standard ERP platform

Standard accounting process

Automate

System utilisation

Automating one step at a time

Lean & Mean Finance

10 Finance heads

Fast, transparent, nimble & focused

BUSINESS PARTNER

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Future of Finance

- Robotic Process Automation
- AI & Algorithmic accounting
- Blockchain
- Compliance risk
- How to become antifragile ?

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