



**Our Experience. Your Success.**



**The Power of Virtual Shared Services at the  
University of Iowa  
November 29, 2017**



- **CASE STUDY: THE POWER OF VIRTUAL SHARED SERVICES**  
No building, no money, no resources... No problem. If you build it right, they will not know what they did without you. Overcoming the fear, the faculty, and the frustration of having to implement shared services.
- Learn how the University of Iowa implemented shared services in the face of overwhelming change on campus. Learn about their methodology for determining the baseline, measurements of progress and success, as well as how they attained a 50% improvement and \$900,000 in FTE savings in one year.

# Introductions



## **PHIL SEARLE, FOUNDER AND CEO**

Phil Searle has more than 25 years of experience in Finance, Shared Services, Technology and Outsourcing and is a globally recognized expert in business transformation, shared services, offshoring, and outsourcing, covering both the private and public sectors. Prior to founding Chazey, he was Group Vice President and CFO of Cendant TDS International, responsible for all aspects of Finance across four continents, including Decision Support, Financial Planning & Analysis, and Controllership and Financial, as well as certain HR Shared Services. Prior to Cendant, Phil was VP Finance and Corporate Controller at 3Com Corporation. Here he headed the Corporate Controller Function and the Worldwide Shared Finance Services team. His responsibilities included far reaching organizational, technology, service delivery and business process improvement initiatives resulting in the global roll-out of ERP solutions and Shared Services for Finance, HR, Supply Chain, Logistics and Customer Support.

[philsearle@chazeypartners.com](mailto:philsearle@chazeypartners.com)



## **ROBERT TOWLE, CHIEF OPERATING OFFICER**

Robert has over 20 years of experience in finance, shared services and technology implementations. He has managed multiple shared services transformation projects and has held multiple roles managing shared services operations in the U.S., U.K. and in multiple locations in India. Recently he has led an assessment of a multi-university system including Finance, Information Technology and Human Resources as well as engagement for the transformation for the EMEA region of a multi-billion financial services firm, including building an Accounting Shared Services Center and Center of Expertise for FP&A.

[roberttowle@chazeypartners.com](mailto:roberttowle@chazeypartners.com)

## Global Management Consulting & Advisory Services

### Shared Services

From Business Case to Deploy, to correction & optimisation or expansion of existing operations to GBS

### Robotic Process Automation

Automation assessment, proof of concept, vendor selection & provider of RPA solutions

### Business Transformation

Process Optimisation, Organisation  
Restructure, HR services, recruitment & training

### Enterprise Wide Security

Business Continuity Planning, assessment & implementation



1

#### Who We Are

Founded 2006, headquartered California, global offices, over 50 full-time & 70 specialist resources

2

#### What We Do

Evaluations & assessments, strategic advice, project management, process and market expertise

3

#### Where We Focus

Finance, Human Resources, IT, Procurement, Facilities & other functions

4

#### The Chazey Difference

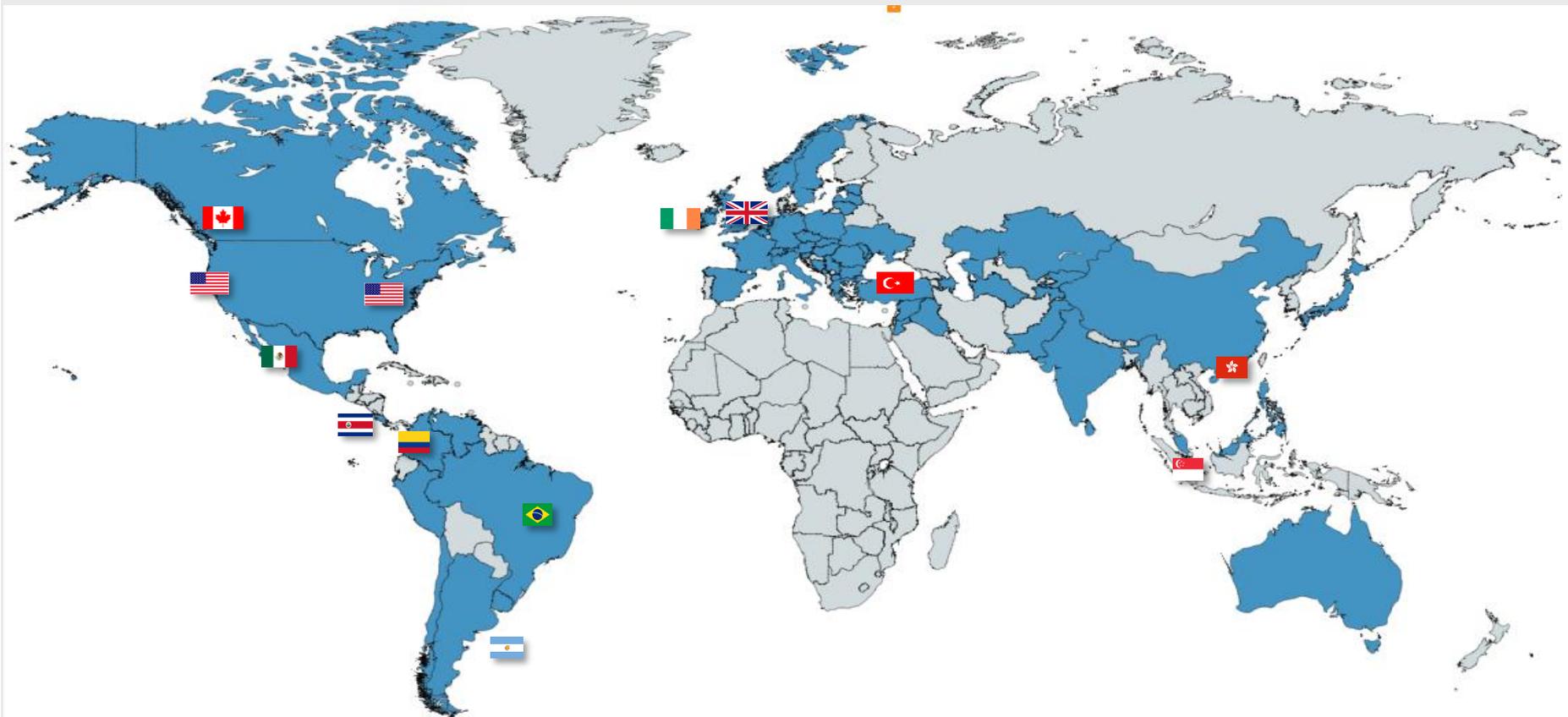
Practitioners first, staff continuity, knowledge transfer, client engagement in transformation

# Project Countries/Experience



**Who We Are:** Founded 2006 • Global offices headquartered in California • Over 50 full-time and 70 specialist resources

**What We Do:** Evaluations and Assessments • Strategic Advice • Project Management • Business Continuity



**Where We Focus:** Transformation of Finance • Human Resources • IT • Procurement • Facilities • Other Functions

**The Chazey Difference:** Practitioners first • Staff Continuity • Knowledge Transfer • Client Engagement in Transformation

# Who We Have Worked With



## OUR CLIENTS



## WHERE WE COME FROM



# Our Service Offerings



## OUR SERVICE OFFERINGS

### SHARED SERVICES

End-to-End: From assessment to implementation

Optimization & Rebooting

Outsourcing Assessment

Technology Enablement

Global Business Services

Robotic Process Automation (RPA)

Coaching

### BUSINESS TRANSFORMATION

Organization Design

Staffing Services

M&A

Technology Enablement

Business Continuity Planning

### ENTERPRISE WIDE SECURITY

Audit Services

Cybersecurity

Operational Security

Business Continuity Planning

**A GLOBAL MANAGEMENT CONSULTING & ADVISORY SERVICES**

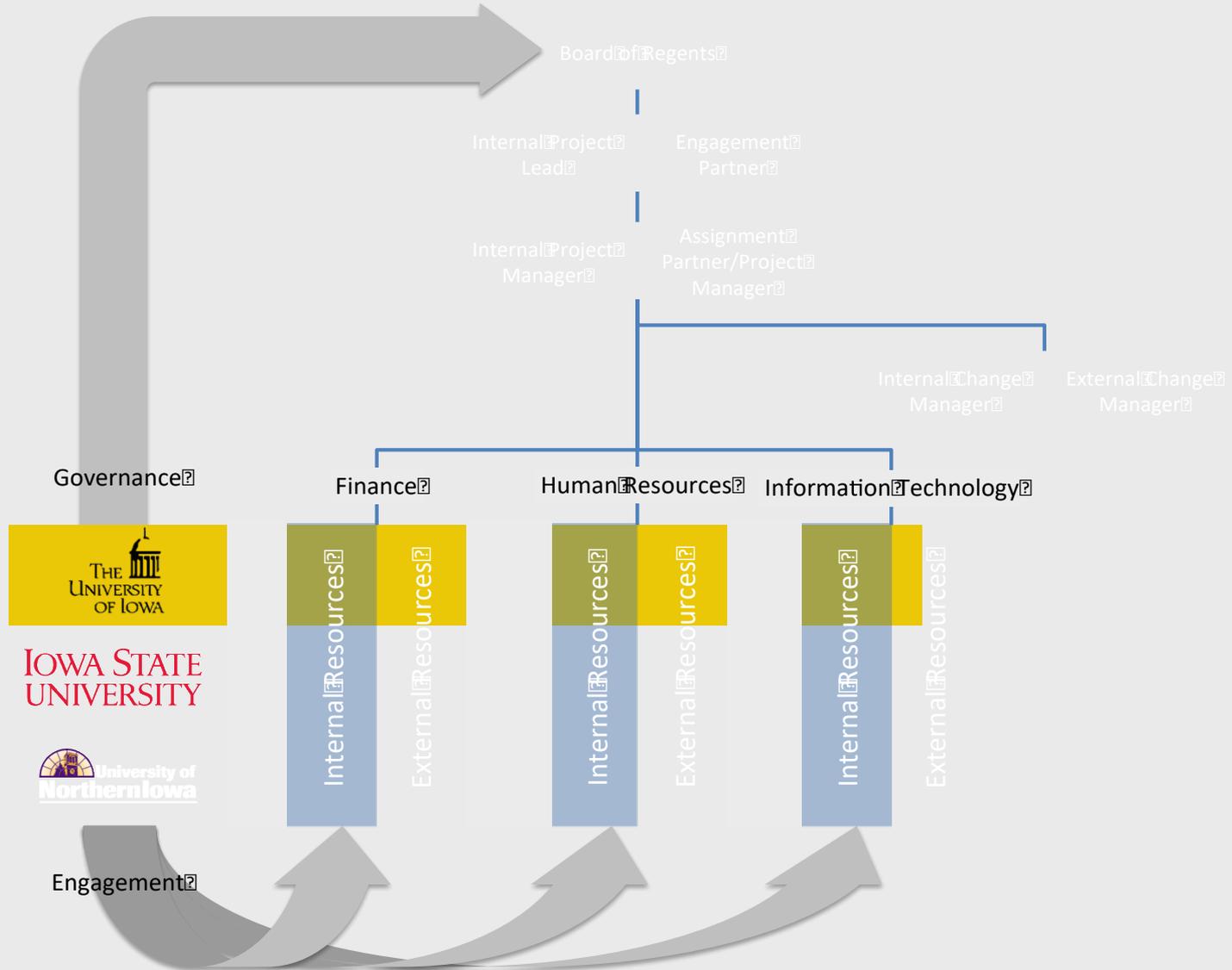
# TIER Project Initiation



The Board of Regents, State of Iowa initiated a subcommittee for a Transparent, Inclusive Efficiency Review (TIER) to improve the cost and efficiencies of their three universities: University of Iowa (SUI), Iowa State University (ISU), and University of Northern Iowa (UNI). The process from February 2014 until May 2015 was as follows:



# Chazey Partners Approach to the Project



- Approach revisited and supplemental validation exercise initiated
  - Some modifications to initial findings
  - Larger benefit of functional area engagement leading to:
    - Better understanding and support for overall project
    - Foundational groundwork for Shared Services activities
- Benefits achieved:
  - Detailed view of savings opportunities and approach for achieving synergies and economies of scale
    - Including the integration of an approved HR system into the overall IT plan saving a \$20m investment
  - Improved governance structure aligning short and long term strategy



## The Role of Chazey Partners

- Drive the first phase of implementation - the detailed *Design* phase - for the following Administrative transformation opportunities:
  - FN-01 for Finance,
  - HR-01 for Human Resources
  - IT-01 for Information Technology
- The *Design* phase would end with a detailed read-out and final confirmation of, and agreement on, scope, approach, future state operating models, timeline, resourcing, funding, business case, implementation plan, change management plan, etc.
- This would then be followed by detailed Build and Deployment of the final scope and approved solutions at each of the three Universities within the Iowa State University System.

# Key Activities Performed

- Review of Previous Data and University Plans
- Meetings with each workstream at each university
- Activity Based Analysis – person by person survey of activities
- “As-Is” Workshops
- “To-Be” Workshops
- Benchmarking Analysis
- Detailed Process Efficiency Matrices and Opportunity Matrices
- Detailed Report – including:
  - Validation of previous plans
  - Additional Recommendations

# SUI – Finance Workstream



Function	Process	Priority	Year/Qtr	Opportunity \$ - Low	Opportunity \$ - High
P2P				\$670K	\$1,280K
R2R				\$390k	\$750k
TE				\$320K	\$610K
<b>Total</b>				<b>\$1,380k</b>	<b>\$2,640k</b>

- High level of engagement through out As-Is and To-Be workshops
- Conservative efficiency estimates of mapped activities (Low -10%, High -20%)
- Decentralized Shared Services model with staff remaining in departments and reporting into a Shared Services Governance is a concern
- If included more of an end-to-end approach the estimated savings could be higher
- College of Medicine is now out of scope, significantly affects the projected \$3.9M savings estimate in the FN-01 proposal

- Approvals:
  - For each university (by work stream) to move forward
  - Timeline
  - External/Internal Support Model
  - Evaluate Additional Recommendations

# Establishing Goals



The goals of University of Iowa Shared Services were established to:

- Develop transaction experts which will result in higher accuracy, less rework and less risk.
- Allow departments and faculty to focus on their mission and spend less time handling transactions.
- Create dedicated customer representatives.
- Provide improved knowledge and expertise to campus.
- Ensure cross-training of staff and natural backup support.
- Decrease errors and compliance risk.

## Menu of Services Provided by Shared Services Experts

- **Transactional** services for financial shared services include:
  - Exclusive
    - ✓ procurement card reconciliation
    - ✓ travel expense vouchers
    - ✓ procurement requisitions
    - ✓ e-Vouchers
    - ✓ eBuy requisitions
    - ✓ cash deposits
  - Optional
    - ✓ request for travel
    - ✓ procurement card purchases

# Client Interaction Framework



## Account Management

- SSO to client; via reporting, interaction, escalation & communication

## Client Contact Management

- Client to SSO; to manage and resolve queries and drive learning/improvement

## Service Partnership Agreements

- SPAs are 2-way agreements clarifying both SSO services and client inputs

## Client Feedback

- Client satisfaction continuously monitored both informally and formally

## Continuous Improvement

- Mechanisms to identify the areas for improvement and to develop solutions

## Process Control Database

- Documents end-to-end SSO processes; highlights activity of both SSO & client

## Performance Measurement

- Comprehensive KPIs, measures and metrics framework, SSO & client

## Performance Reporting

- Process performance will be reviewed monthly by SSO and client

## Recharging Methodology

- Define basis for charging for SSO services to turn consumers into clients

# Pathway to Transformation

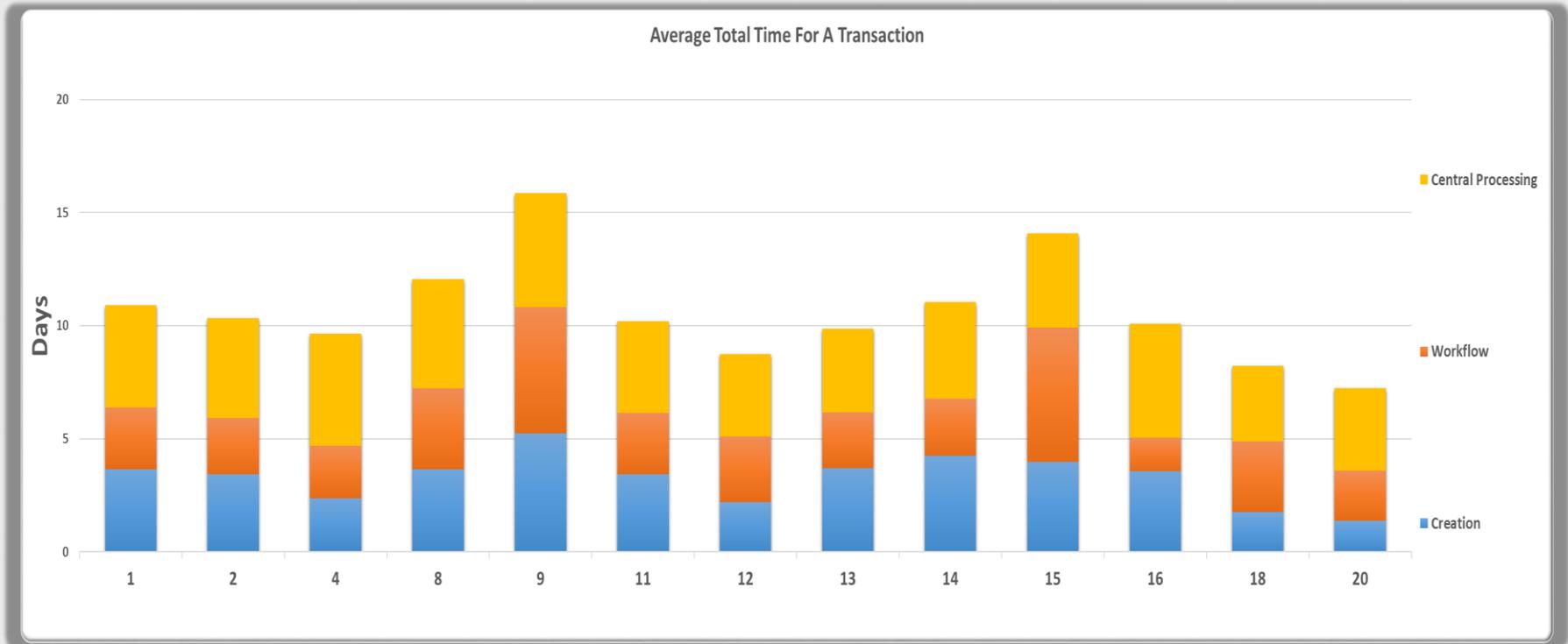


- **Determined to be “Virtual” for two reasons:**
  - Location Capacity
  - Speed of Transformation
- **Recruited Volunteers across campus**
  - Training Program – Initial and Ongoing
  - Skill Set Requirements
  - Best Practices
- **Results**
  - Total Staff Reduction
  - KPI improvements
  - Customer Service Improvements

# Average Total Time – All Transactions



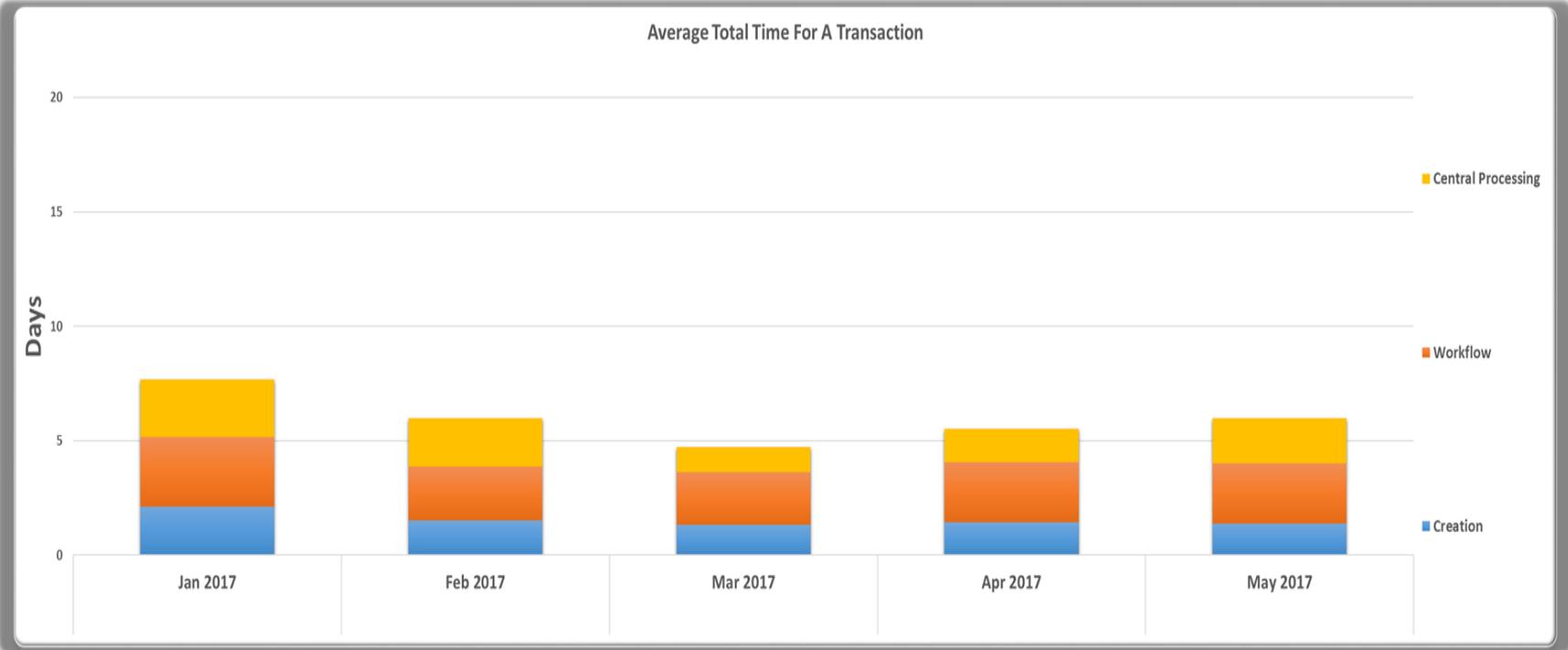
• January – May 2016



# Average Total Time – All Transactions



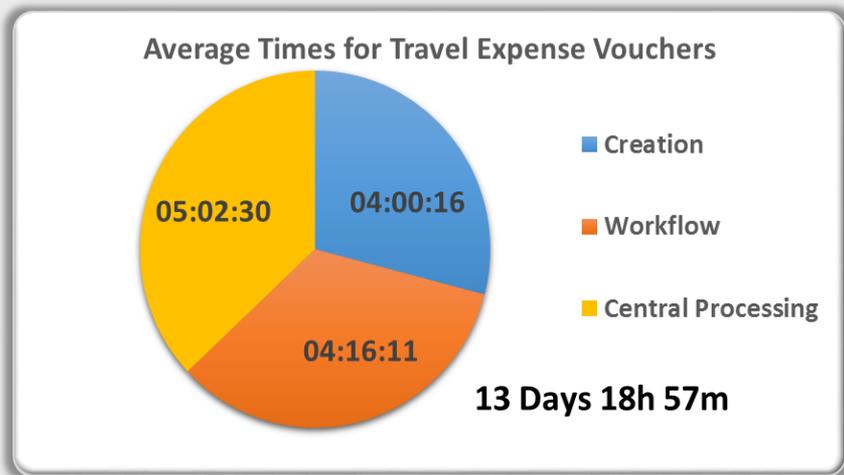
• January – May 2017



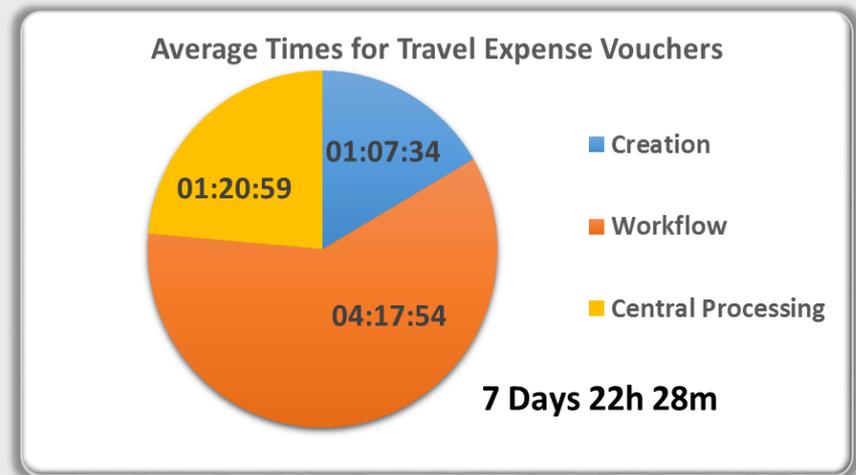
# Travel Expense Vouchers

- 6 Days Improvement

January – May 2016



January – May 2017

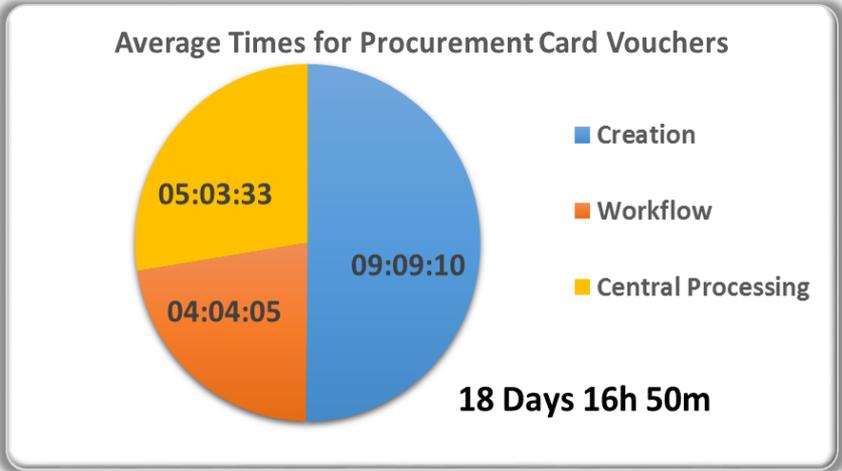


# Procurement Card Vouchers

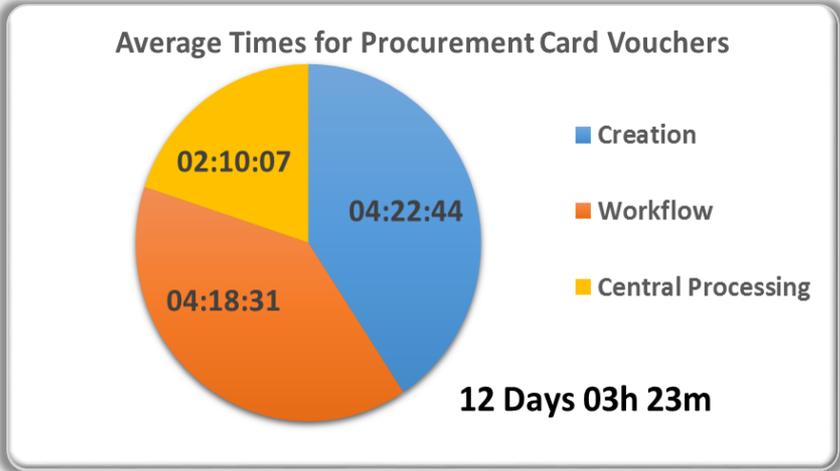


- 6.5 Days Improvement

## January – May 2016



## January – May 2017

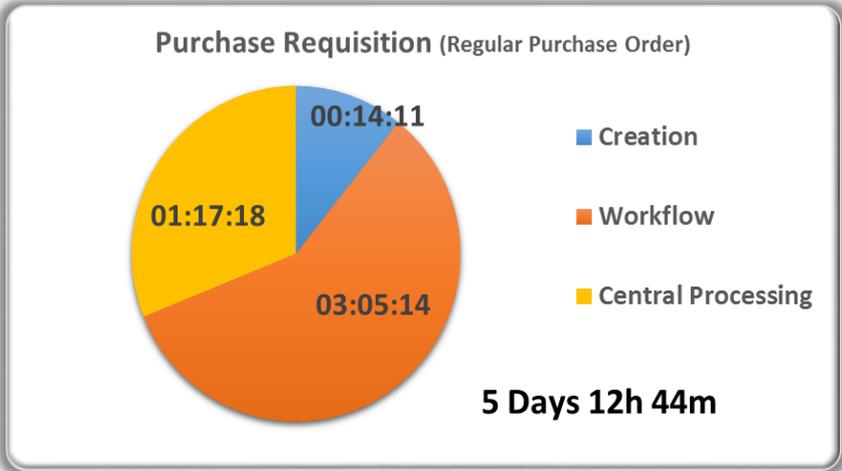


# Regular Purchase Requisition

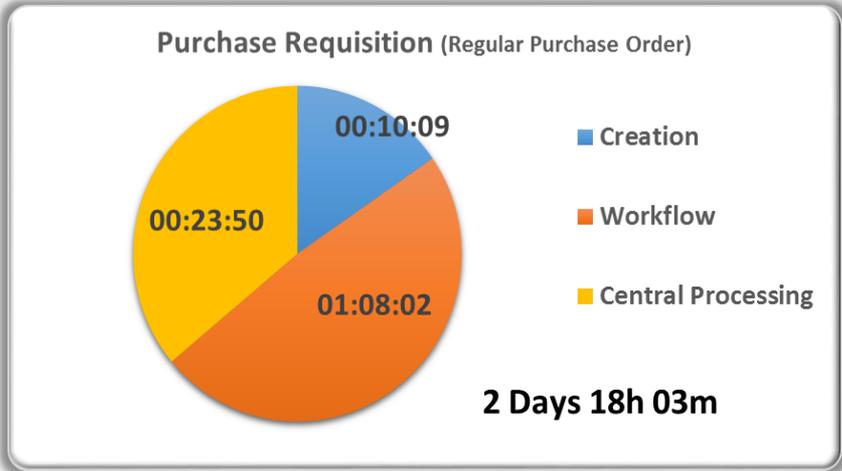


- 3 Days Improvement

### January – May 2016



### January – May 2017

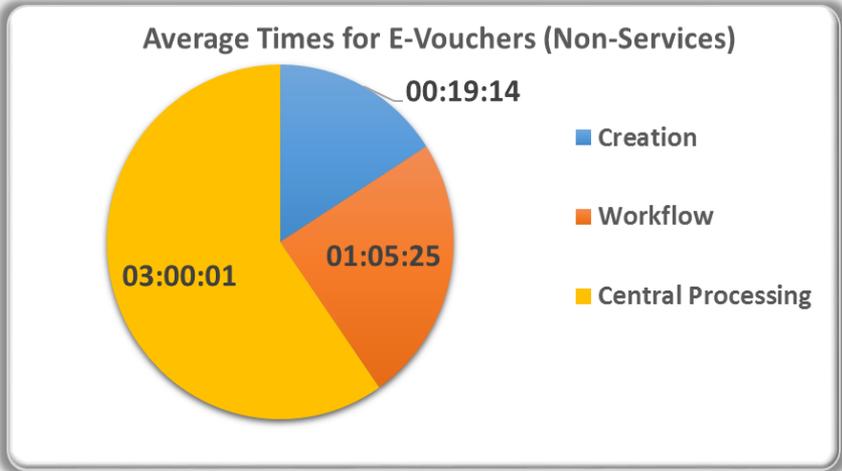


# E-Vouchers – Non-Services

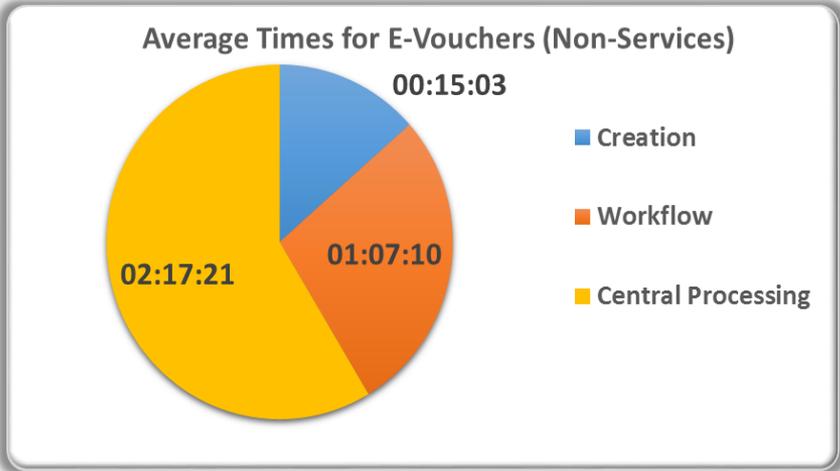


- 5 Days Improvement

### January – May 2016



### January – May 2017

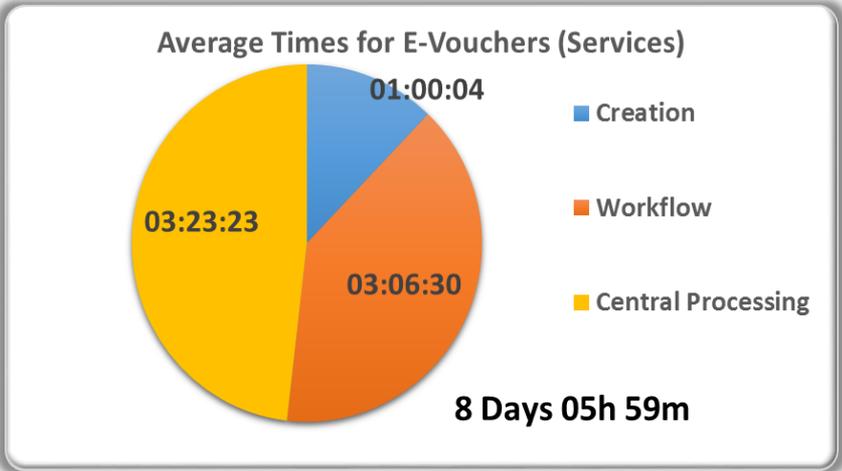


# E-Vouchers – Services

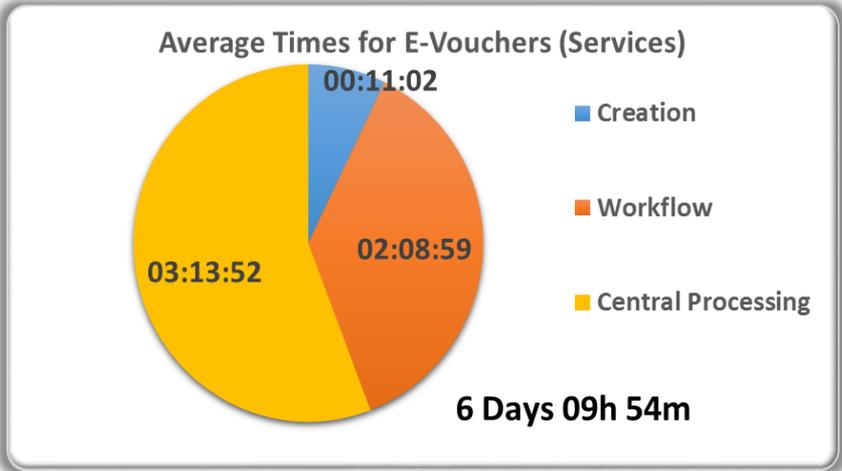


- 2 Days Improvement

### January – May 2016



### January – May 2017



January – May 2016

1 Audit Error every 6.43 Travel Expense Vouchers

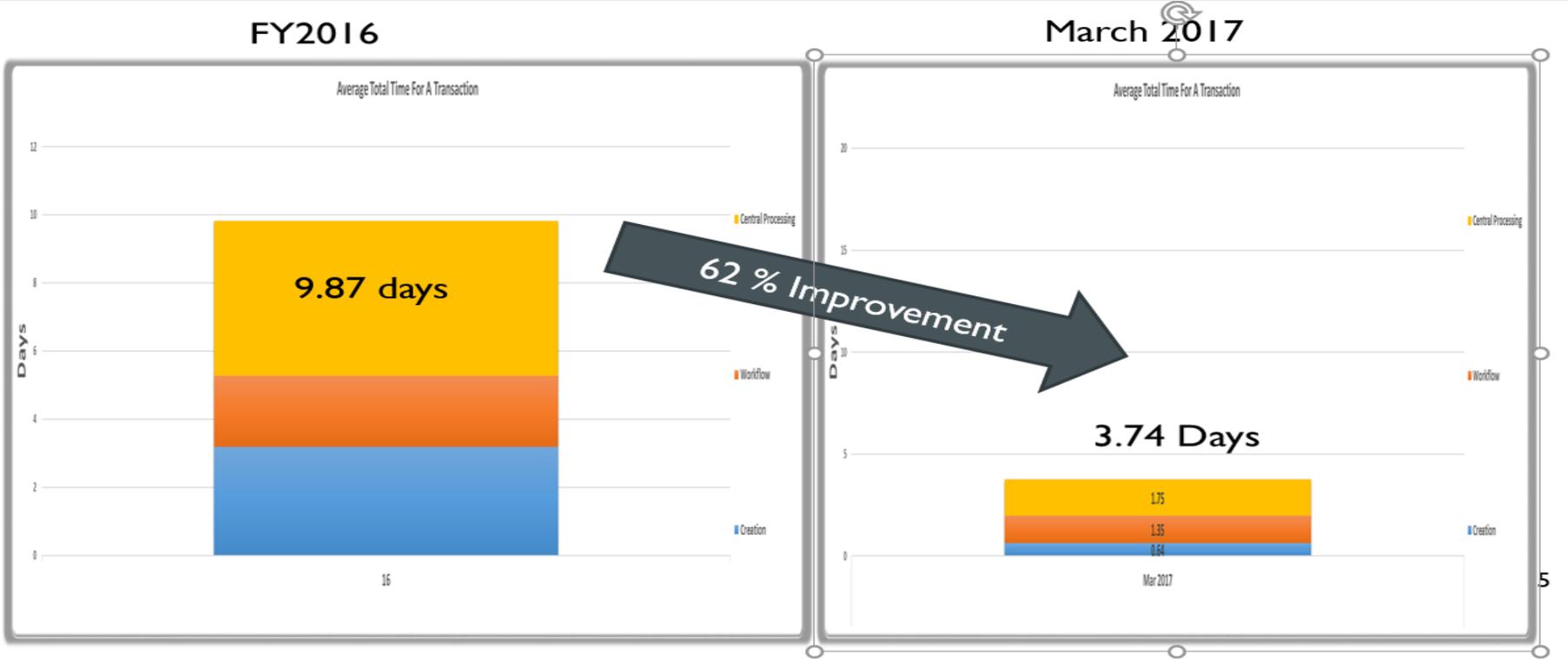
1 Audit Error every 6.12 Procurement Card Vouchers

January – May 2017

1 Audit Error every 1053.75 Travel Expense

1 Audit Error every 1082.20 Procurement Card

# Org Unit Best in Class - Overall



# Customer Appreciation



Thanks for such nice words!

I appreciate how fast you work to turn my reconciliations around. It's nice to know that the money I spend on the road won't take long to be deposited back into my account. When I can hardly remember which town(s) I'm supposed to be in for the day it's nice to know that the money side of things is being handled promptly!

Thanks for all you do. 😊

Whew, I thought you were going to say you were leaving! I was just talking with someone in my office today on how lucky we were that we got YOU to work with—you have been wonderful! Can I share this note with my Colleagues?

I have been like a proud mama watching the TCOB USS team kick butt.....you guys really do rock!

# Next Steps for Iowa

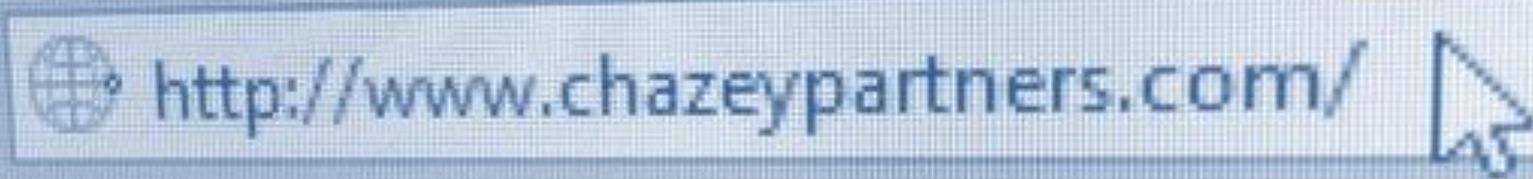


- Review Process to Optimize
- Share Results and Best Practices
- Expand to more services

# Leverage Our Experience for Your Success



# Contact Us



[www.linkedin.com/company/chazey-partners](http://www.linkedin.com/company/chazey-partners)



[@ChazeyPartners](https://twitter.com/ChazeyPartners) | [#ChazeyPartners](https://twitter.com/ChazeyPartners)