FINANCE DIGITAL TRANSFORMATION

GLOBAL BUSINESS SERVICES USES VOC TO PRIORITIZE

PROBLEM

The Board of Directors for a FinTech complained about the performance of the newest regional Finance COE. Several issues related to the General Ledger function were identified by key stakeholders.

OBJECTIVE

Gather and synthesize key stakeholder insights; gather an synthesize process insights; identify root-causes and use stakeholder insights to prioritize for solutioning.

ROOT CAUSE

Several root-causes related to training including were identified including lack of knowledge of cost center hierarchies and resource availability drove execution challenges.

SOLUTION

Determined that 70% of identified gaps were not covered by existing and planned initiative portfolio resulting in reprioritization of existing portfolio and development of two key programs (to increase SAP knowledge and bring voice-of-customer into strategic planning) and a smaller project to improve standard work for accounting.

RESULT Stakeholder insights, process insights, portfolio rebalancing, and new program charters completed in less than one month from kick-off. Subsequent leadership survey reflected significantly improved satisfaction with output of the G/L function.