





The Future of Finance in State Government

Presented to: Georgia Fiscal Management Council
September 22, 2013

Objectives



Discuss the critical role Finance serves in State Agencies



Share trends on where Finance is going and the value of improvement

Discuss how to start the journey

Introductions



Who is North Highland?



100% employee-owned organization

50+ offices in the Americas, Europe, Middle East and Asia-Pacific

Global expertise with 2,600+ professionals worldwide

Collaboration that ensures client ownership of solutions

Proven record of enabling great returns on our clients' investment

We specialize in solving tough challenges, being easy to work with, and nurturing long-standing relationships with the most recognizable brands in the world.

Our services



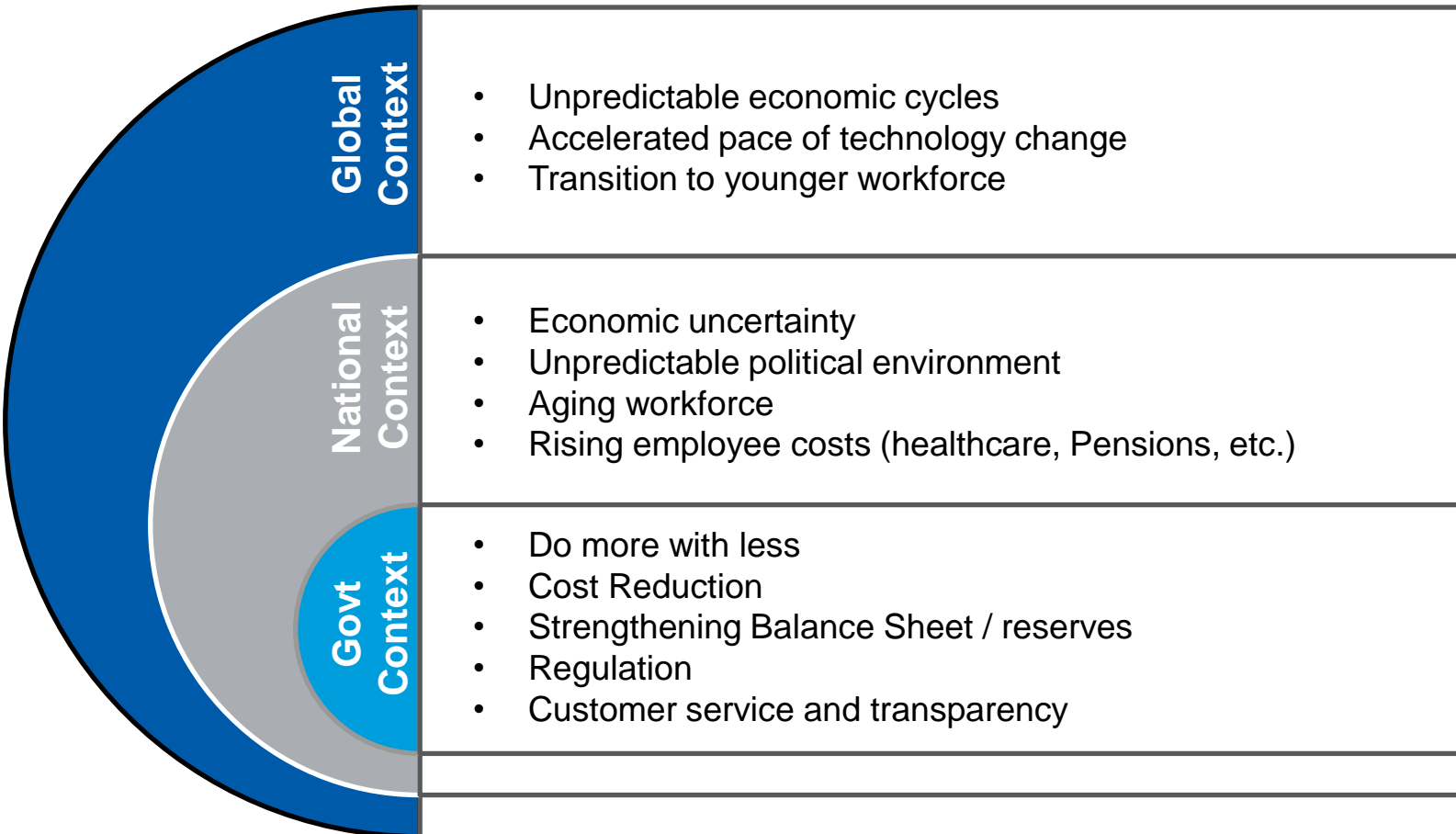
NORTH HIGHLAND CONSULTING				SPARKS GROVE	ENFATHOM
STRATEGY + ADVISORY					
<ul style="list-style-type: none"> • Strategic Planning & Implementation • Enterprise Performance Management 			<ul style="list-style-type: none"> • Merger Planning & Integration • Outsourcing & Shared Services 		
Operations	Information Technology	Human Capital	Finance & Accounting	Marketing & Customer Experience	Business Intelligence
Operational Strategy	IT Strategy Infrastructure	HR & Workforce Strategies	Finance Function Transformation	Customer Research & Insight	Big Data & Analytics Solutions
Process & Performance Improvement	Architecture & Design	HR Performance	Organizational Effectiveness & Resource Planning	Marketing & Channel Strategy	Core Business Intelligence Solutions
Supply Chain Optimization	Sourcing Solution Planning & Integration Business Intelligence & Information Management	Workforce Performance Org. Design	Planning, Budgeting & Financial Reporting Finance Systems Optimization Finance Talent Management	Marketing Operations & Execution Digital Solutions Sales & Contact Center Effectiveness	
Execution					

The Role of Finance





Challenges on Many Fronts





What does it feel like?



Creative Engineering Inc.; blogs.jwatch.org;



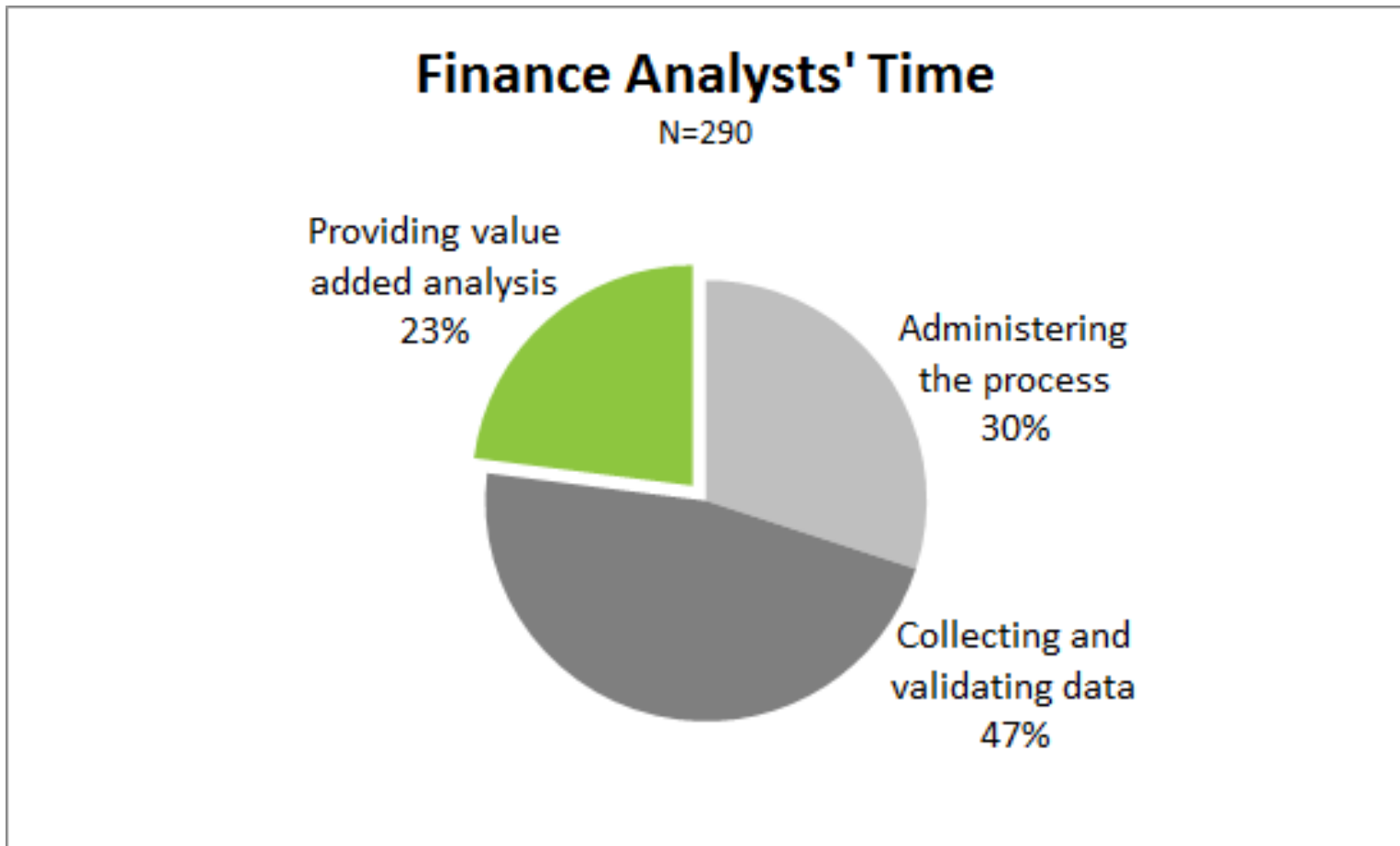
www.middlezonemusings.com



What is your take?

- In our experience, improving the Finance function is critical to long-term success.
- Despite its importance, Finance often gets a bad rap.

Finance spends a vast majority of time on collecting, reviewing, and administration



Source: "Corporate Planning and Performance Management: Best Practices Report." APQC 2010

The Future





The Finance vision



Continue to aggressively manage enterprise-wide costs while finding innovative ways to improve overall performance and growth.



Top Finance trends



Reduce **cost structure** to improve financial position, **improve delivery**, and fund value-oriented capabilities



Build flexible **reporting and forecasting capabilities** to meet regulatory challenges and bring insight



Improve adoption and **realize business case** from Finance technology investments to improve ROI



Develop Finance **talent** to partner, enable strategy, and improve customer satisfaction



The five levels of Finance achievement

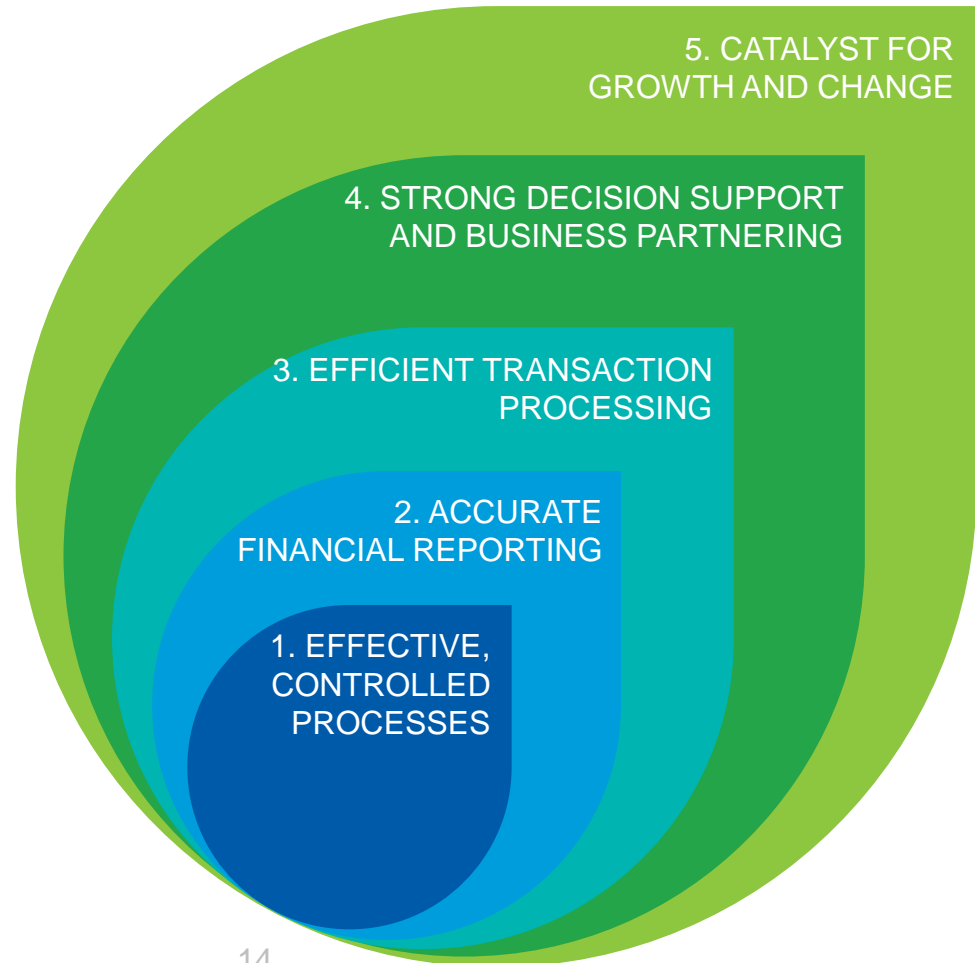
FINANCIAL MANAGEMENT OF THE FUTURE

Move beyond cost reduction to add value

Improved analytics and forecasting capabilities

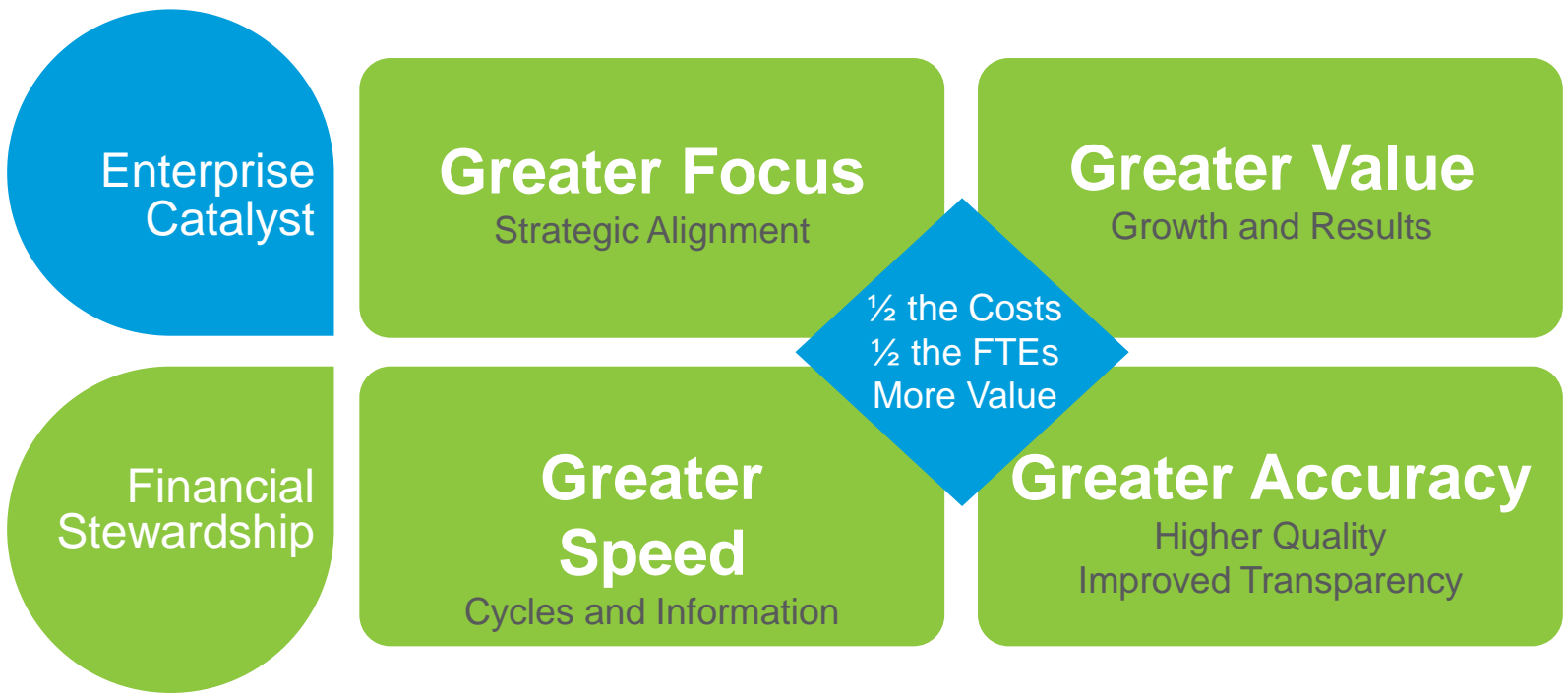
Evolution to “partner”

Finance earning a strategic “seat at the table”





Benefits of Finance transformation



How to Start the Journey





The journey begins by considering two paths

LEADING

- Specialized Centers of Excellence
- Simplified and Optimized Processes
- Rationalized Application Systems and Technology

- Predictive Modeling and Analytics
- Integrated Planning/Forecasting and Information Transparency
- Finance Talent Management

PROGRESSIVE

- Enabling Data Governance and Definitions
- Reengineered and Automated Processes
- Improved Service Delivery Models

- Advanced Cost & Revenue Management
- Standard Reporting/Planning Processes
- Finance Analytic Platform

BASIC

- Standard Processes and Controls
- Finance Organization Consolidation, FTE Reduction

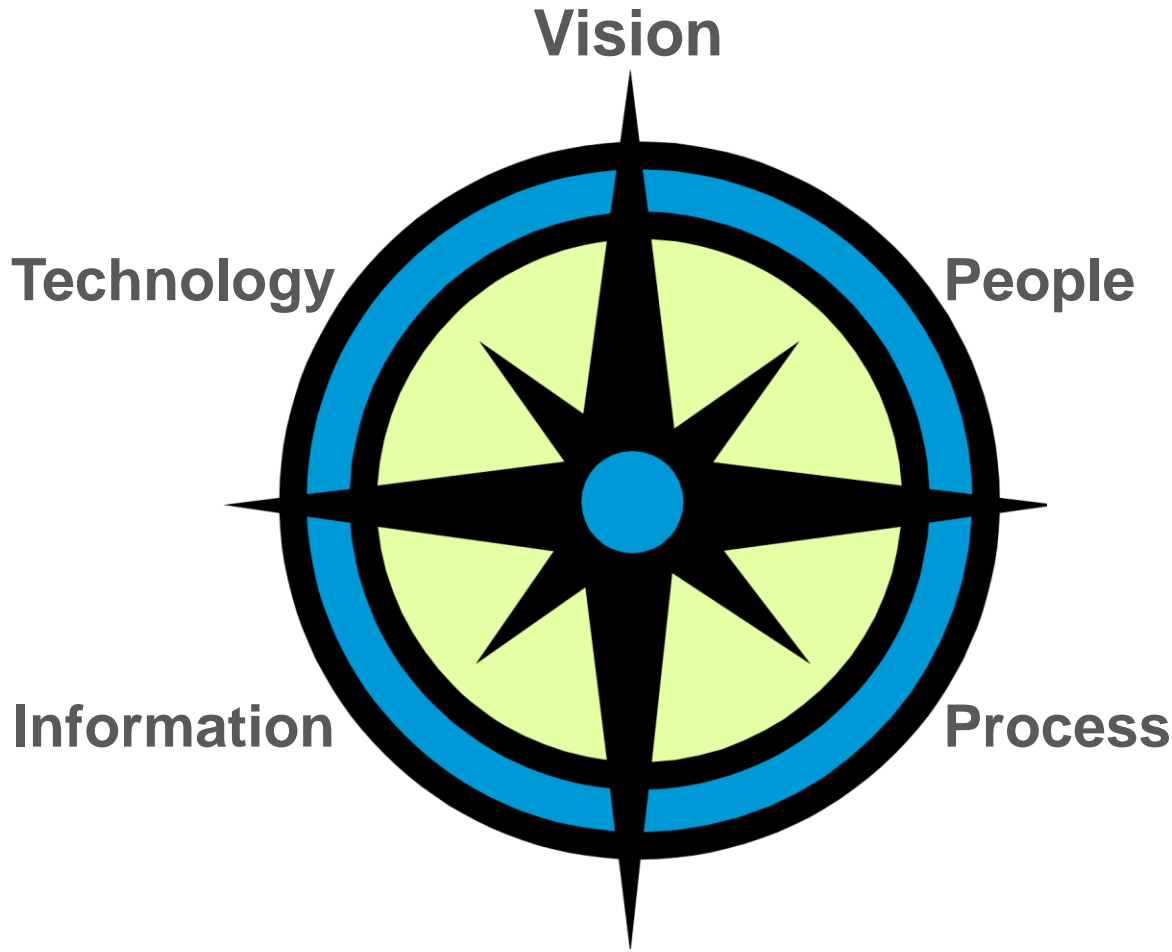
- Data Integration and Controls
- Standard Financial Reporting

FINANCE STEWARDSHIP

ENTERPRISE CATALYST



Start by mapping out your vision



...define what improvements will move the needle



...and create an improvement roadmap





Defining strategy is often a critical starting point





Ways to start fast



Process – Listen to Customers; Assess where quality is a risk; Pick 1-3 processes a year for focused analysis and improvement.



Information – Understand evolving needs; Drive core reporting to be automated; Establish one version of the truth



Technology – Don't use as a silver bullet; Have dept/agency guide tech efforts; Simplify and standardize; Optimize system value



People – Ask what behaviors need to start, stop, and continue; Define success metrics; Define capabilities needed and key gaps



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THANK YOU!

