

# 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 and 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.

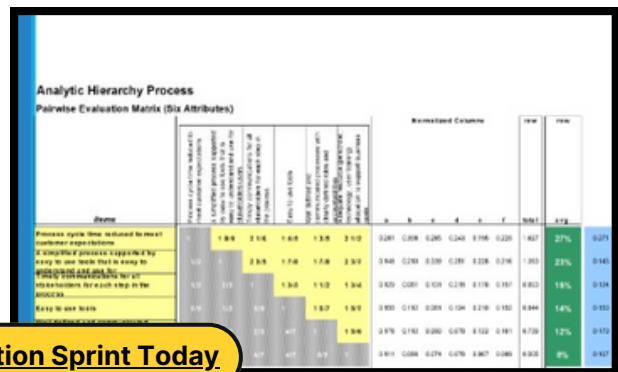
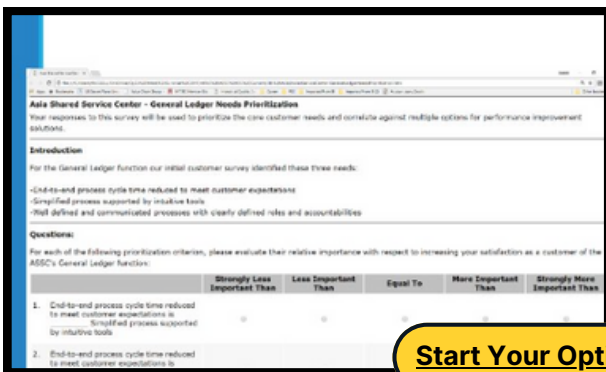


### SOLUTION

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.



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