

Use Case

Analysis of the Finance Business Partner Model

in the global shared service center of a leading global seed producer



The initial situation

Our client operates a global shared service center including business partner interface functions between the business units and the transactional back office. The intended role for the business was not performed satisfactorily. The challenge was to evaluate the performance of the business partners and to identify the root cause of an unsatisfactory performance.



The approach

(I) Evaluation of the basic setup of the Business Partner role as well as the defined deliverables of BP Finance. (II) Detailed assessment of selected outcome types. (III) Conducting and analyzing interviews. (IV) Documentation of interview results and evaluation of possible consequences. (V) Identification and derivation of concrete measures (incl. roadmap & workshop).



The benefits for the customer

Identification of the discrepancy between the actual role and the defined role, disclosure of the methodological weaknesses of the result types, creation of a common understanding of the fields of action and the derived measures, and creation of a basis for transforming the current organizational structure / process organization into the target image of the business partner model.

Solution details

BP Finance Card Assessment by 4C

Liquidity planning: Cashflow calculation is a good starting point and methodology to assess structural financing needs, but needs to be used constantly and consistently

Findings

- _ Official template reflects indirect cashflow calculations methodology, and it is based on quarterly forecast data prepared by Controlling (available only in Euro).
- _ Forecast provides one number for the rest of the year (no spilt in quarters, months, days); BPs need to make assumptions to break down the forecast (historical ratios)
- _ Calculation and presentations are done in Excel with a lot of links between sheets
- _ Some BPs apply their own (simple) direct calculation approach which they find more accurate & easier to handle (partly based on information exchange with BU)
- _ The regions developed a stand-alone forecast of liquidity on top without a matching of IC payments
- _ Due to the overall good liquidity, no urgency to improve liquidity planning is seen



Dimension	Degree of Fullfilment				
	1- low	2	3	4	5-high
Methodology/concept			●		
Data Availability / Quality			●		
Steering impact		●			
Template / technical implementation		●			

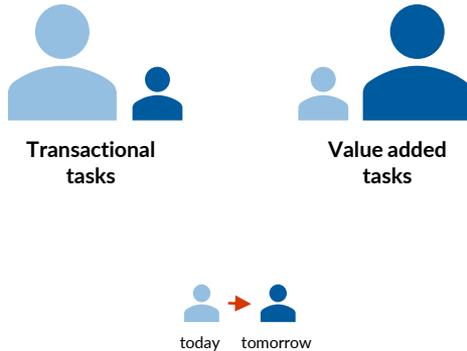
Consequences (potentially)



- _ Liquidity planning is not given enough importance and therefore occasional problems occur
- _ Different creators (BP Finance, BU) and different methodologies makes it difficult to get the some understanding of liquidity status and makes it difficult to compare / asses liquidity on group level

Solution details

Objective



Action fields

Powerful BP Finance Organization	One-Finance to support the business	Modern reports with high steering impact
Top focus <ul style="list-style-type: none">_ Implement one standard within BP Finance (methodology, reports)	Top focus <ul style="list-style-type: none">_ Facilitate collaboration within central finance	Top focus <ul style="list-style-type: none">_ Focus on reports with steering impact (delete rest)
Additional action fields <ul style="list-style-type: none">_ Increase process efficiency / reduce manual tasks_ Focus on Fin Card / value added_ Reduce transactional tasks (firefighting)_ Increase capacity / fill open positions	Additional action fields <ul style="list-style-type: none">_ Clear definition of tasks and responsibilities_ Set shared targets / joint goals_ Share data / information between all functions_ Facilitate a culture of learning and continuous improvement	Additional action fields <ul style="list-style-type: none">_ Define and integrate KPIs into your reporting_ Use PowerBi for reporting (without exception)