

Shared Services in Higher Education

Rob van den Wijngaard

30 October 2019



Universiteit
Leiden

Collaborate



Bij ons leer je de wereld kennen



Ashley Francis



Ashley Francis, who has been appointed executive director of finance from 1 January 2016, has a BCompt (Honours) CA(SA).

His career spans auditing, manufacturing, real estate, renewable energy and consulting – all in senior financial roles.

In January 2001, he joined the V&A Waterfront group as chief financial executive where he played a pivotal role in finalising the initial sale of the Waterfront Group.

In October 2005, he left the V&A Waterfront to form Biotech Fuels (Pty) Ltd, a company producing wood pellets from waste material for export to be used to generate electricity as an alternative to coal. He held the position of managing director and public officer of the group.

At the start of 2011, he sold the company and formed Ashley Francis Consulting, an entity creating business and financial solutions for companies. He has consulted widely in the areas of accounting, finance, business and strategy.

He serves on numerous university and faculty committees and is also a director on the board of the Sports Science Institute of South Africa.



Director SSC
Leiden University



Speaker / trainer



Project leader SSC project
University of Cape Town

Ministerie van Financiën
 idcollege | ROC LEIDEN
 Samen sterker mbo.
 Belastingdienst
 2TRUST
 Leids Universitair Medisch Centrum
 alliander
 BAS CONSULTANCY
 VNSG
 LCDS LEIDEN CENTRE OF DATA SCIENCE
 Deloitte.
 Tilburg University
 TU Delft
 BOSE
 purco PURCHASING CONSORTIUM SOUTHERN AFRICA NPC
 ISO 9001:2015 certified company
 universiteit groningen
 Dienst Uitvoering Onderwijs Ministerie van Onderwijs, Cultuur en Wetenschap
 FIS 2015 conferentie
 ENEXIS
 Universiteit Leiden
 Shell
 HERUG
 SAP Higher Education & Research User Group
 EY
 sson
 HERUG.NL
 IPSE DE BRUGGEN
 BLACKLINE
 Cour Pénale Internationale
 International Criminal Court
 TransparentT
 HOLLAND CASINO
 usg people
 Woudschoten conferentie 2016

The seal of Radboud University Nijmegen is a large, circular emblem centered on the page. It features a central figure of a woman holding a book, surrounded by various heraldic symbols including a lion and a shield. The Latin text 'ACADEMIA • LVGDVNO • BATAVA • LIBERTATIS • PROMOTVS • 1575' is inscribed around the perimeter of the seal. The background of the entire image is a blurred photograph of a university hallway with wooden floors and stone walls.

Established
in 1575

28,130
students

2 cities

Education
& Research

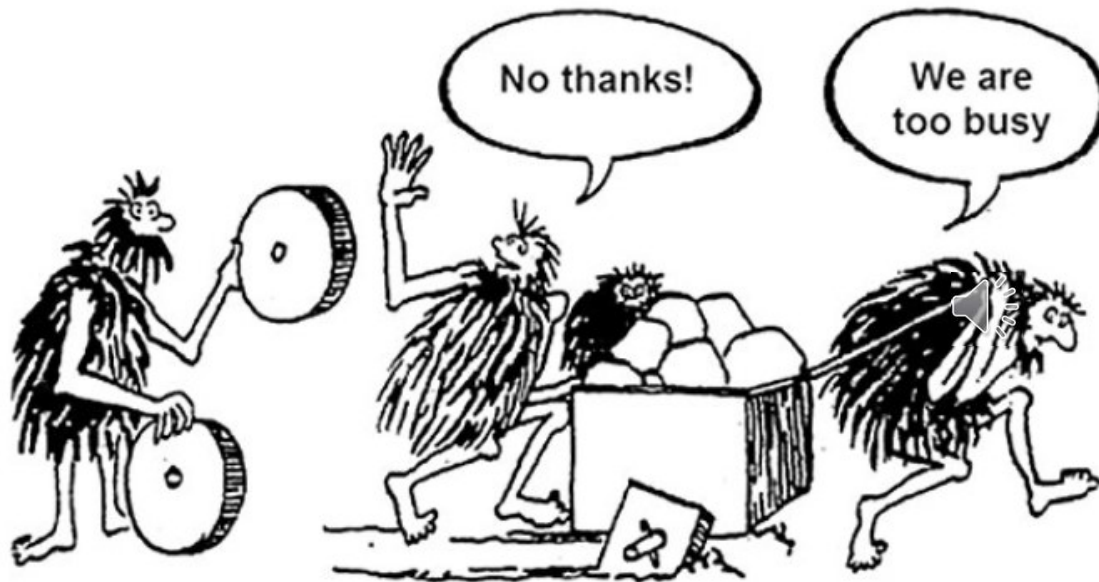
7
faculties

6700
staff members

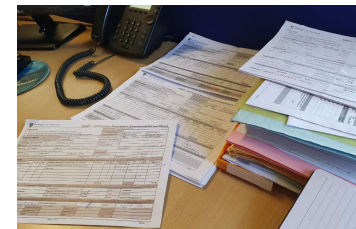
600 million euro
annual revenue



My dream was to get rid of



- A lot of manual work
- Labor-intensive work
- Little to no innovation
- Repetitive tasks
- Paperbased processes (no ICT support)
- Fragmented processes
- Stability is the standard
- No insight into the work in progress
- No control of potential risks
- No work life-balance at all

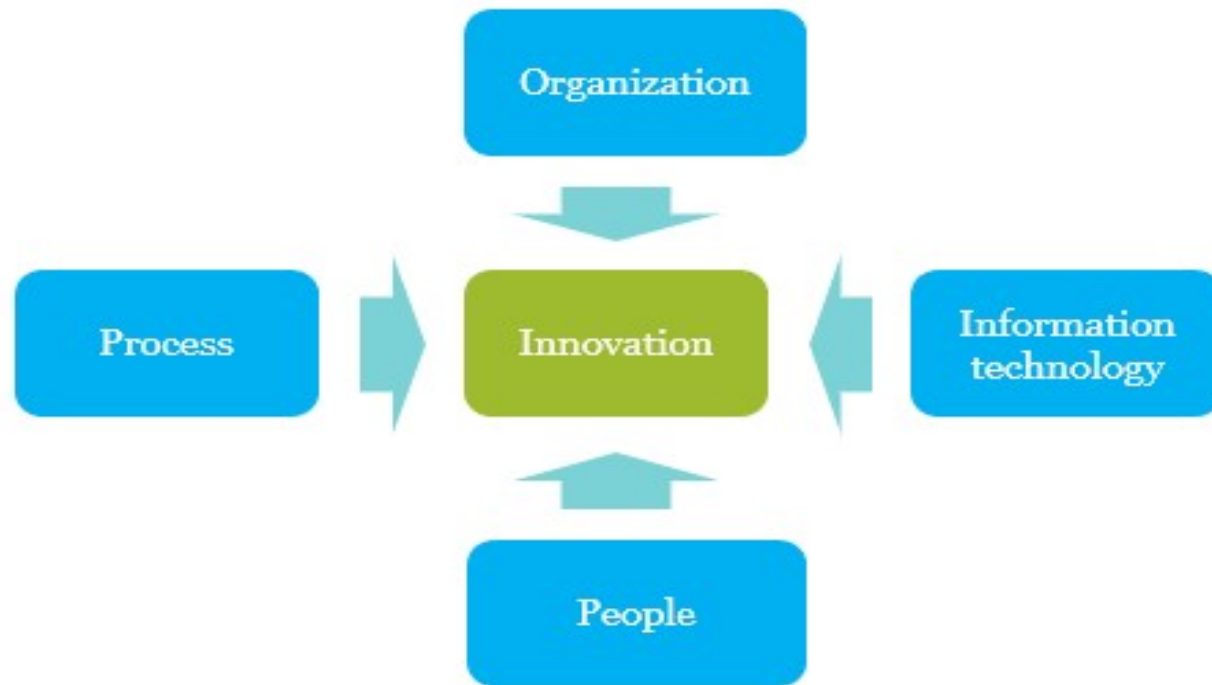


And create a 'new world'

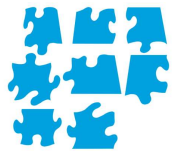
- A new IT infrastructure (cloud?)
- Future proof skills
- Project based working
- Mobile environment
- Working according to the exception principle
- Data analytics to mitigate risks
- Robotics to make work more efficient
- End-to-end processes
- Having a fine work-life balance



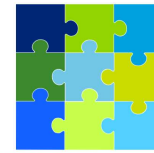
The four pillars of the organisation



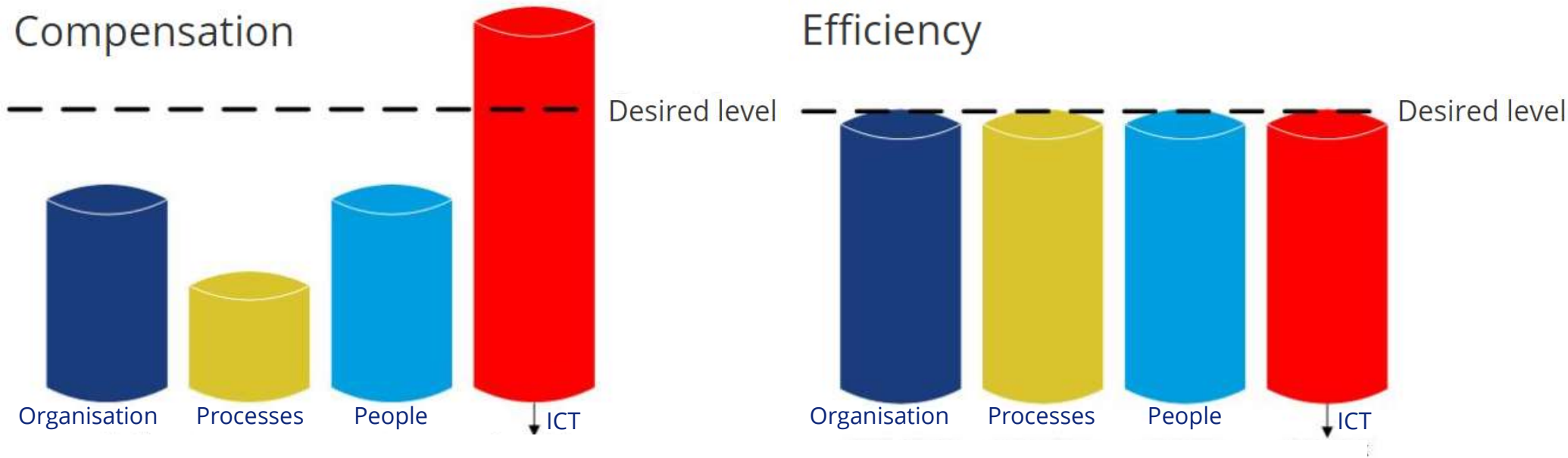
The complex Continuous Improvement puzzle



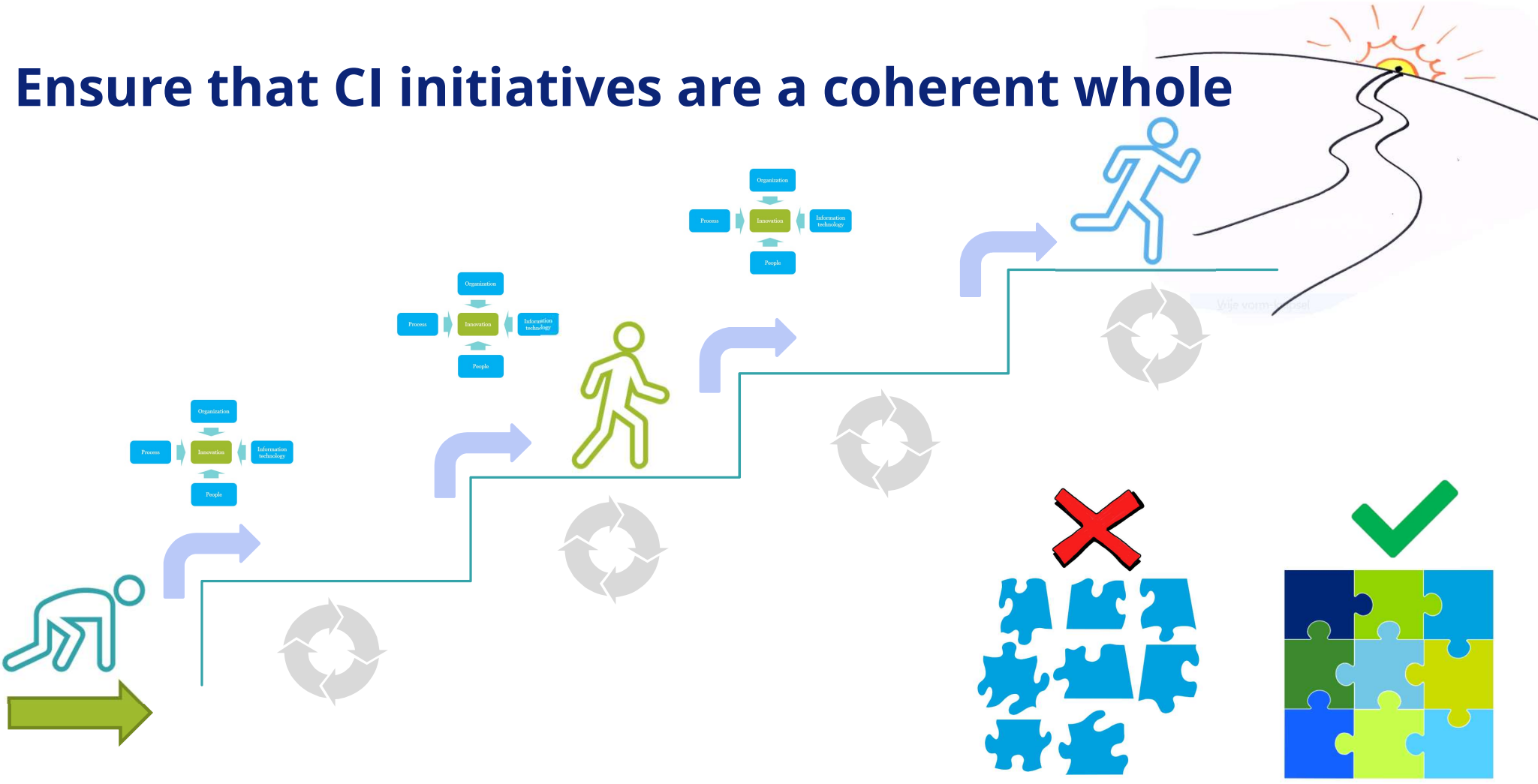
Compensation

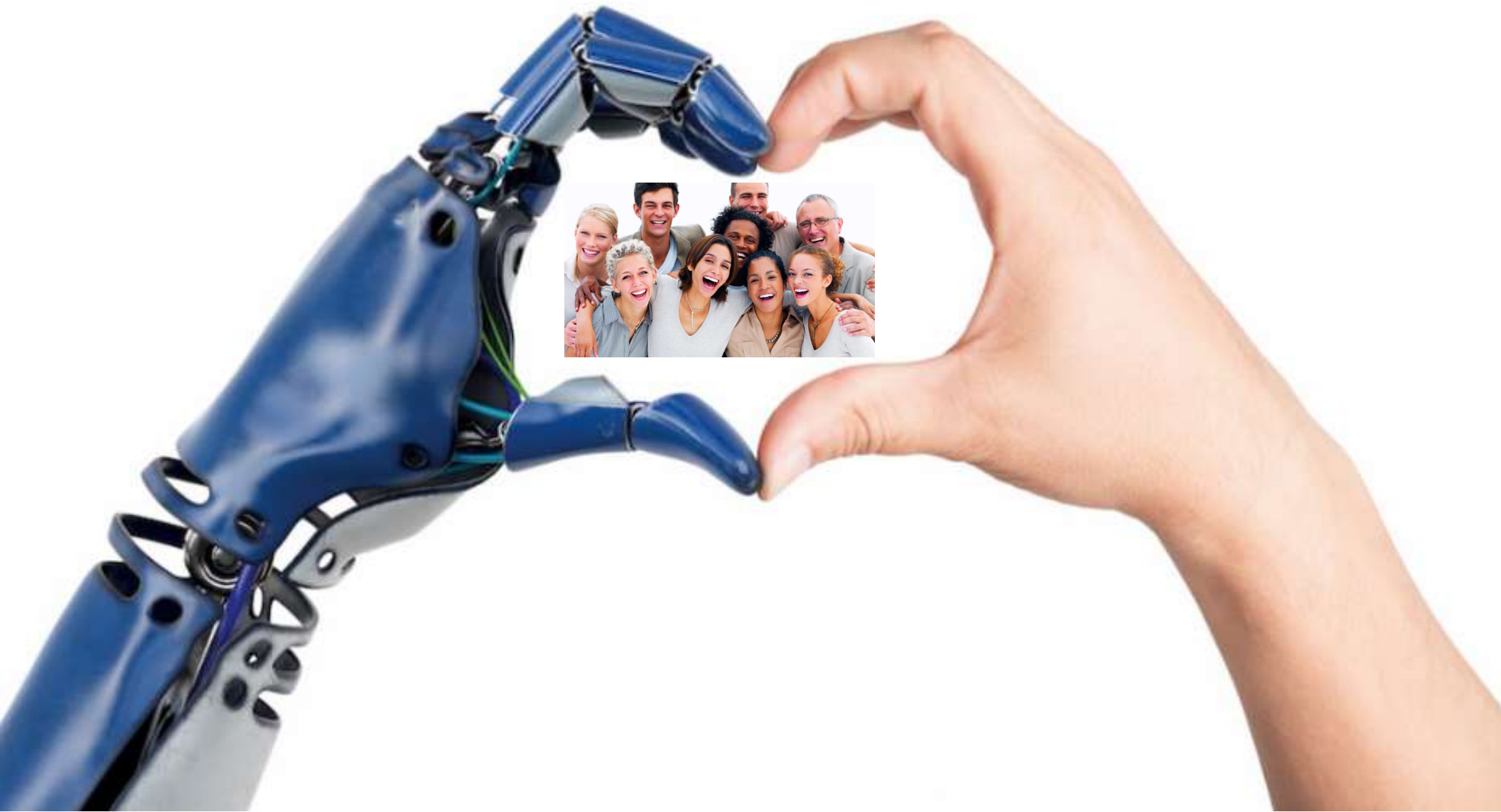


Efficiency

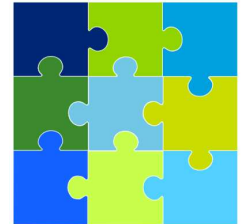
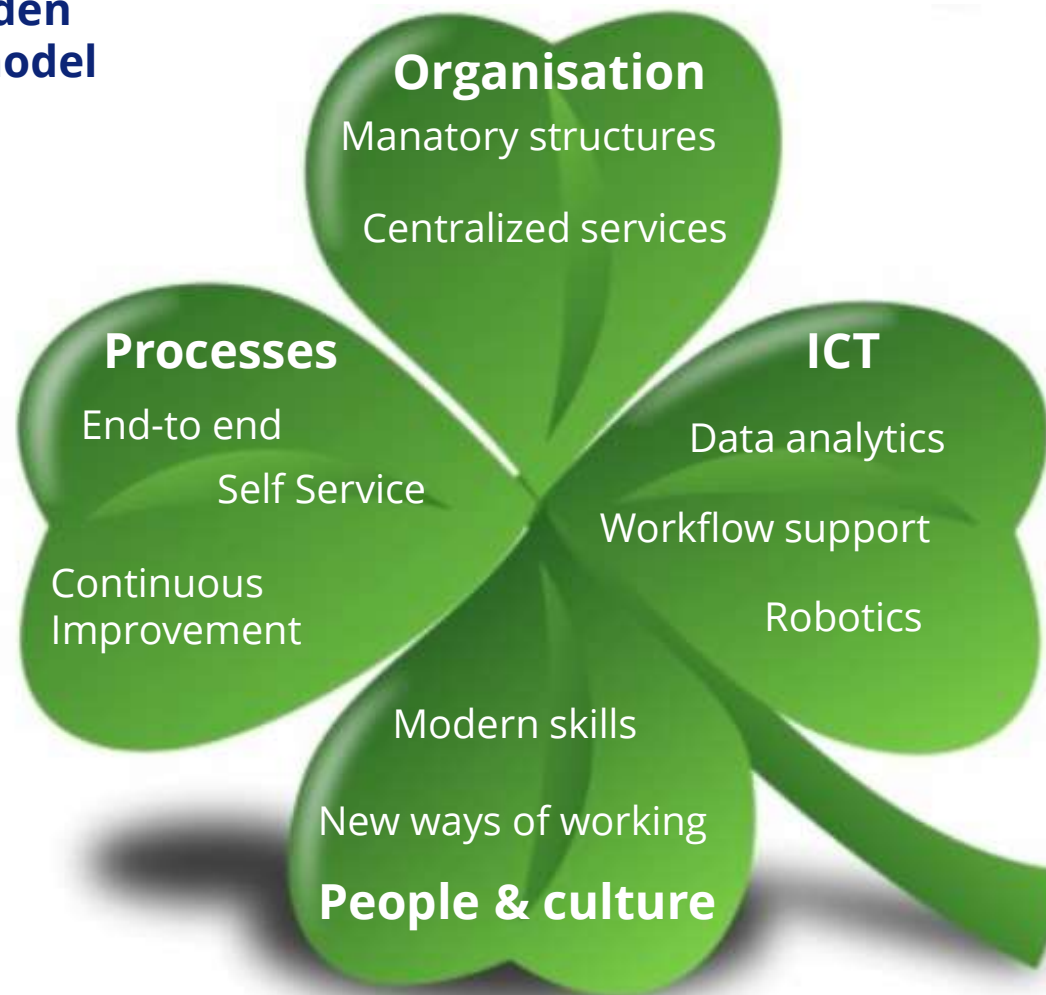


Ensure that CI initiatives are a coherent whole

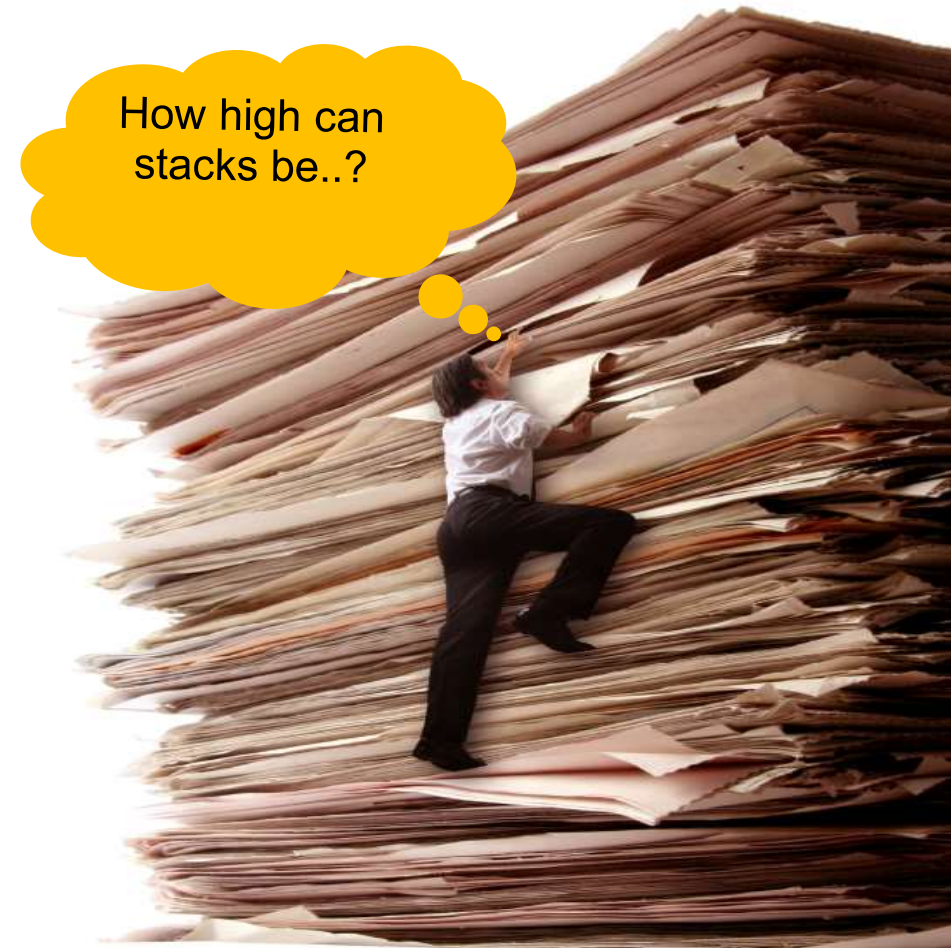




Components of the Leiden University cloverleaf model



Where do we come from? A decentralized organisation



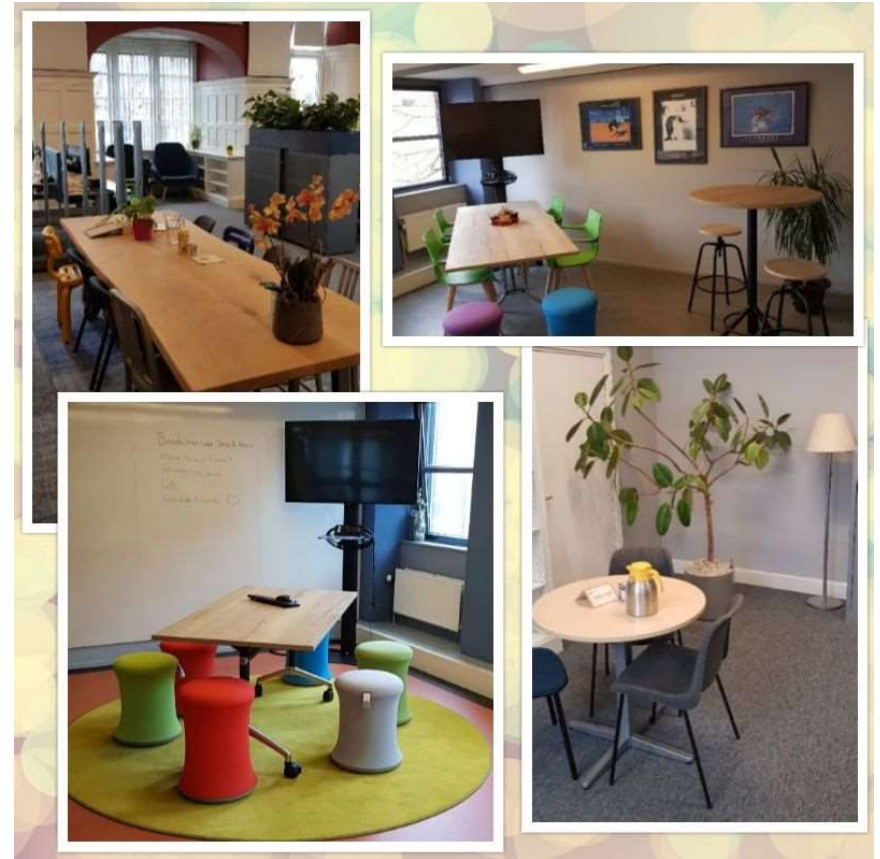
The first step in our journey: centralize the finance function



Objectives

- Cost savings
- Improved quality
- Continuity better safeguarded
- Environmentally friendly process chains

Financial Shared Service Center



Redesigning the finance processes

















Sales invoices

Purchase invoices

Travel expenses

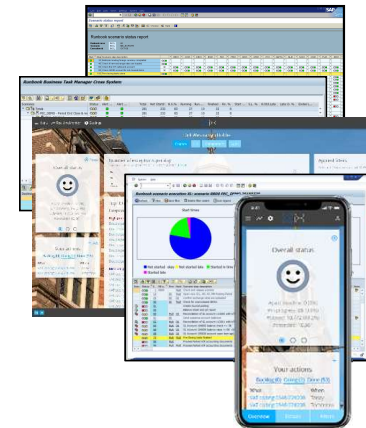
Journal entries

Cash management

Purchase From suppliers with catalog 	(mobile) Purchase From suppliers with catalog 	Purchase From suppliers without catalog 	My orders What have I ordered 	My approvals Approve orders yet to be approved  0 yet to be approved	My substitution (approval orders)  2	(Partially) rejected orders (partially) rejected  15	My goods receipts Report received goods  28
Purchase procedures Terms and conditions summary 	Report my purchase When value is > € 30.000 	ICT and mobile ISSC application forms 	Facilities services From the UFB 	Catering order system From the UFB 	Temporary employees From jobMotion 	Travels for work From Uniglobe 	Help and support 



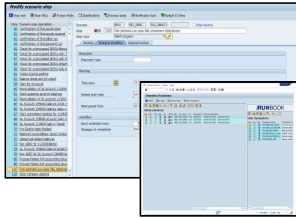
- 1) Routine work is no longer necessary (less data entry)
- 2) Working more efficiently: more time for delivering added value
- 3) Quality: built-in system controls take over the control of the human being for a certain part.
- 4) More demonstrably in control
- 5) Responsibilities in process chain are better places in the organization



Period-end closing procedure

The set Smart Close procedure

- Scenario: all control processes unambiguously described and set-up



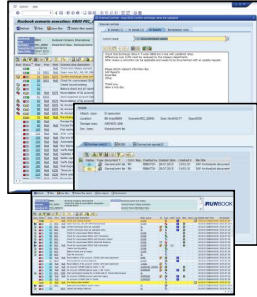
Monthly upkeep & release scenarios



FSSC

Perform

- Execute control processes
 - manual
 - robotics



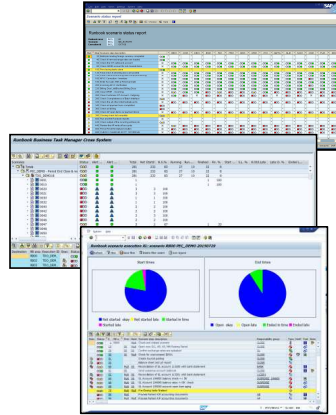
- Exemption principle: focus on posts that REALLY need attention



Employees FSSC

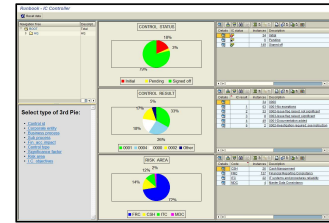
Monitor Processes

- Status report: monitor if all checks are executed



Head FSSC and team leaders

Audit and optimization finishing processes



Internal accountant service and FSSC

Data analytics – mitigate potential risks

Affect the business/
Business partnering



Data-analysis

- Duplicates
- Completeness data
- Process analysis

Text mining

- By means of words WKR check

Anomaly detection

- Compare each declaration with values comparable declarations

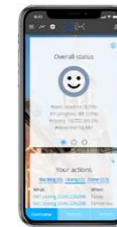
User profiling

- Determine user behavior and link with quality of declaration checking's

Machine learning

- Labor costs controls
- Tax controls

- 1) 100% checks on all available data
- 2) FSSC employees have more time for continuous improvement
- 3) People are supported in mitigating potential business risks
- 4) The machine can make complex connections that are much more difficult or even impossible for a human being to make



3. Follow-up on issues



4. Structurally improve



Decrease mistakes/ exceptions

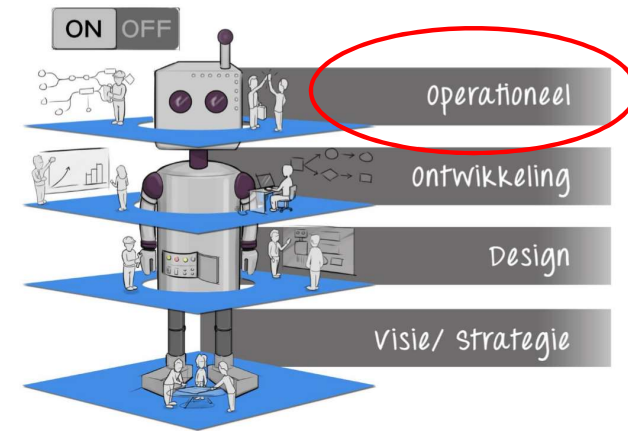


Use of Robotics in Cash Management



Proof
Of
Concept

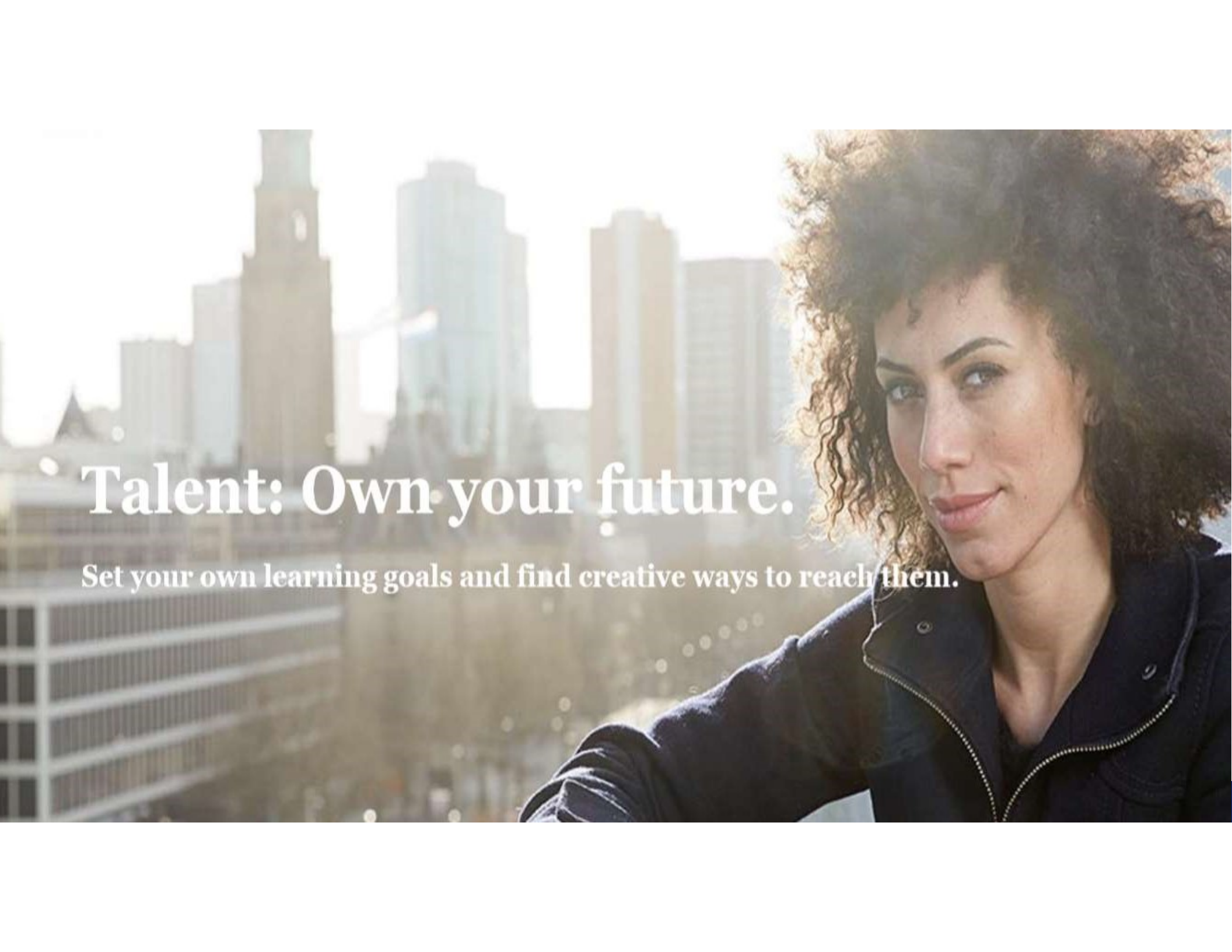
GO
LIVE



Van 90% naar 98% match rate

All 25 banks are robotized



A woman with voluminous, curly dark hair is shown in profile, looking towards the left. She is wearing a dark blue jacket. The background is a blurred city skyline with several tall buildings under a bright, hazy sky. The overall tone is warm and aspirational.

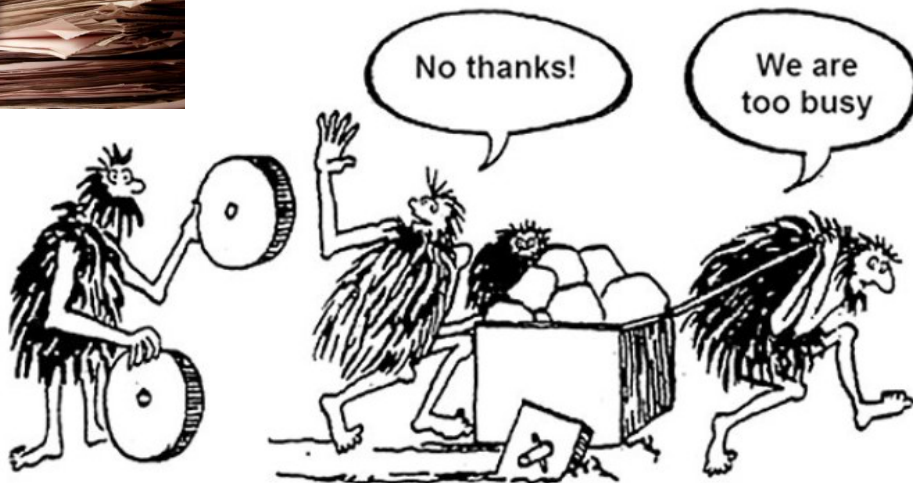
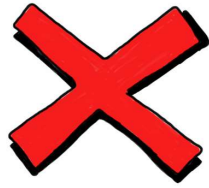
Talent: Own your future.

Set your own learning goals and find creative ways to reach them.



*The more we discover,
the more we know there is to discover*

How high can the piles get?



Shared Services in Higher Education



Universiteit
Leiden



rijksuniversiteit
 groningen



Universiteit Utrecht



**TODAY IS THE START
OF NEW BEGINNINGS.**





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