SWIFT (Mechelen – Ter Hulpen)

Background

Swift is offering a range of services (support, training, consultancy) in support of its product portfolio. The main drivers for SWIFT to provide these services are to

- Enable or facilitate product consumption
- Get insights from the client base to further enhance its product portfolio and to drive innovation
- Provide tailored solutions to clients to reduce cost & risk, increase interoperability and increase automation in the financial messaging value chain
- (specifically for consultancy services) Tap into an alternative source of income on or above a pre-defined profitability target

Whereas our training and support efforts have remained relatively stable, we have seen an important increase in our consultancy efforts in the recent years. Consultancy is now the major services element reaching a worldwide turnover of roughly 45M Euro. This has resulted in a steady but organic growth in the number of dedicated staff ('consultants'), sub-contracting and partnership agreements and the creation of a supporting organisation.

The increase in business has happened organically which results in a situation today where various systems are used for contract management (ordering), delivery management (time and project management), financial management (billing, budget reporting, P&L analysis), sales compensation and risk management.

Business Challenge

Because of the organic growth and proliferation in supporting systems, there is a need to standardize and automate the reporting. Today reporting is done very much on an ad hoc basis and a variety of reports are being used by the different business stakeholders in support of their business needs

As there is not a single system that covers the end-to-end process of consultancy services, most reports require access to multiple systems that are not integrated with different taxonomy and nomenclature. The result is that current reporting is very manual, labour intensive and often contradictory (data missing, wrong interpretation of data).

Furthermore, static reports are not considered good enough anymore for adequate business management / decisions. More and more, business owners require dynamic (double-click) analysis tools and want to have autonomy to create ad hoc reports. Unfortunately, the nature and complexity of systems involved make that most business owners don't have the necessary access or understanding of the various systems and rely on a handful of system experts that are not always available.

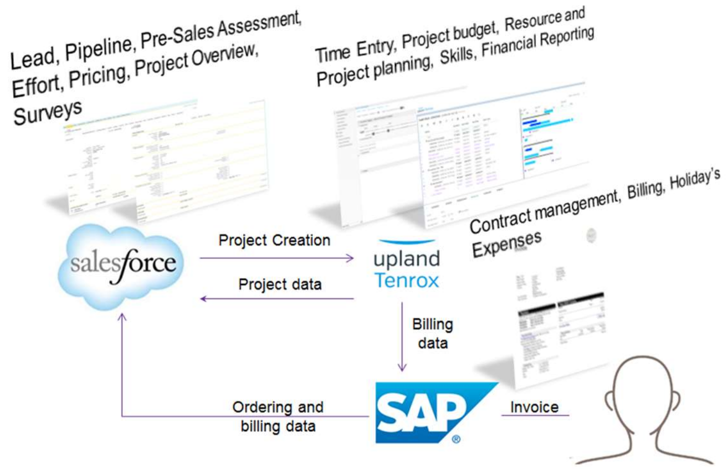
Below there are some examples of reporting requirements per business owner

- Finance:
  - P&L for the global consultancy activity,
  - Accruals and Deferrals of revenue and cost for tax purposes
  - Sales compensation reports
- Regional Sales Teams:
  - Projection of actual and expected sales vs. sales targets
- Regional Delivery teams:
  - Workload vs available capacity/skills of the consultants
  - Adherence to process and methodology
  - Project and team profitability
- Marketing
  - Take up of new and existing services in the portfolio

- Global Services Steerco
  - Global KPI reporting
  - Evolution of Key Risk indicators

Business Context

The main three tools that are used in the context of selling, planning, delivery and billing of Consultancy Services are Salesforce.com ®, Tenrox ® and SAP ®.



Salesforce.com

Salesforce.com is the SWIFT's corporate Customer Relationship Management (CRM) tool. It is used to track all customer related activities and interactions. This includes Sales opportunities of which some are related to Services.

Tenrox

Tenrox is a Web based professional services automation tool from Upland Technology. It allows project tracking, time tracking, resource management and planning. A consultancy project will be created from a Salesforce Opportunity, as an object in Salesforce. Salesforce.com will push data to Tenrox triggering the automatic creation of a project.

SAP

SAP is SWIFT's corporate ERP (Entreprise Resource Planning) and financial management system. It is used in many aspects of finance and accounting and is an important tool for Services as it is the tool used to prepare and send invoices to customers.

Internal tools

The consulting project managers will save the project management related deliverables on the SWIFT internal Project Server. No tool is today imposed for creating project plans. Project managers can either use Upland Project Planner (part of the Tenrox suite), or create their project plan in MS-Project and store the file in the Project Server.
Finally, the Global Services team uses Sharepoint as a repository of methodology documents supporting the full consultancy process, trainings, guidance for the project managers and internal procedures.

Interested? Contact us via gerrit.sarens@exellys.com