

IBM
**Strategy
Consulting**



**IBM Finance &
Operations
transformation
with Dynamics 365**

Build competitive advantage



Market Insights

Organizations across industries are reimaging their business models

The way we do business has fundamentally changed. Emerging technology has created opportunities for new business models that are disrupting the way companies sell products and services and blurring industry lines.



Financial Services

Insurance companies are switching from policy nomenclature to subscriptions and moving to apps that integrate AI and machine learning to onboard customers and fulfill claims within minutes.



Healthcare

A rapidly changing world is also pressuring healthcare organizations to evolve how they deliver patient care healthcare organizations are increasingly leveraging technology platforms to shift to telehealth services.



Manufacturing

In the coming years, manufacturers will move from selling unconnected products to ones that come with connectivity services, and from selling a discrete product to selling products as a service.



Retail

The subscription eCommerce market is worth about \$10B. Some retailers are also offering concierge services to provide professional styling, shopping, or skin care to consumers. You can now sign up for printer ink, toothbrush, razor, and cleaning supply services.

Organizations need help navigating changes in the market

Limitations
in cross-
functional
collaboration



76%

of CFOs are dissatisfied with cross-functional collaboration to bridge the gap between operational and financial planning.

Source: [Gartner](#)

Business
models
changing for
resiliency



72%

of CFOs believe their company will need to completely rethink processes and operating models to be more resilient.

Source: [Accenture](#)

Organizations
selling direct
to consumers



75%

of organizations selling direct to consumers will offer subscription services by 2023.

Source: [Gartner](#)

Realizing
benefits of
composable
approach



80%

advantage in new feature implementation speed for orgs with an intelligent composable approach to biz apps by 2023.

Source: [Gartner](#)

Priorities for product-centric organizations

Optimize Financial and Operating Models

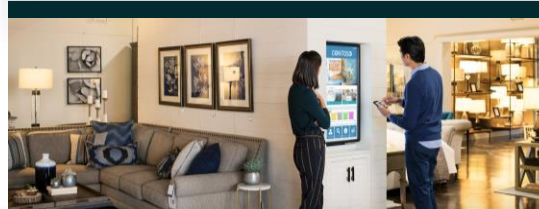
Manufacturing



Industry Priorities

- Manufacturers shifting to products with connectivity services and selling products-as-a-service.
- Workforce transformation needs retooling and reskilling for an increasingly digital industry.
- Connecting the workforce and giving factories digital agility as foundation for an efficient supply chain.

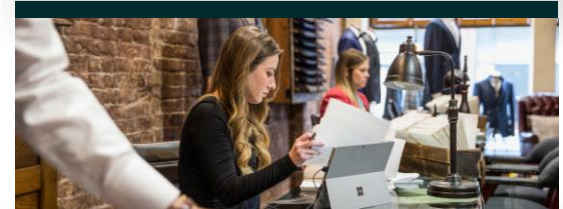
Retail



Industry Priorities

- Growing eCommerce subscription market with retailers offering concierge services
- Create agile and responsive fulfillment connecting data to enhance visibility, speed to customer, and time to value.
- Enable the workforce, digitizing processes, and accelerating onboarding in a safe and secure environment.

Government



Industry Priorities

- Promote accountability and compliance through digitally comprehensive tax services
- Enabling agencies to safeguard and efficiently administer economic development funds
- Effectively govern public budgets and spending from allocation to distribution and evaluation of impact.
- Enable anti-corruption efforts through sustainable technological innovation

Priorities for service-centric organizations

Optimize Financial and Operating Models

Professional services



Industry priorities

- Increasing number of traditional legal, business, architecture, media, engineering, and consulting organizations are moving to subscription or recurring revenue project-based models.
- Need for real-time visibility across the project lifecycle to better define project profitability.

Financial services



Industry priorities

- Insurance companies want to deliver differentiated policy holder experiences with switch to subscriptions, integrating AI and machine learning to onboard customers and fulfill claims faster.
- Banks developing digital services that offer financial, legal, and home buying algorithms to provide alerts on low balances, budgeting tips, and more.

Healthcare services



Industry priorities

- Evolving patient care with shift to telehealth services.
- Reducing cost of care through data insights to operationalize new models of care, predict future health trends, reduce risk, and improve health.
- Enhance care management capabilities by collaborating effectively across departments, providers, and other stakeholders.

Telecommunications



Industry priorities

- Remote work causes challenges with disparate systems, lack of standardization, and lower visibility.
- Higher workloads, capacity constraints, time-starved employees drive need for streamlined workforce.
- Higher customer expectations including greater urgency and decreased satisfaction.

Finance transformation is a given, but it comes with great complexity and key decisions to make to realize benefits.



How do we ensure our investments in F&A, business process and ERP systems transformation aligns to a clear vision for business enablement and adoption of emerging technology?



How can we realize the financial potential of our investments by reducing costs, driving revenue, and freeing up capital ?



How can we make better decisions on where to transform our financial processes, so we capture maximum value from our technology and resource investments?



How do we make sound decisions and charter a clear path for transformation at the right time?



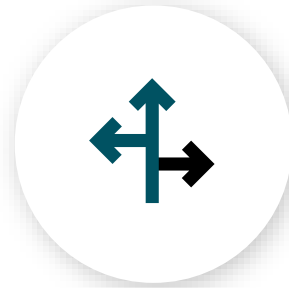
Legacy systems and processes influence common financial challenges



Surging data +
legacy systems +
static reporting



Inadequate tools to
anticipate growing
business complexity

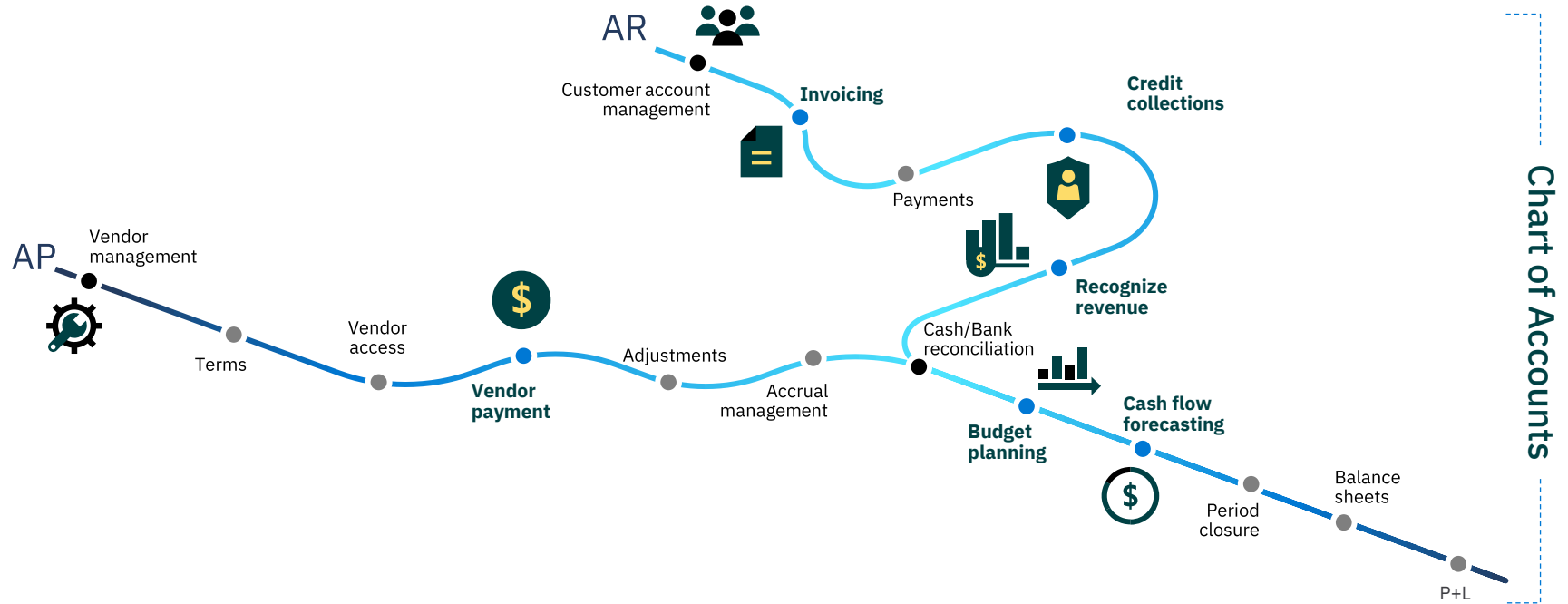


Manual, inefficient
and error-prone
processes



Increasing
regulations, risks,
and threats

Traditional finance is evolving



Digital hotspots

Accounts Receivable

- Electronic invoicing
- Payment insights
- Credit checks online

Accounts Payable

- Vendor portal
- Invoicing matching
- Centralized payments

Chart of Accounts

- Regulatory and Compliance
- Business documents
- Tax statements

Cash / Bank

- Treasury
- Reconciliation
- Intelligent cashflow

Finance leaders are turning to modern technology, process changes and culture shifts to move forward

Surging data

Inadequate tools

Manual processes

Increasing risks



85% of CEOs report that their CFO's ability to analyze data and produce meaningful insights was key to profit growth¹

By 2024, **80%** of new artificial intelligence projects in the finance domain will be deployed using out-of-the-box functionality²



30-40% of time can be reduced with finance automation and behavior change³



57% of CFOs report that risk management will become a critical part of their role in the future⁴

New finance roles will account for $\frac{1}{2}$ of finance jobs by 2025⁵

Business model disruption is blurring industry lines

With recurring revenue models all companies are now in the services business



Subscription
services



Products sold
through service
models



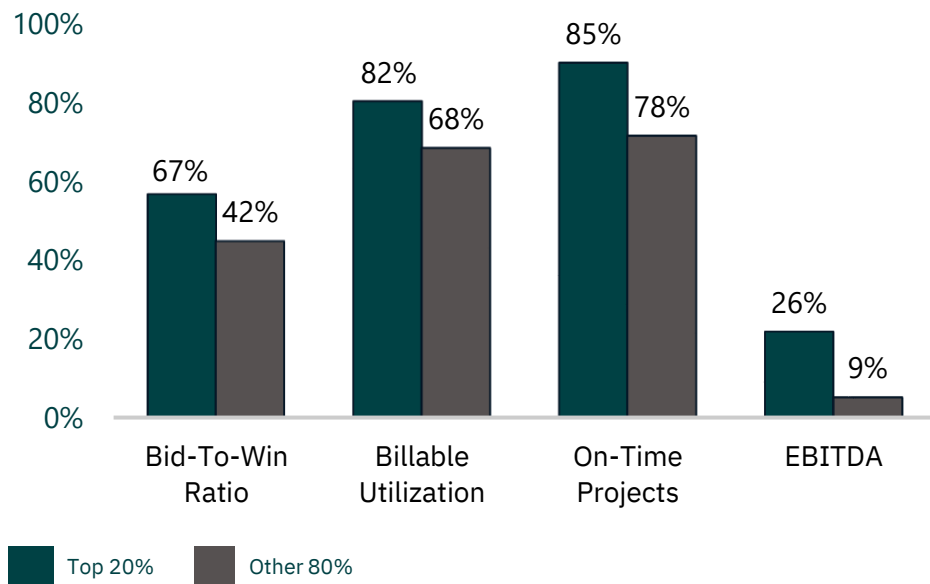
Project-based
services
consumption model



Project-based
services fixed fee
model

Process maturity drives business performance

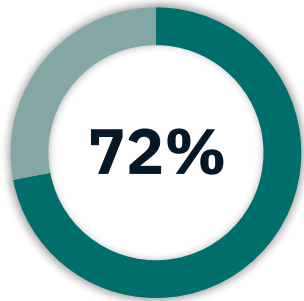
Top 20% of organizations has implemented structured business processes and utilize integrated information systems to assure there is “one view of the business”



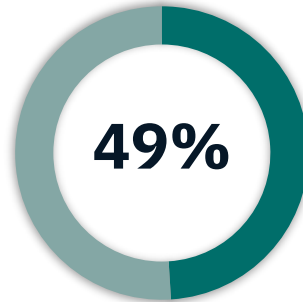
74%

of project-based businesses have budgeted investment in better integrated information systems tools like Project

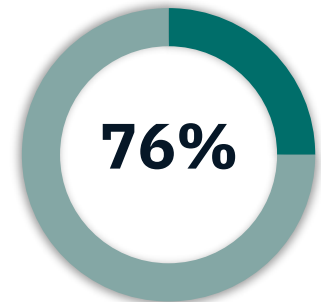
Yet traditional ERP systems don't allow for rapid change



72% of CFOs believe their company will need to completely rethink processes and operating models to be more resilient.¹

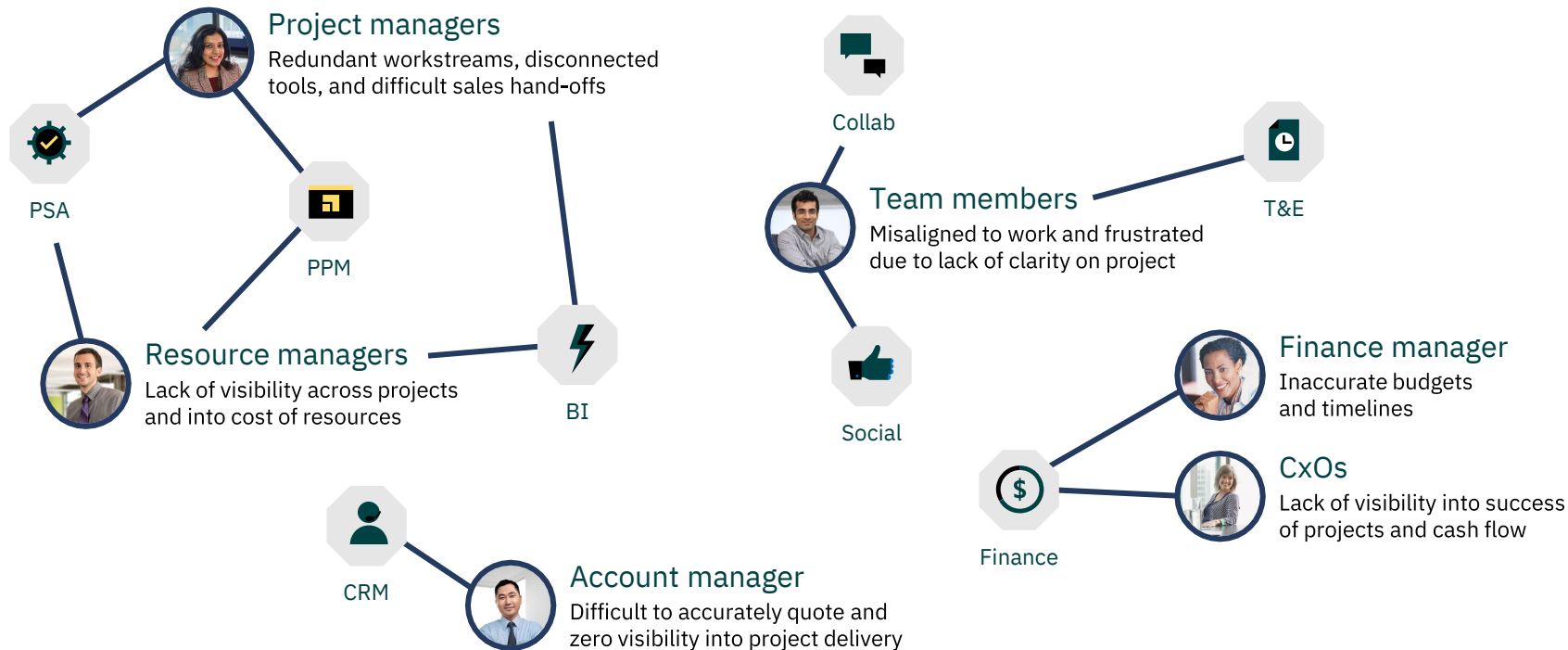


49% of CFOs say restructuring the business/portfolio to thrive in the face of change is a top priority in 2021.²

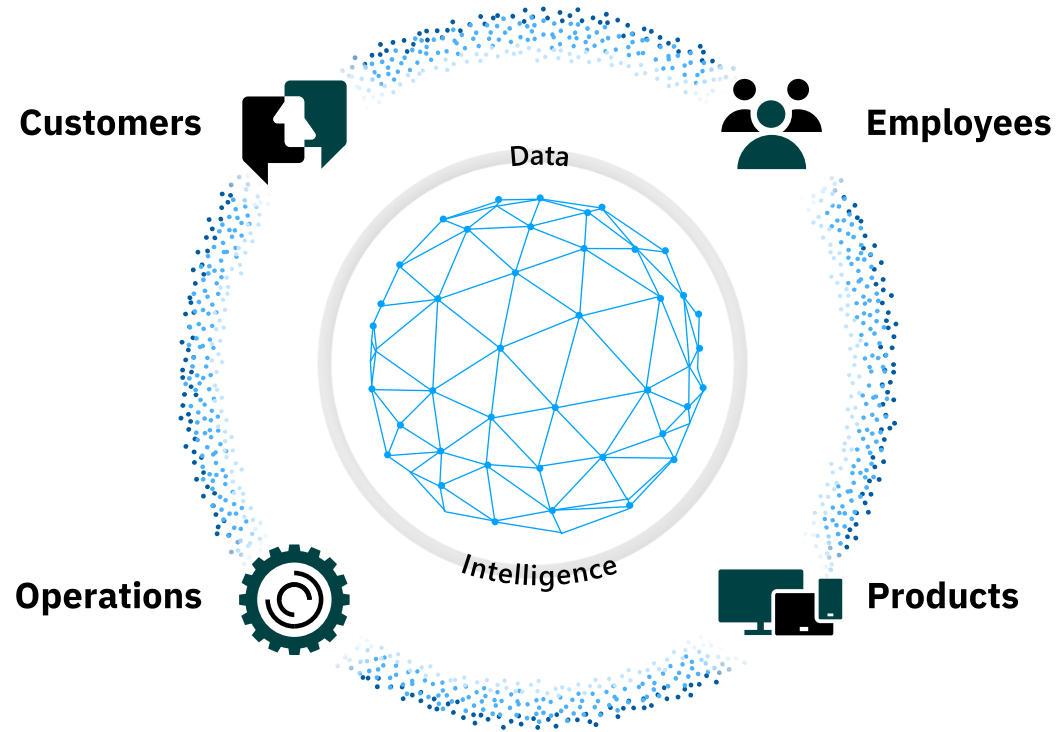


76% of CFOs are dissatisfied with cross-functional collaboration to bridge the gap between operational and financial planning.³

Disparate systems and data silos are impacting success



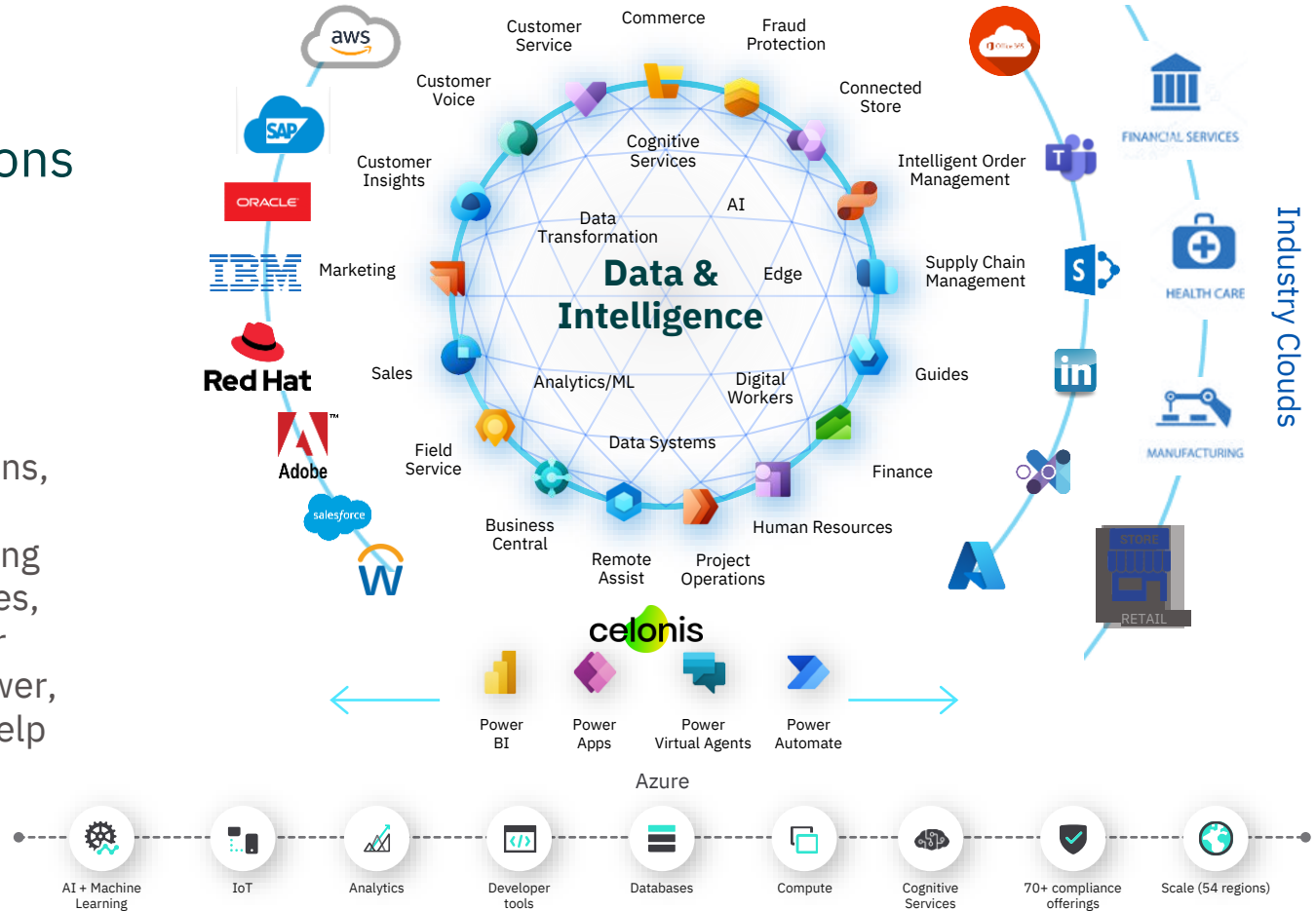
How IBM and Microsoft can help you unlock new value



Microsoft Business Applications Platform is a fully integrated solution

Powerful, flexible, and agile

- From optimizing operations, empowering your employees, or transforming your products and services, Dynamics 365 and Power Platform give you the power, flexibility, and agility to help your business thrive.



Success depends on your ability to collaborate and continuously adapt business models.



Financial
constructs



Operating
processes



Optimize financial and operating models

IBM has engaged with numerous clients to help them embark on digital transformation journey. We are proud to provide limitless potential to world's most innovative businesses with data-first applications that help them to:



Adapt faster



Perform better

Optimize Financial and Operating Models

Unlock the insights needed to adapt faster, work smarter, and perform better

Maximize financial visibility and profitability



Assess the health of your business, improve financial controls, and make timely decisions to drive agility and growth across global operations.

Drive project business operations success



Reduce the complexity of your project-based services operations by connecting all teams within a single solution – from prospect to payment.

Unlock data and intelligence

Realize the true value of your data at scale by bringing together disparate data sources, adding intelligence that enriches and connects core business process in a secure environment.

Maximize financial visibility and profitability powered by Dynamics 365 for Finance

Enhance financial decision making

Assess the health of your business, improve financial controls, and make timely decisions to drive agility and growth using comprehensive, real-time financial reporting, embedded analytics, and AI-driven insights.

Unify and automate business processes

Integrate financials into core business processes and automate tedious and time-consuming tasks to boost user productivity, support evolving business models, and maximize performance.

Drive strategic impact and reduce costs

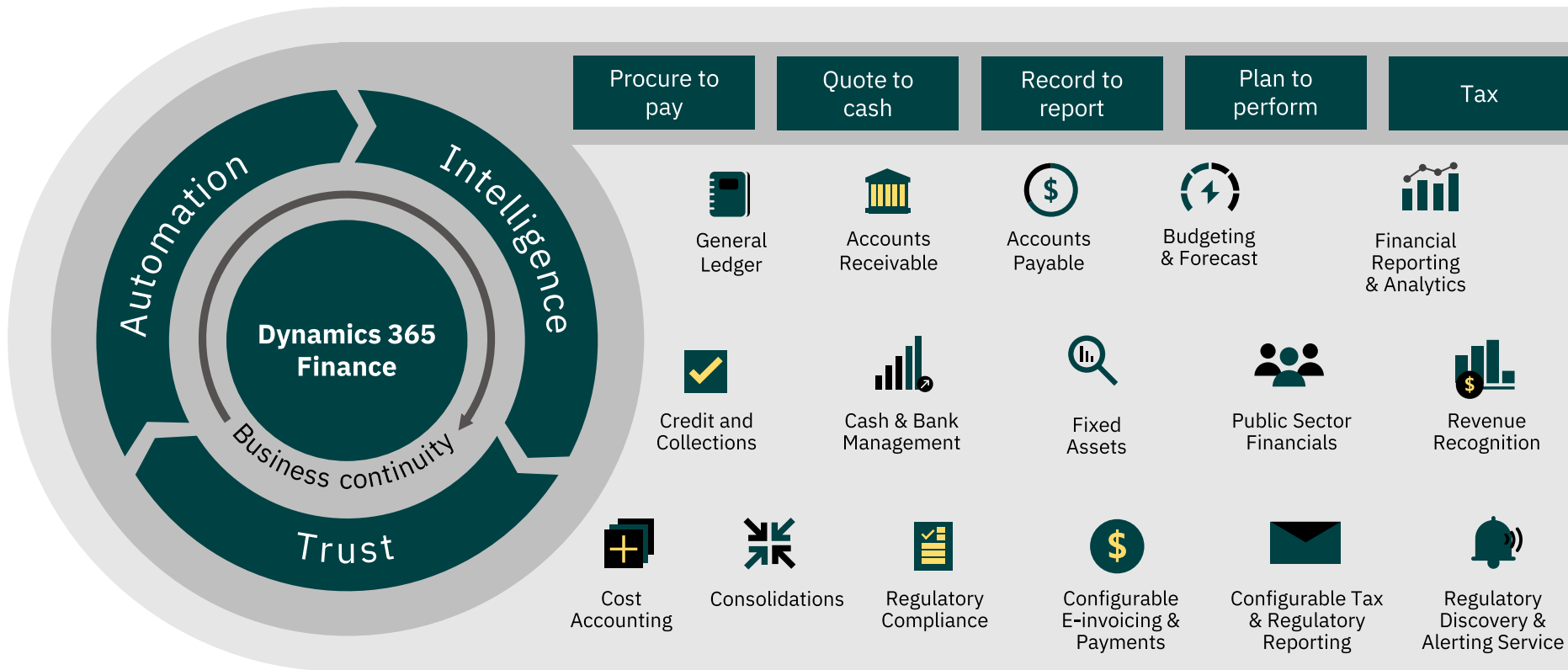
Minimize costs and optimize spending across business geographies with process automation, budget control, and financial planning and analysis.

Decrease global financial complexity and risk

Quickly adapt to changing financial and legal requirements with a guided, rules-based chart of accounts and a no-code configuration service that simplify regulatory reporting, electronic invoicing, and global payments.



Dynamics 365 for Finance key modules

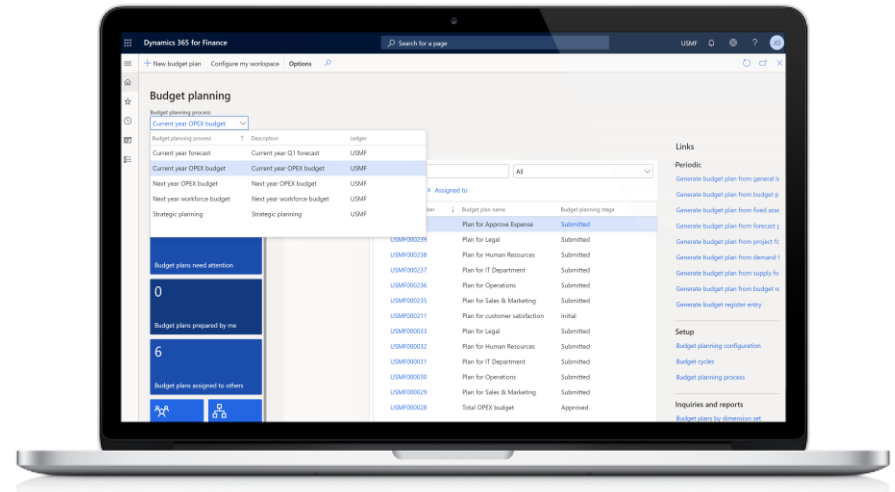


Maximize financial visibility and profitability

Dynamics 365 Finance:

Budget planning and forecasting

- Manage your financial resources using account charts, workflows, source documents and journals, configurable calculation of available funds, budget cycles, and thresholds
- Configure unlimited monetary and quantitative scenarios and define a budgeting organizational hierarchy to support top-down and bottom-up budgeting methods
- Convert the budget plan to a budget register entry while providing tools for maintaining the budget and keeping amounts traceable through budget codes
- Set up budget planning on the budget planning configuration page
- Compare budgets to actuals and identify trends using rolling forecasts, which are supported through budget plan documents as initial planning activities
- Use the budget planning query optimization feature to improve the performance of processing

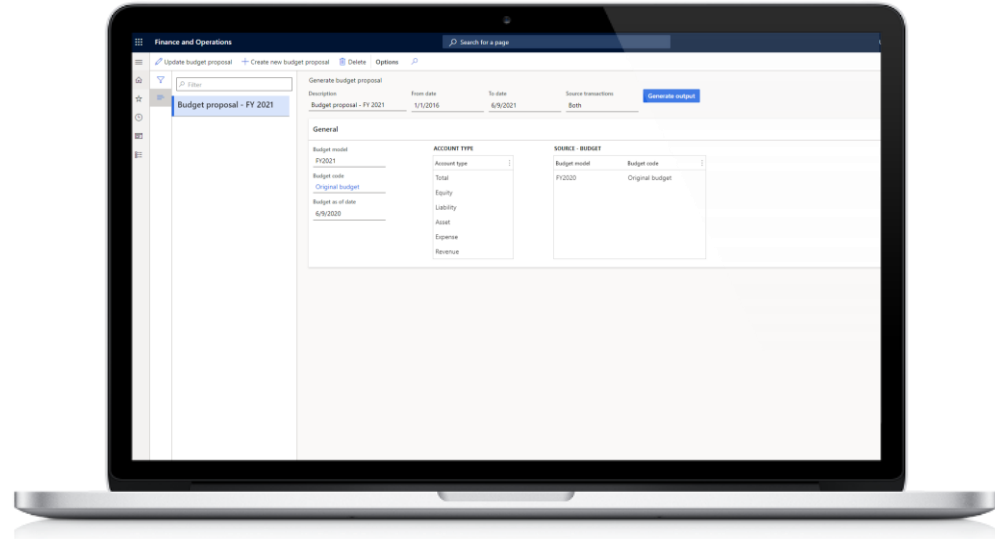


Maximize financial visibility and profitability

Dynamics 365 Finance Insights:

Intelligent budget proposals

- Reduce the time and effort of budgeting by letting the system automatically create budget proposals for you
- Quickly consolidate and analyze years of historical data to forecast your budget

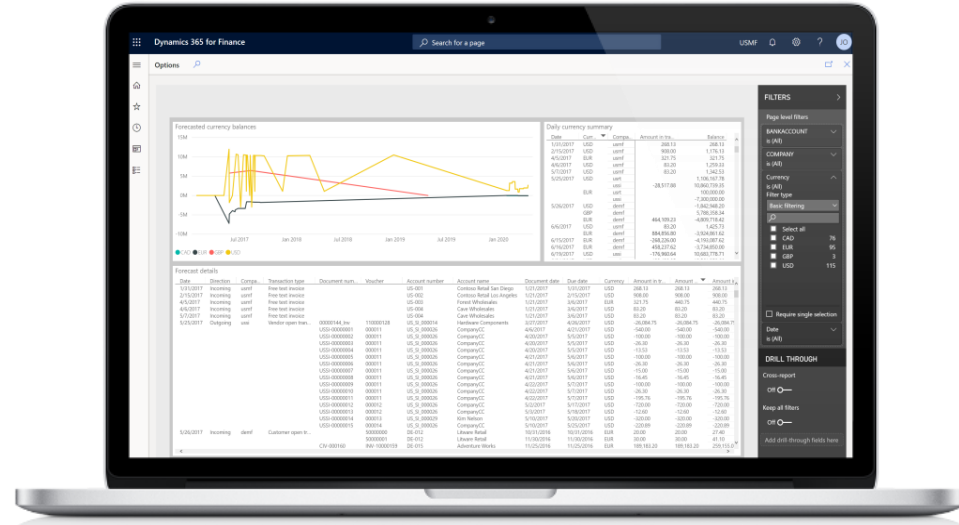


Maximize financial visibility and profitability

Dynamics 365 Finance:

Cash and bank management

- Maintain financial instruments like deposit slips, checks, bills of exchange, and promissory notes
- Reconcile bank statements and print bank data on standard reports
- Analyze upcoming cash flow and currency requirements to estimate the company's future need for cash
- Integrate cash flow forecasting tools with general ledger, accounts payable, accounts receivable, project management and accounting, budgeting, and inventory management
- Get a summary view of your bank management, including summary tiles, bank account information, balance chart, and related information
- Import electronic bank statements and automatically reconcile with bank transactions through advanced bank reconciliation

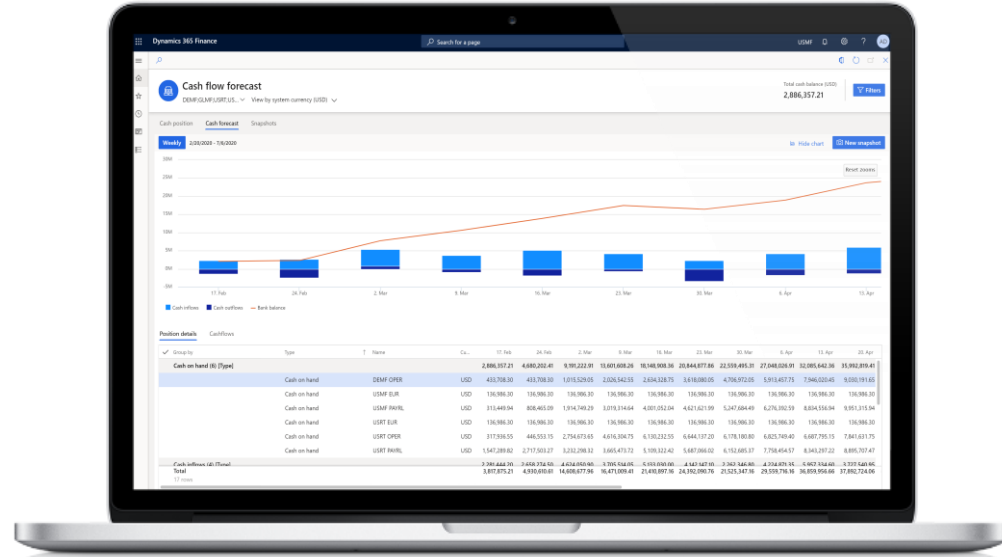


Maximize financial visibility and profitability

Dynamics 365 Finance Insights:

Cash flow forecasting*

- Monitor cash flow in real-time, predict future trends, and make data-driven decisions with an intelligent and customizable cash flow forecasting solution
- Easily integrate data from multiple data sources like treasury systems, capital management systems, planning systems, finance systems, and more
- Leverage a familiar, “excel-like” UI experience
- Use a simplified approach to measuring the accuracy of cash flow

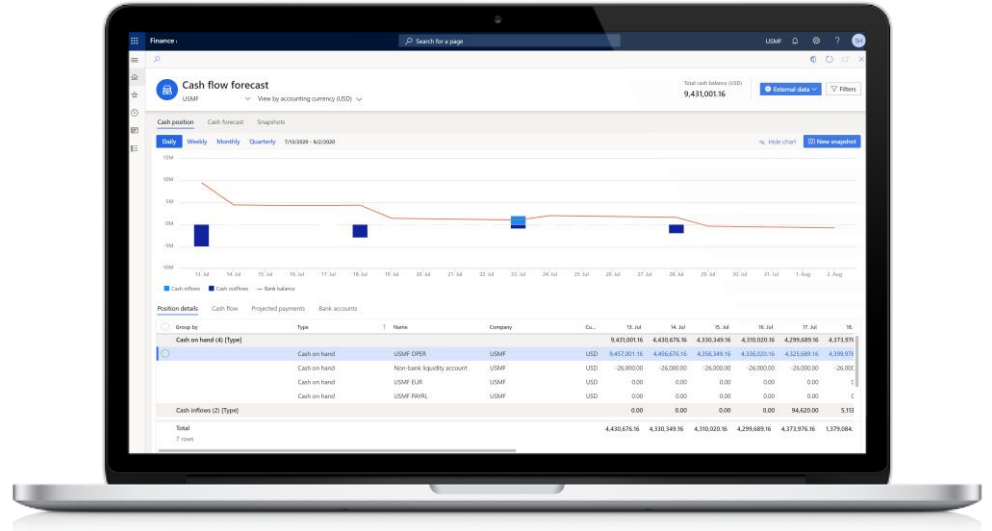


Maximize financial visibility and profitability

Dynamics 365 Finance Insights:

Forecast bank balance

- Predict the cash that will be available to meet business commitments across numerous bank accounts
- Combine insights from customer payment and vendor payment with recurring activities to get accurate bank balance forecasts at specific times

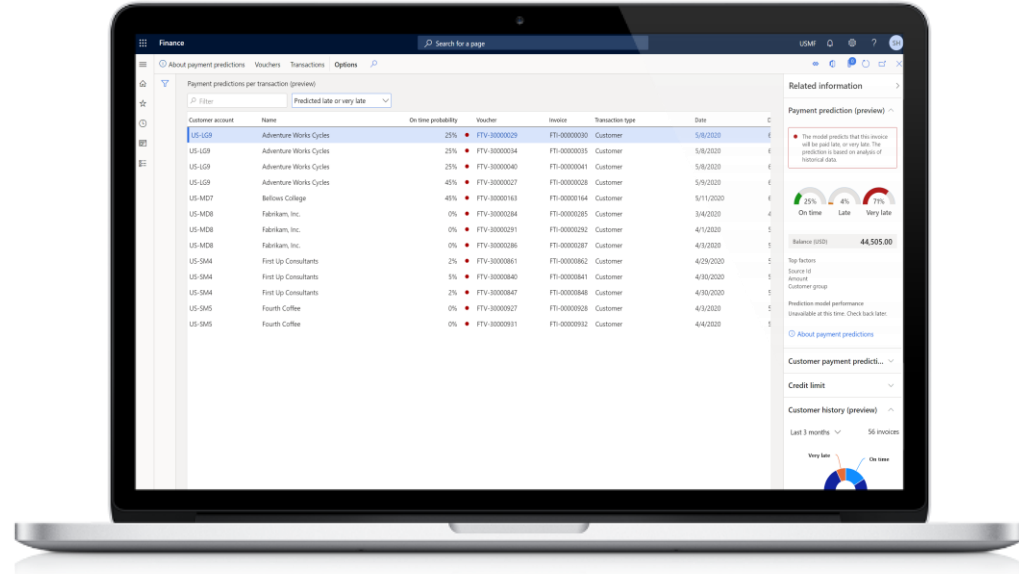


Maximize financial visibility and profitability

Dynamics 365 Finance Insights:

Treasurer workspace*

- Gain simplicity and efficiency to your day by leveraging a workspace tailored to a treasurer's needs
- Complete all activities needed to manage an organization's cash from a single location

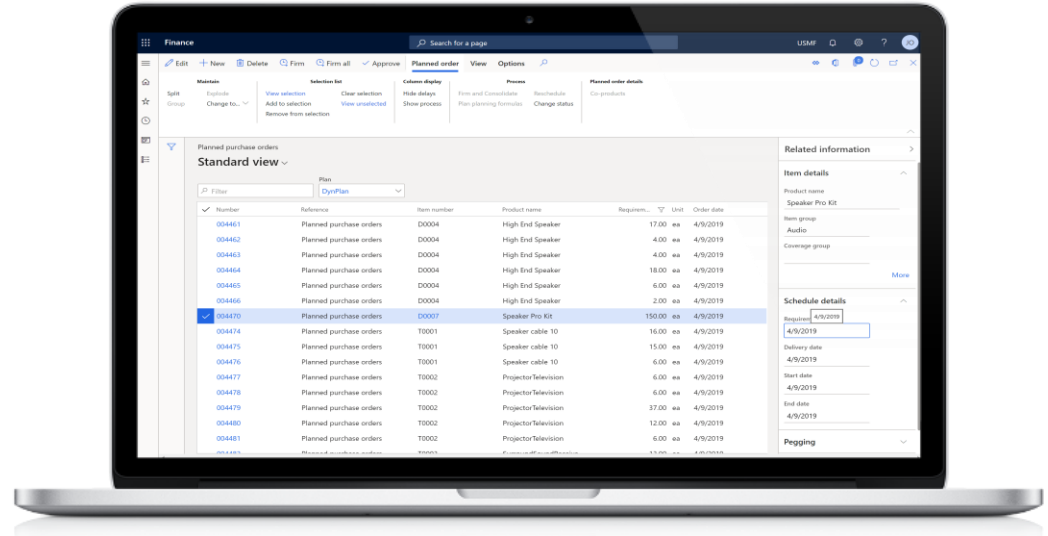


Maximize financial visibility and profitability

Dynamics 365 Finance:

Procurement management

- Identify product and service needs and procure products, receipts, invoices, and payments through procurement and sourcing management
- Define purchasing policies and workflows to configure procurement processes that meet your business needs
- Manage product catalogs and procurement channels based on demand and vendor pricing and capabilities
- Use spending limits to constrain requisition spending and the purchasing workflow

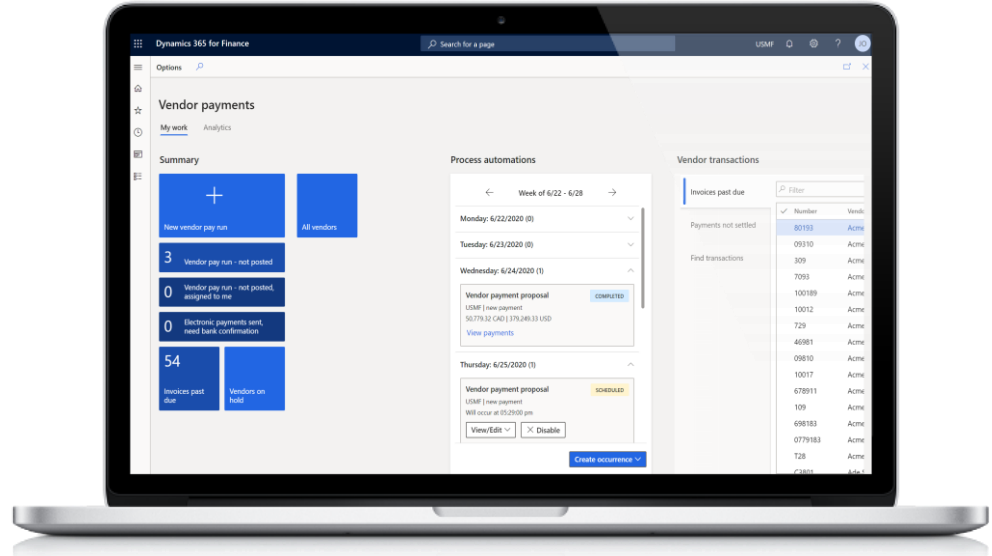


Maximize financial visibility and profitability

Dynamics 365 Finance:

Automatic vendor payment proposal

- Use the new process automation framework to eliminate time spent on manual, repetitive tasks like vendor payments
- Easily create automation schedules that define what vendors will be paid, and when they'll be paid, making your payment proposals more consistent and efficient
- Payment clerks can review upcoming payment proposals, make any necessary adjustments, and move it through the process quickly

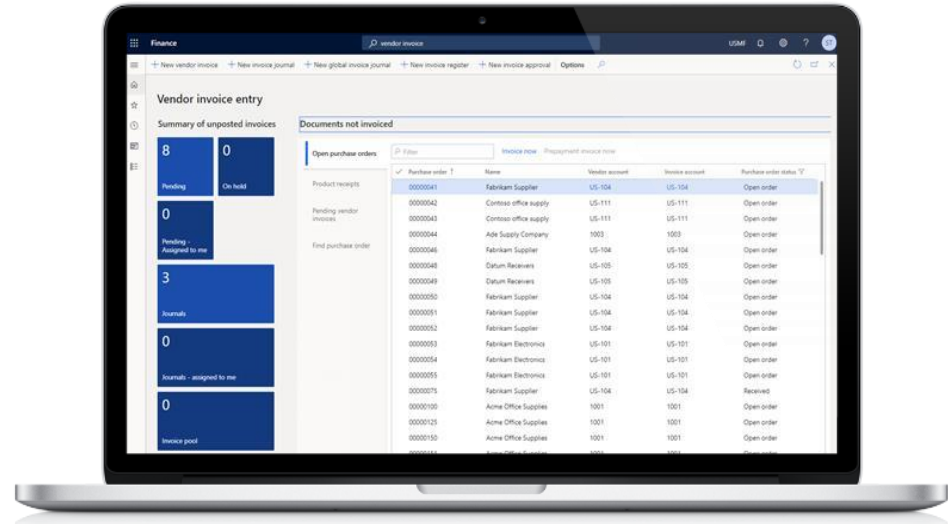


Maximize financial visibility and profitability

Dynamics 365 Finance:

Vendor invoice automation

- Automatically process vendor invoices from import through the posting stage, reducing the errors and inefficiencies that arise when processing invoices manually
- Integrate invoice metadata from multiple third-party optical character recognition service providers
- Find and address issues quickly with Power BI metrics that help raise awareness of invoices that didn't make it through the automated process successfully
- Save time and labor costs by automatically matching quantities on vendor invoice lines, thus eliminating the need to manually monitor the arrival of goods
- Leverage a simplified historical view of vendor invoices to speed up decision-making

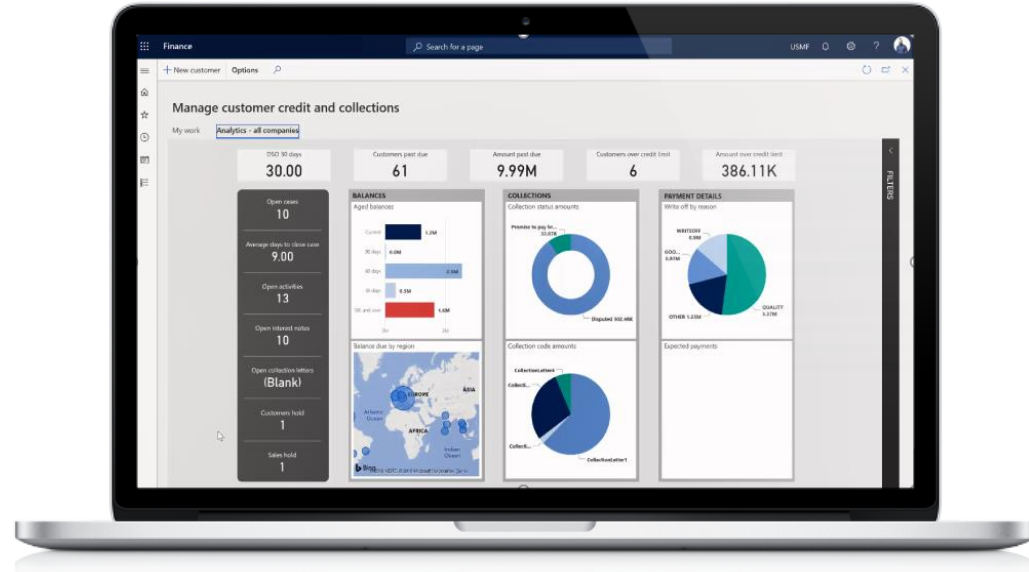


Maximize financial visibility and profitability

Dynamics 365 Finance:

Reduce credit risks

- Get enterprise-grade credit management capabilities to proactively suggest credit control activities like credit limits
- Manage credit risks while ensuring that customers have the flexibility to take advantage of promotions and make the purchases they need
- Support other credit functionalities such as configurable blocking rules, automation of credit cases, and more

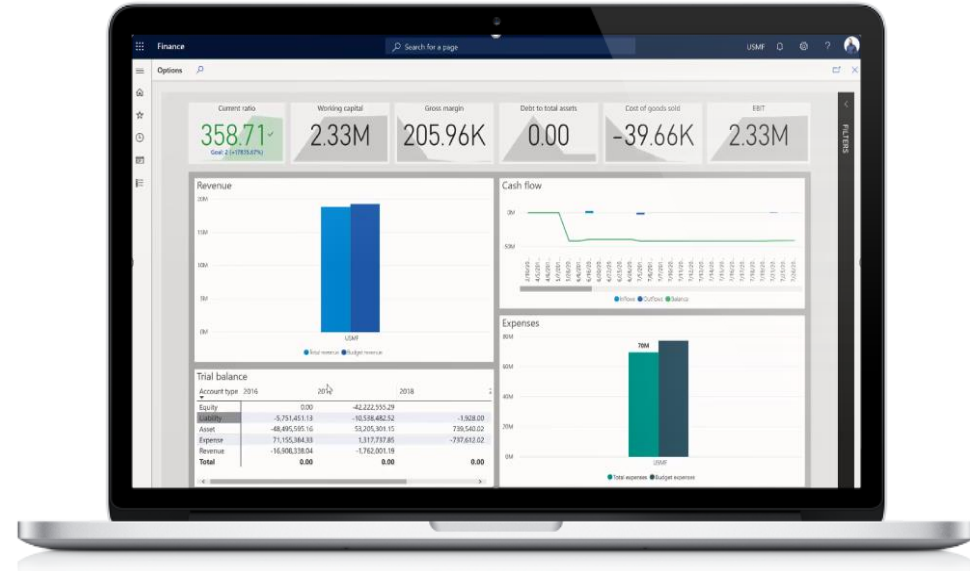


Maximize financial visibility and profitability

Dynamics 365 Finance:

Collections automation

- Improve cash flow and reduce write-offs by easily processing collections for delinquent customers and prioritizing collections
- Automate your collections processes by:
- Creating automated collection strategies to reduce time spent on past due account research
- Setting up rules that automatically create collection tasks based on invoice attributes like payment prediction, due dates, and more
- Automatically sending touchless email reminders to inform customers of overdue invoices

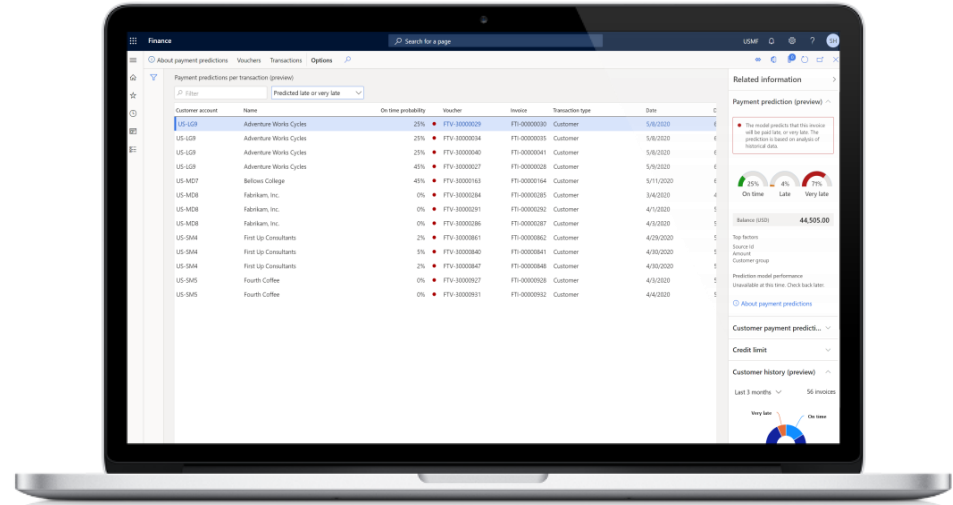


Maximize financial visibility and profitability

Dynamics 365 Finance Insights:

Customer payment predictions

- Use AI to predict when customers will pay their invoices
- Proactively reduce write-offs and improve margin with immediate visibility into the probability of late or at-risk payments
- Create automated collection strategies to follow up with customers consistently and efficiently when there is a high probability of late payments

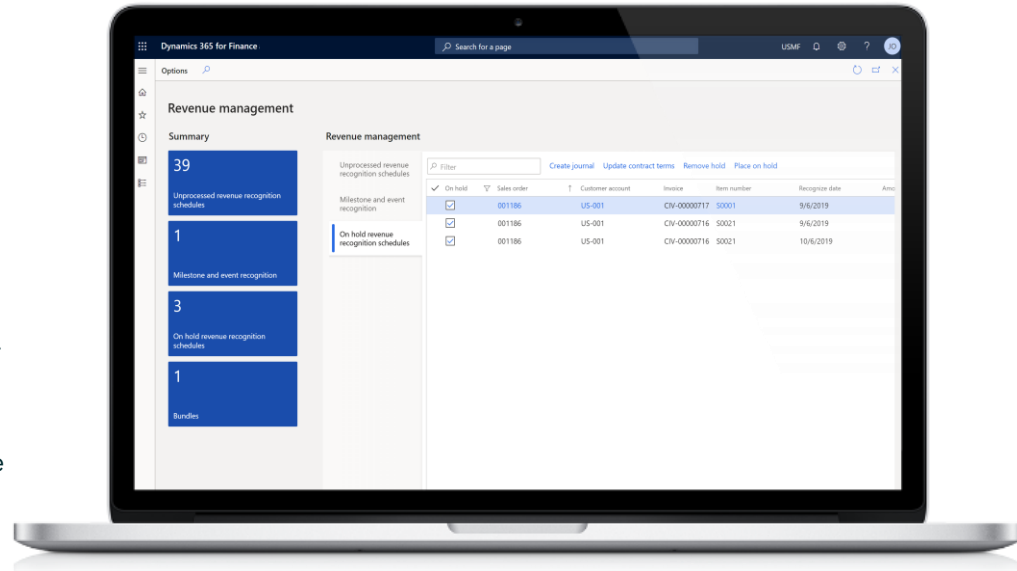


Maximize financial visibility and profitability

Dynamics 365 Finance:

Streamlined revenue recognition

- Accelerate financial growth with automated recurring billing to easily adapt to new revenue recognition standards, reduce risks, and accurately calculate and report your financial statements
- Automate revenue forecasting, allocation, recognition, subscriptions and renewals, and reporting through a rule-based event handling process that enables your business to comply with accounting standards including IFRS 15 and ASC 606, and accurately calculate and report your financial statements
- Simplify regulatory services, easily manage and comply with frequently changing regulatory requirements by using no-code configuration service for regulatory and tax reports, e-invoices, and payments



Maximize financial visibility and profitability

Dynamics 365 Finance:

Financial reporting

- Allow financial and business professionals to create, maintain, deploy, and view financial statements
- Design reports with more flexibility using out-of-the-box Report Designer
- Manage the generation and distribution of reports using financial report collaboration capabilities
- Use interactive report viewing to change different attributes and filters and find the report data you need

Balance sheet

Organization: Cactus Entertainment System USA

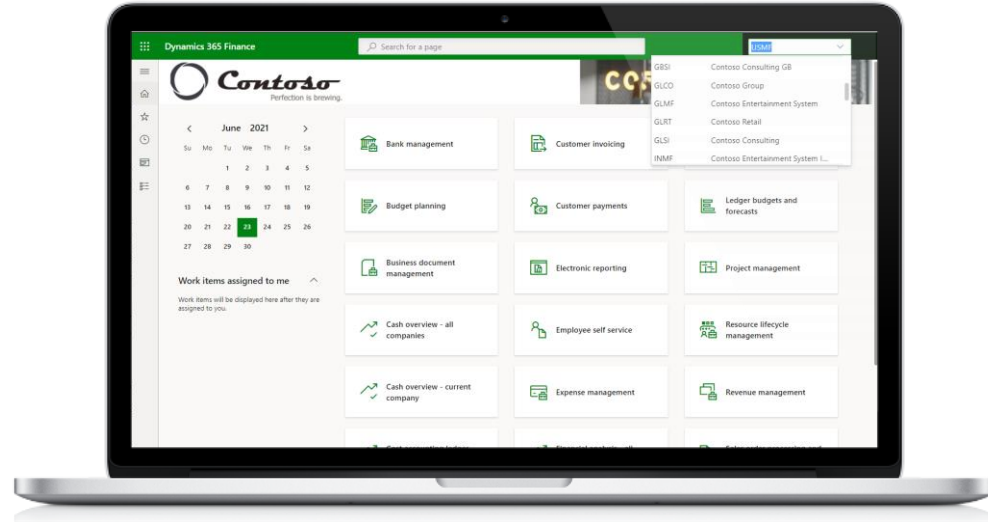
Account	Fiscal year	2020	Current year	Last year	Variance
Assets					
Cash					
110100 - Petty Cash					
Accounts Receivable					
120100 - Accounts Receivable - Domestic			952.76		-952.76
120200 - Accounts Receivable - Not Invoiced			166,295.00		-166,295.00
Inventories					
140200 - Raw Materials Inventory			-10,095,795.46		10,095,795.46
140300 - Finished Goods Inventory			14,962,027.81		-14,962,027.81
Value in Progress					
150100 - Production WIP - Materials			3,179,068.23		-3,179,068.23
150200 - Production WIP - Labor			649,050.76		-649,050.76
150300 - Production WIP - Overhead			910,417.73		-910,417.73
Total assets			1,797,412.89		-1,797,412.89
Liabilities					
Accounts Payable					
200140 - Account Purchases - Renewed Not Invoiced			5,500.00		-5,500.00
Taxes Payable					
200100 - California State Tax Payable			50.76		-50.76
Other Current Liabilities					
210000 - Deferred Revenue			800.00		-800.00
Total liabilities			6,350.76		-6,350.76

Maximize financial visibility and profitability

Dynamics 365 Finance:

Enable new financial models

- Accelerate financial growth with subscription billing to easily adapt to new revenue recognition standards, reduce risks, and accurately calculate and report your financial statements.*
- Create new entities on demand and take advantage of opportunities in times of disruption, finance leaders can spin up a new business, make acquisitions, or divest a non-core business to maximize shareholder value.
- Rapidly deploy new subsidiaries or product lines in record time with the ability to copy existing legal entity's setup to a new company, allowing the onboarding of a new location to be quick, cost-effective and consistent with the company's best practices.
- Quickly support changes to processes and dimensions as they are immediately reflected in reporting, transactions, and processes.

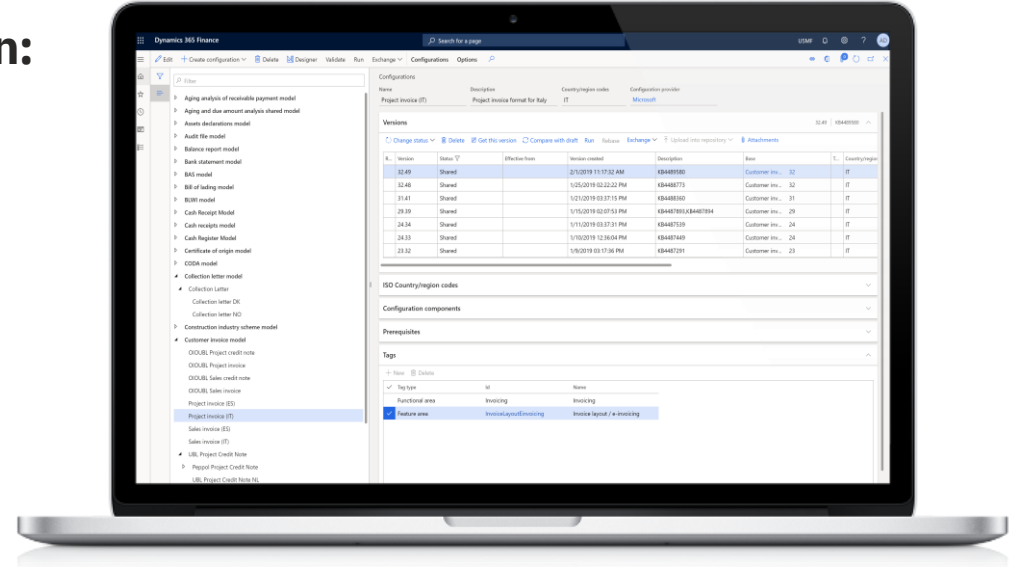


Maximize financial visibility and profitability

Dynamics 365 Finance & Globalization:

Localization and regulatory features

- Offers out-of-the-box localizations for 44 countries/regions and in 42 languages with partners published over 40 localization solutions for more countries/regions at AppSource
- Use the electronic reporting (ER) framework to configure features to let partners and customers create extensions and customizations based on their needs, without coding
- Comply with local and regional deployments for government regulations that require data to be stored or serviced differently than other countries/regions

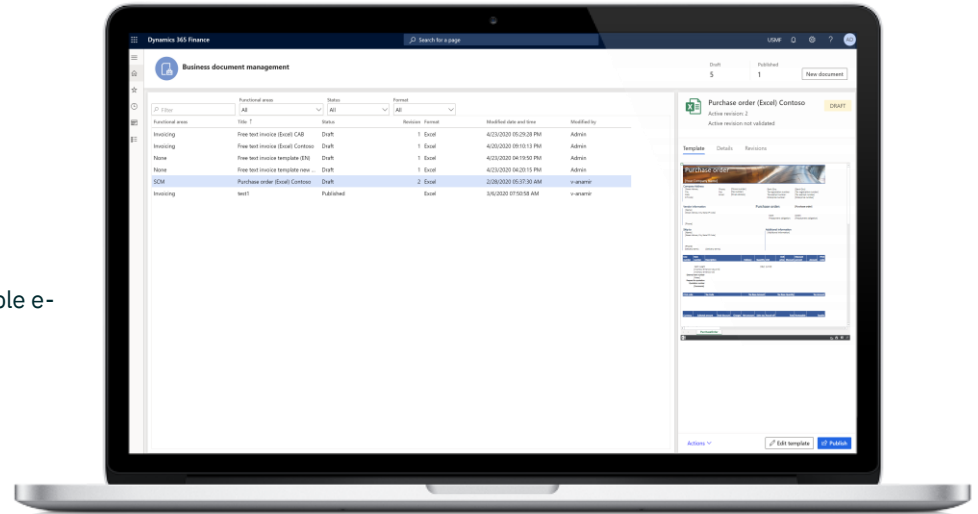


Maximize financial visibility and profitability

Dynamics 365 Finance & Globalization:

Configurable business documents

- Offers out-of-the-box Office 365 templates from Microsoft for business documents such as invoice, purchase order, sales order confirmation, etc.
- Customize business document templates in Office 365 by business users without coding
- Convert output documents into PDF, send as an attachment via a configurable e-mail, archive, or print

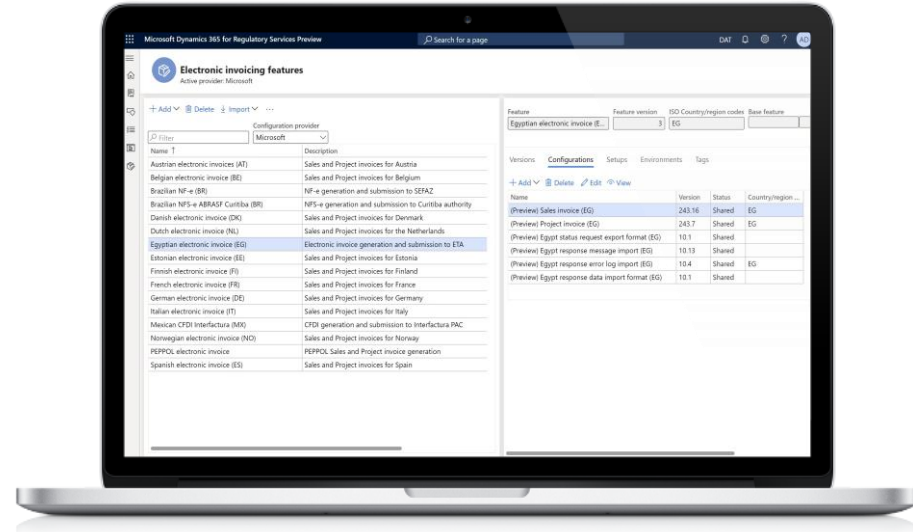


Maximize financial visibility and profitability

Dynamics 365 Finance & Globalization:

Electronic invoicing

- Generate secure, confidential, authentic, and legally acceptable invoices electronically for the following documents: customer invoice, free text invoice, project invoice, credit note, tax adjustments, and item or asset transfer
- Ensure that international standards are applied to your electronic invoices
- Out-of-the-box integration with Dynamics 365 Finance, Dynamics 365 Supply Chain Management, and Dynamics 365 Project Operations
- Batch process e-invoice messages
- Reuse the same export, import, and integration configurations across companies and easily adjust configurations without code changes

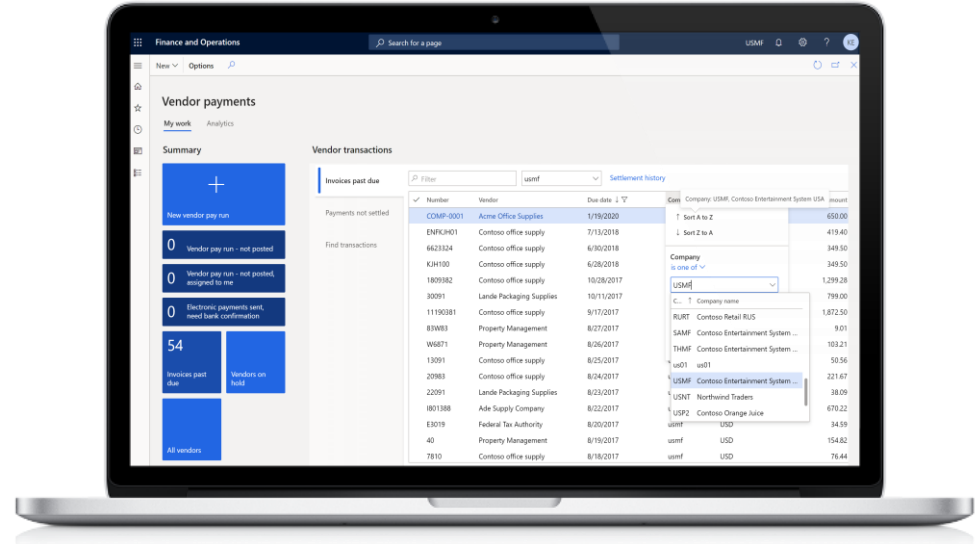


Maximize financial visibility and profitability

Dynamics 365 Finance & Globalization:

Configurable payments

- Create and manage payments by using a single legal entity that handles all payments—so the same transaction doesn't have to be entered in multiple legal entities
- Streamline processes for payment proposals, settlements, and editing open and closed transactions
- Create payment files in commonly used formats like ISO 20022
- Easily configure existing or create new bank specific payment formats to fit your business's needs
- Leverage the Asset leasing workspace to automate complex lease calculations and ensure your following proper accounting standards for ASC 842 and IFRS 16



Maximize financial visibility and profitability

Dynamics 365 Finance & Globalization: Tax Calculation service

- Tax service is a configurable globalization microservice that enhances the tax determination and calculation capabilities in Dynamics 365 Finance and Project Operations
- Leverage a flexible tax determination matrix and configurable tax calculation designer that helps you comply with local tax regulations
- Gain access to a configurable tax matrix that can automatically determine VAT IDs and tax codes and rates
- Easily define formulas and conditions with the configurable tax calculation designer
- Utilize a shared tax determination and calculation solution across legal entities

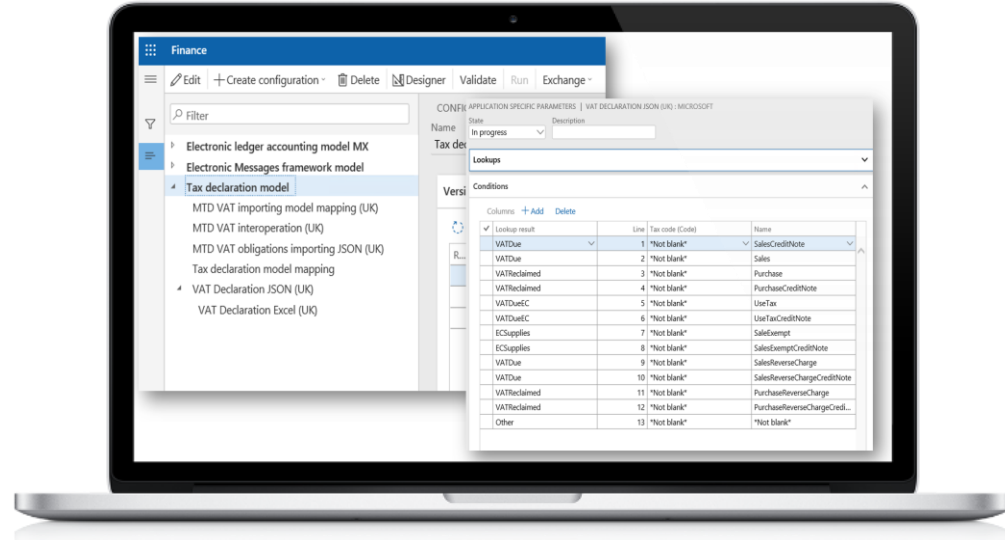
Line	Business Process	Tax Direction	Item Code	Ship From Country/Region	Ship To Country/Region	Tax codes	Tax Group
1	Purchase		00001	FRA	FRA	FRWAT20	AP-DOOM
2	Purchase		00003	FRA	FRA	FRWAT10	AP-DOOM
3	Purchase		00001	FRA	FRA	FRWAT20	AP-DOOM
4	Purchase		00001	FRA	FRA	FR-RC-20FR-RC-20	RC-VAT-FR
5	Purchase		00003	FRA	FRA	FR-RC-10FR-RC-10	RC-VAT-FR
6	Purchase		00001	FRA	FRA	FR-RC-20FR-RC-20	RC-VAT-FR
7	Purchase		00001	NLD	NLD	NL-RC-21NL-RC-21	RC-VAT-NL
8	Purchase		00003	NLD	NLD	NL-RC-9NL-RC-9	RC-VAT-NL
9	Purchase		00001	BEL	BEL	BE-RC-21BE-RC-21	RC-VAT-BEL
10	Purchase		00001	DEU	DEU	VAT19	AP-DOOM
11	Sales		00001	NLD	NLD	NLWAT21	AR-DOOM
12	Sales		00003	NLD	NLD	NLWAT9	AR-DOOM
13	Sales		00001	NLD	NLD	NLWAT21	AR-DOOM
14	Sales		00001	BEL	BEL	BEWAT21	AR-DOOM
15	Sales		00003	BEL	BEL	BEWAT12	AR-DOOM
16	Sales		00001	BEL	BEL	BE-Exempt	AR-EU
17	Sales		00001	NLD	NLD	NL-Exempt	AR-EU
18	Sales		00001	DEU	DEU	VAT19	AR-DOOM
19	Inventory	Output	00001	FRA	NLD	FR-Exempt	AR-EU
20	Inventory	Input	00001	FRA	NLD	NL-RC-21NL-RC-21	RC-VAT-NL
21	Inventory	Input	00003	FRA	NLD	NL-RC-9NL-RC-9	RC-VAT-NL
22	Inventory	Input	00001	FRA	NLD	NL-RC-21NL-RC-21	RC-VAT-NL
23	Inventory	Output	00001	NLD	BEL	NL-Exempt	AR-EU
24	Inventory	Input	00001	NLD	BEL	BE-RC-21BE-RC-21	RC-VAT
25	Inventory	Output	00001	BEL	NLD	BE-Exempt	AR-EU
26	Inventory	Input	00001	FRA	NLD	NL-RC-21NL-RC-21	RC-VAT-NL

Maximize financial visibility and profitability

Dynamics 365 Finance & Globalization:

Regulatory reporting and audit

- Offers regulatory reports and declarations in accordance with the country/region-specific legal requirements
- Export electronic audit files in the required format to electronically exchange information with government bodies and other parties
- Allow power and business users to configure reports and adjust accurately required content instead of redesigning and coding



Drive project business operations success by Dynamics 365 for Project Operations

Connect project service teams within a single solution

Deliver exceptional deal management experiences

Win more bids with better contract management and more accurate project quotes, forecasting, estimation, and scope.

Drive success through enhanced project management

Flexibly manage projects with easy-to-use embedded Microsoft Project capabilities including Kanban boards and Gantt charts.

Optimize resource utilization

Ensure that you have the right people on the right projects through resourcing insights, scheduling, governance, and skills matching.

Simplify time and expense tracking

Submit, approve, process, and reconcile time and expense entries on the go for faster reimbursement and client billing.

Maximize profitability with project financials

Manage your project accounting more accurately and recognize revenue compliant with International Financial Reporting Standards



Improve visibility, collaboration and insights with a collaborative solution

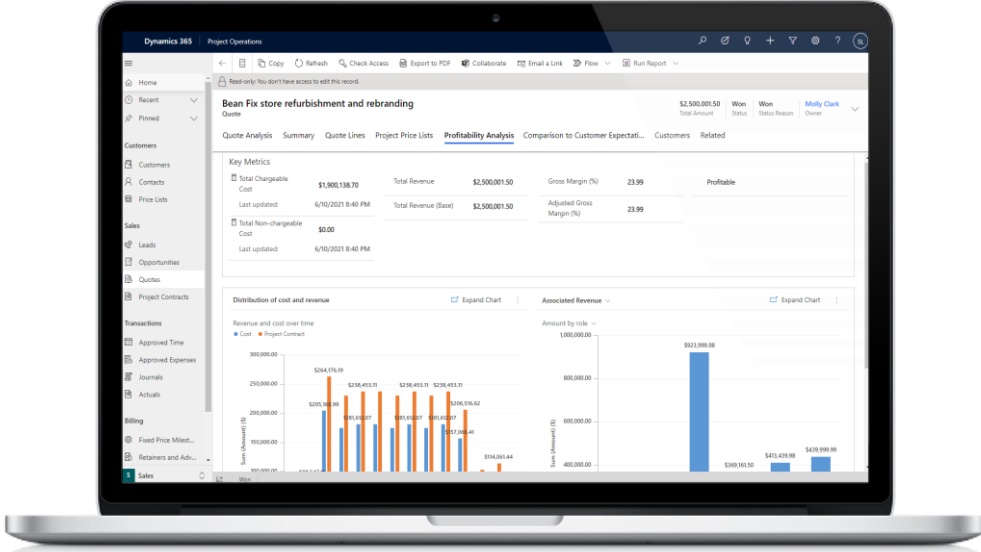


Drive project-centric services success

Dynamics 365 Project Operations:

Estimation to quote capabilities

- Create sales estimates by linking a project plan to a sales quote. If the sales deal becomes final, the initial estimated schedule can be used as the basis for the project plan
- After generating a high-level estimate, use standardized templates to quickly develop a detailed estimate, schedule, and monetary values for the quote
- Analyze project quotes by gross margin and adjusted gross margin to estimate profitability and determine if the quote aligns with the customer's expectations of the delivery date and budget
- With multi-customer contracts, add multiple accounts to a Quote or a Project Contract (Order) and define a billing split percent for each added account
- Set up not-to-exceed limits for quotes with the ability to enforce at invoicing

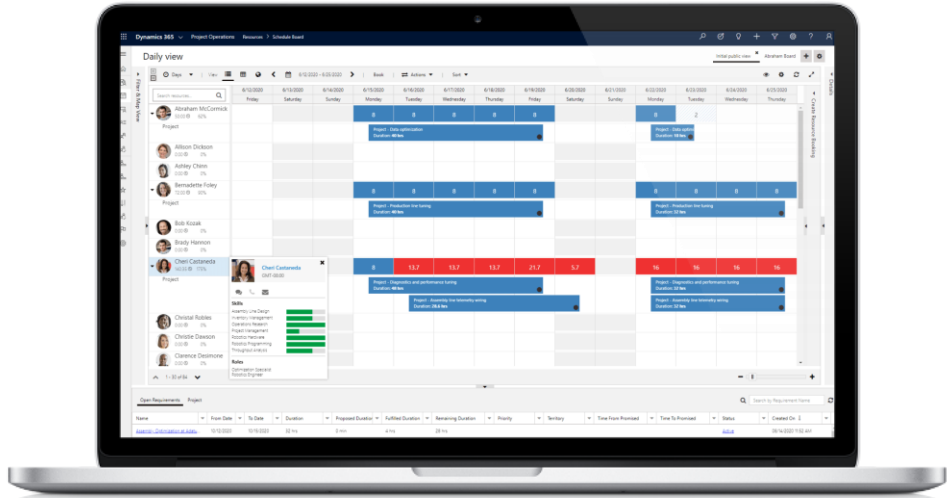


Drive project-centric services success

Dynamics 365 Project Operations:

Resource management

- Easily distribute workloads equally across your resources for optimal execution on project delivery needs
- Search for the right resources by skillset, role, location, organizational unit, resource type, team, and several other filters
- Maintain resource profiles to easily match people's skillsets with projects. Rate skills easily with proficiency models that adapt to your unique business needs
- Streamline scheduling with intelligent and relevant skills-based assignments and up-to-date visibility into resources' availability using Universal Resource Scheduling

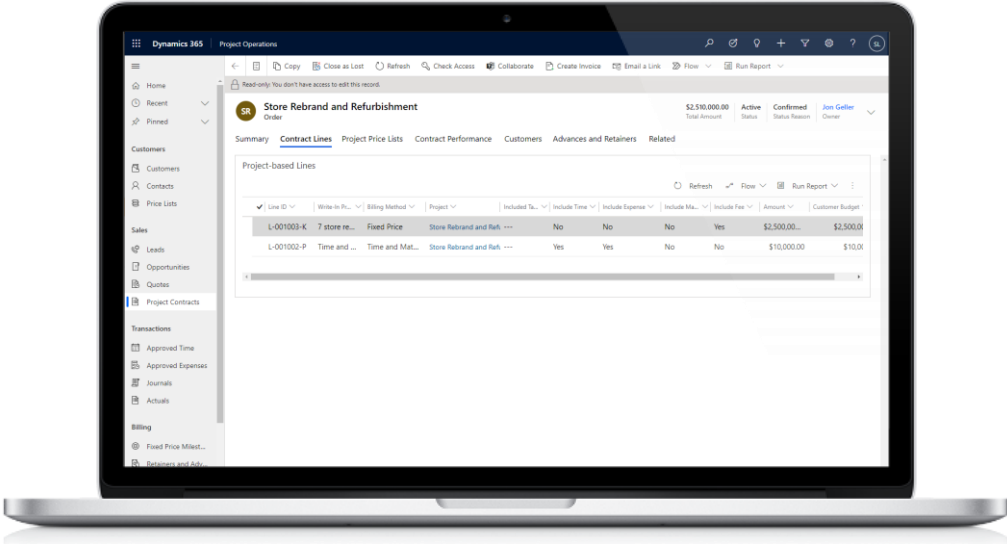


Drive project-centric services success

Dynamics 365 Project Operations:

Project contracts and billing

- Create fixed price, time and materials, retainer-type contracts for your projects with an adaptable billing model to meet your customer's cash-flow requirement
- Incorporate billable and complimentary components of the project for transparency and the best value for the customer
- Set up not-to-exceed limits for project contracts with the ability to enforce at invoicing
- With multi-customer contracts, add multiple accounts to a Quote or a Project Contract (Order) and define a billing split percent for each added account
- Associate project tasks with project contract lines, thereby subjecting them to the same billing method, invoice frequency, and customers as those on the contract line

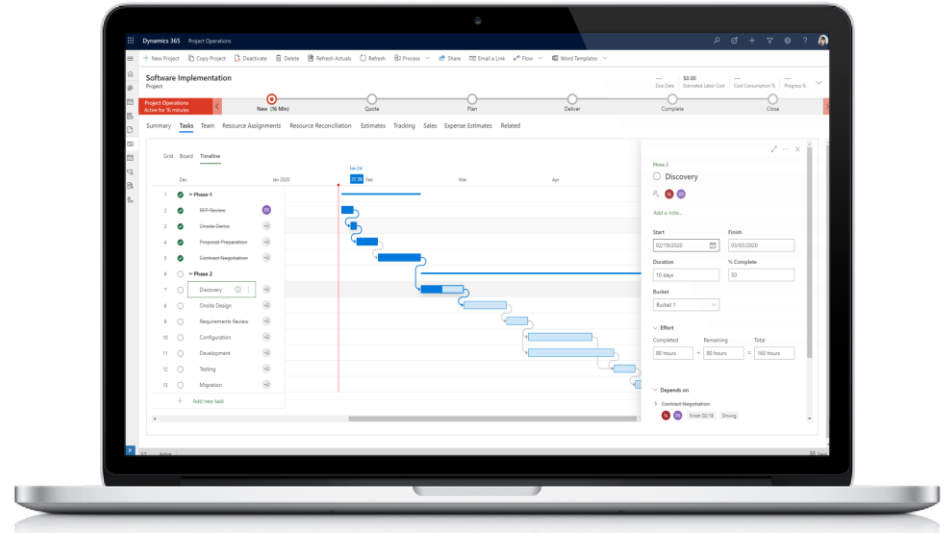


Drive project-centric services success

Dynamics 365 Project Operations:

Task management

- Quickly create a project by adding tasks, assigning resources, and monitoring task and project status. Collaborate and edit a project at the same time with your team members, no matter your location
- Break the work down into manageable tasks by estimating the time and resources needed to complete each task and setting tasks' dependencies and durations

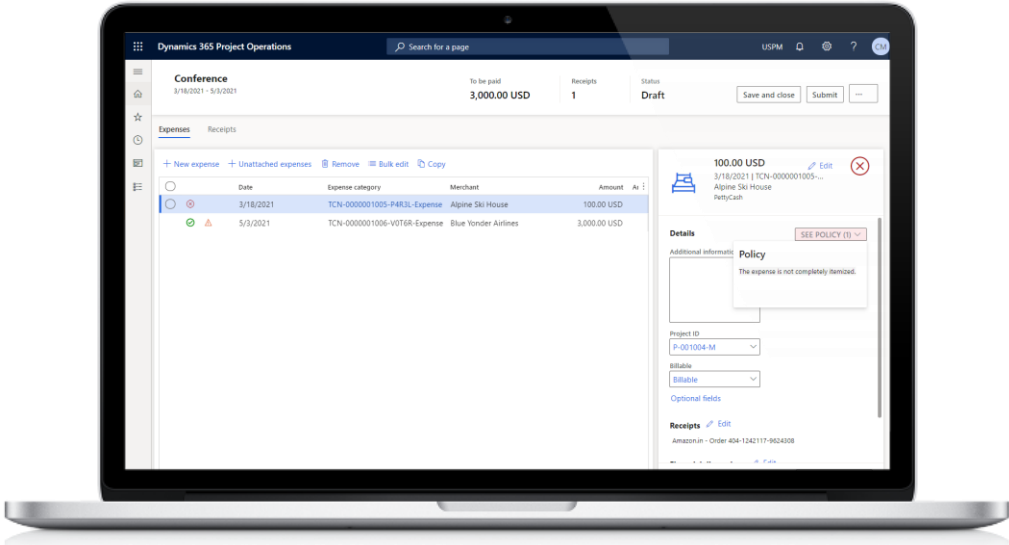


Drive project-centric services success

Dynamics 365 Project Operations:

Time and expense management

- Develop accurate estimates for labor, expense and materials, and track planned to actual consumption as the project progresses
- Time entries in Dynamics 365 Project Operations allow cost and sales prices to be calculated as tasks progress
- Use built-in insights to see how your projects are trending
- Leverage projections of estimate at completion (EAC) and estimate to completion (ETC) to drive timely decisions for course correction
- Dynamics 365 Project Operations supports the ability to process expenses. Expense processing occurs with or without projects by using a customizable workflow of policies, transaction categories, and approvals

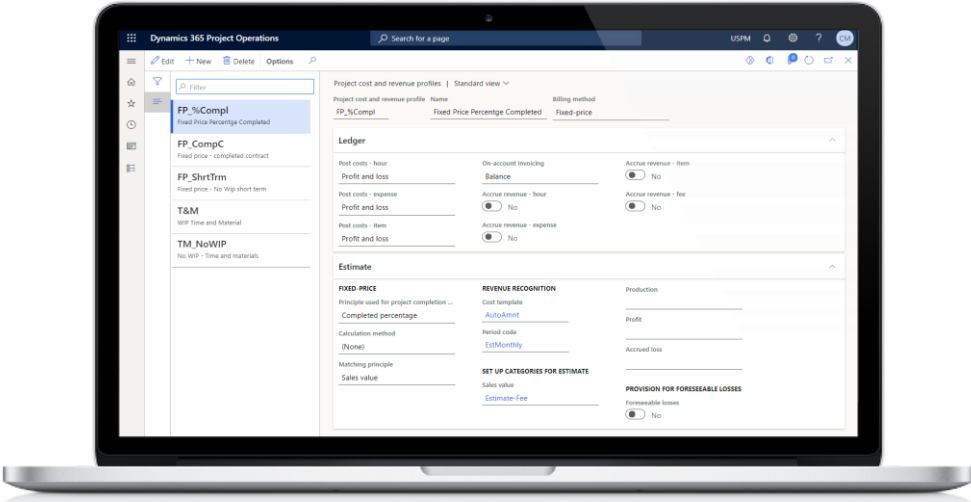


Drive project-centric services success

Dynamics 365 Project Operations:

Revenue recognition

- Foster best practices by adhering to published accounting standards and practices using built-in multicurrency, project financials, and revenue recognition compliant with International Financial Reporting Standards (IFRS)
- Quickly determine project completion by using completed contract or percentage completion principles
- Choose to calculate revenue automatically, or manually either at a project level or for a subset of transactions within the project
- Revenue recognition principles vary based on the selected billing method for a project or portion of the project

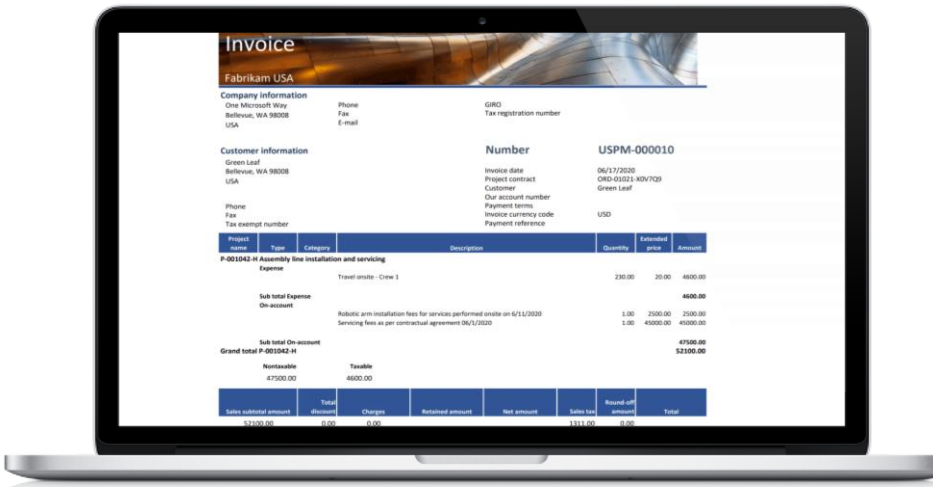


Drive project-centric services success

Dynamics 365 Project Operations:

Invoicing

- Improve your cash flow by invoicing customers quickly and more accurately
- Manage billing queues and add ad-hoc transactions at invoicing time
- Customize customer invoices by choosing style and design, adding more details, or grouping transactions for optimal review and reconciliation
- For the invoicing process, the Project manager manages the project billing backlog, and the Accounts receivable clerk/project accountant creates a compliant and accurate customer-facing invoice document

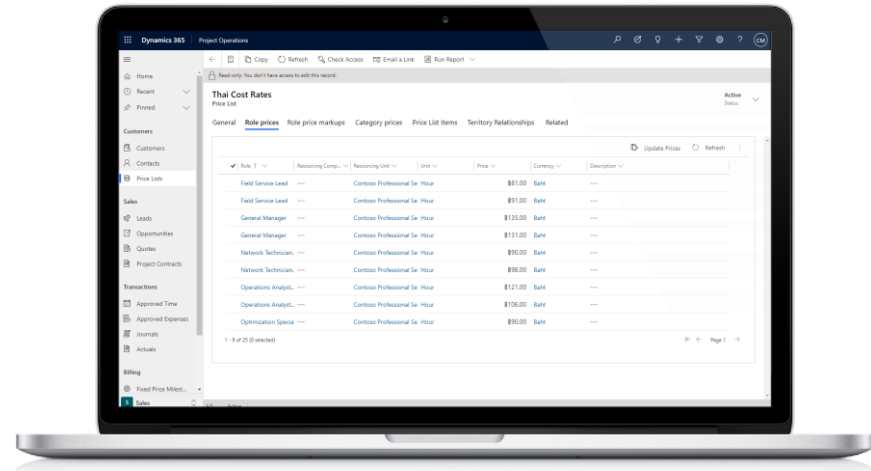


Drive project-centric services success

Dynamics 365 Project Operations:

Multi-Currency and Multi-Geo

- Easily add new currencies for customers spread across geographies which will automatically update the prices for products in the product catalog and the cost of transactions such as sales orders
- Model robust pricing and costing variations based on geography and local market economics that influence your global workforce and exchange rates
- Track expenses in any variety of currencies that are DCAA compliant to support your global workforce
- Create new entities on demand as you expand into new geographies

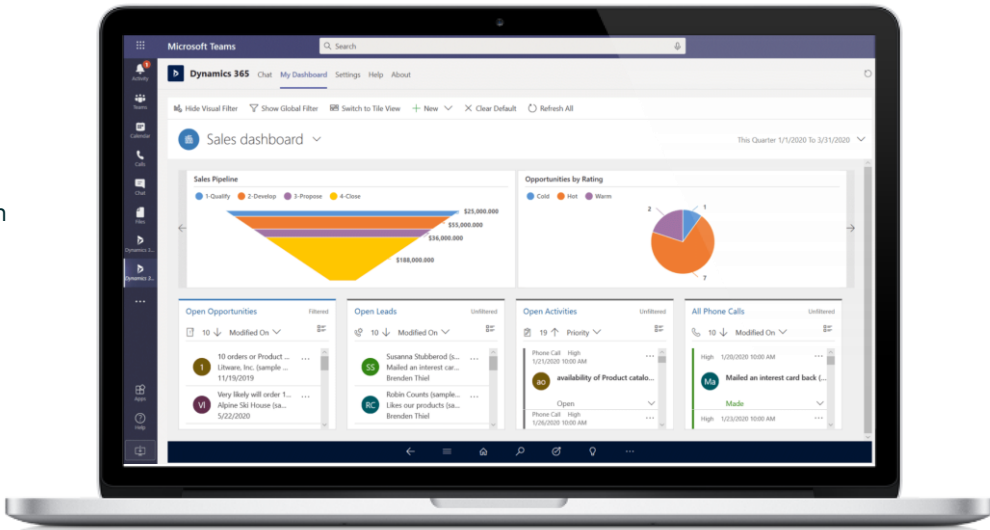


Drive project-centric services success

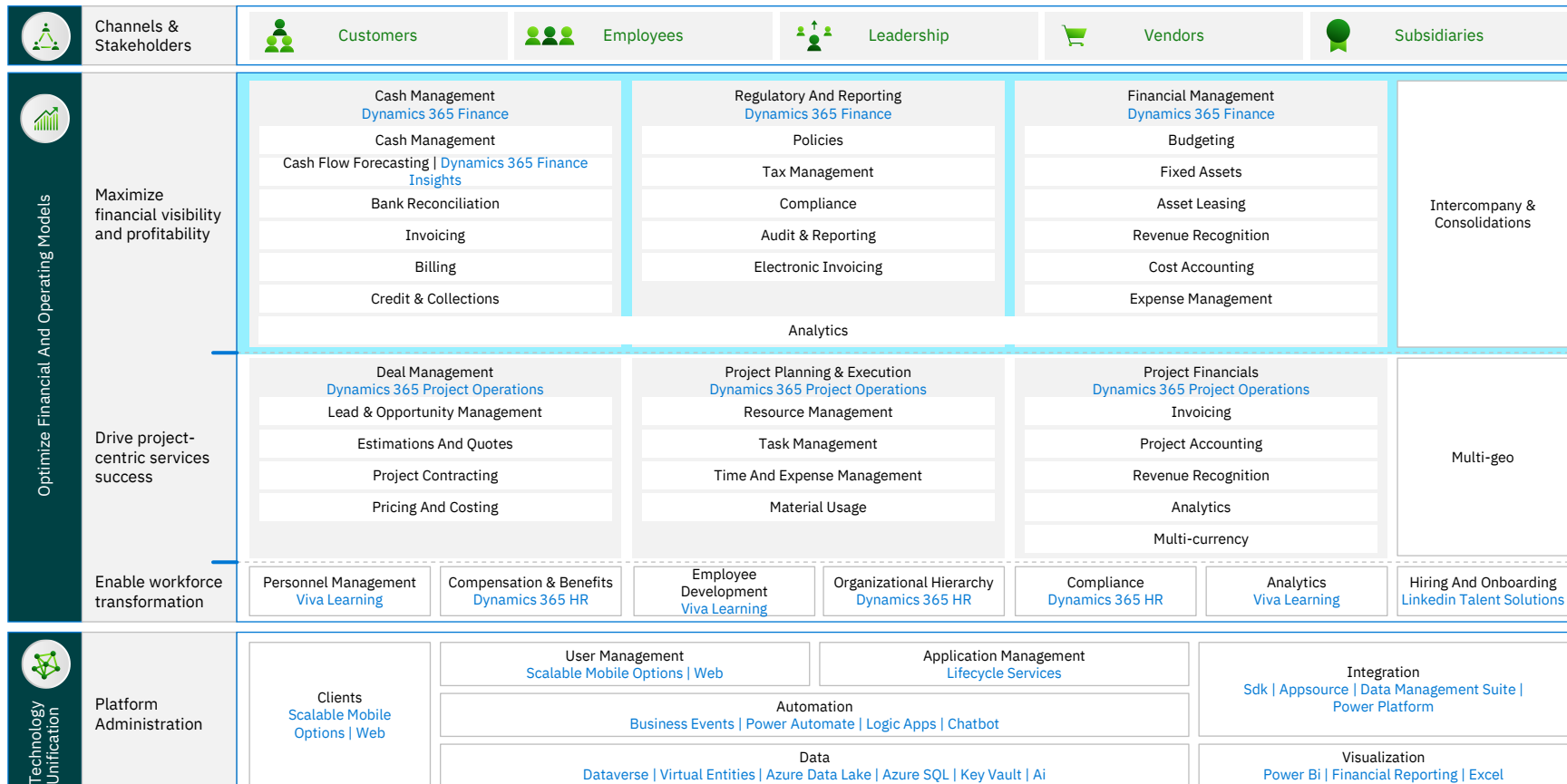
Dynamics 365 Project Operations:

Extensibility

- Expand Project Operations to include sales insights and deep pipeline management with built-in integration to Dynamics 365 Sales, Marketing, Sales Insights, and Customer Insights while supporting your service technicians with Customer Service and Field Service
- Scale Project Operations to connect with other Microsoft apps and services such as Microsoft Teams, SharePoint, and Microsoft 365 to act quickly to changing market demands and accelerate business growth



Enable optimization of financial and operating models



Transform with a new **finance workflow** that gets the most out of everything

Realize business value faster than ever before, with Intelligent Workflow experiences that thrive from people empowered by data & technology in conjunction with Microsoft Dynamics 365.



Enable a predictive and analytical culture

Let analysis drive real-time decision making and anticipate future business decisions.

Deliver transformed experiences with the right process, data, and tech.

95%

On-time supplier payments



Optimize operations for the future of Finance

With a co-creation model, you gain access to the ecosystem of IBM talent, IP and partnerships.

Integrate and scale open innovation with Microsoft Dynamics 365 across the enterprise.

20% ↓

Days Sales Outstanding reduction



Accelerate future benefits with an innovation partner

Reinvent operations and modernize technology with experience, capabilities, and IBM orchestration.

Regardless of the operating model, you need a partner to realize benefits faster.

50% ↓

Cost savings for finance operations



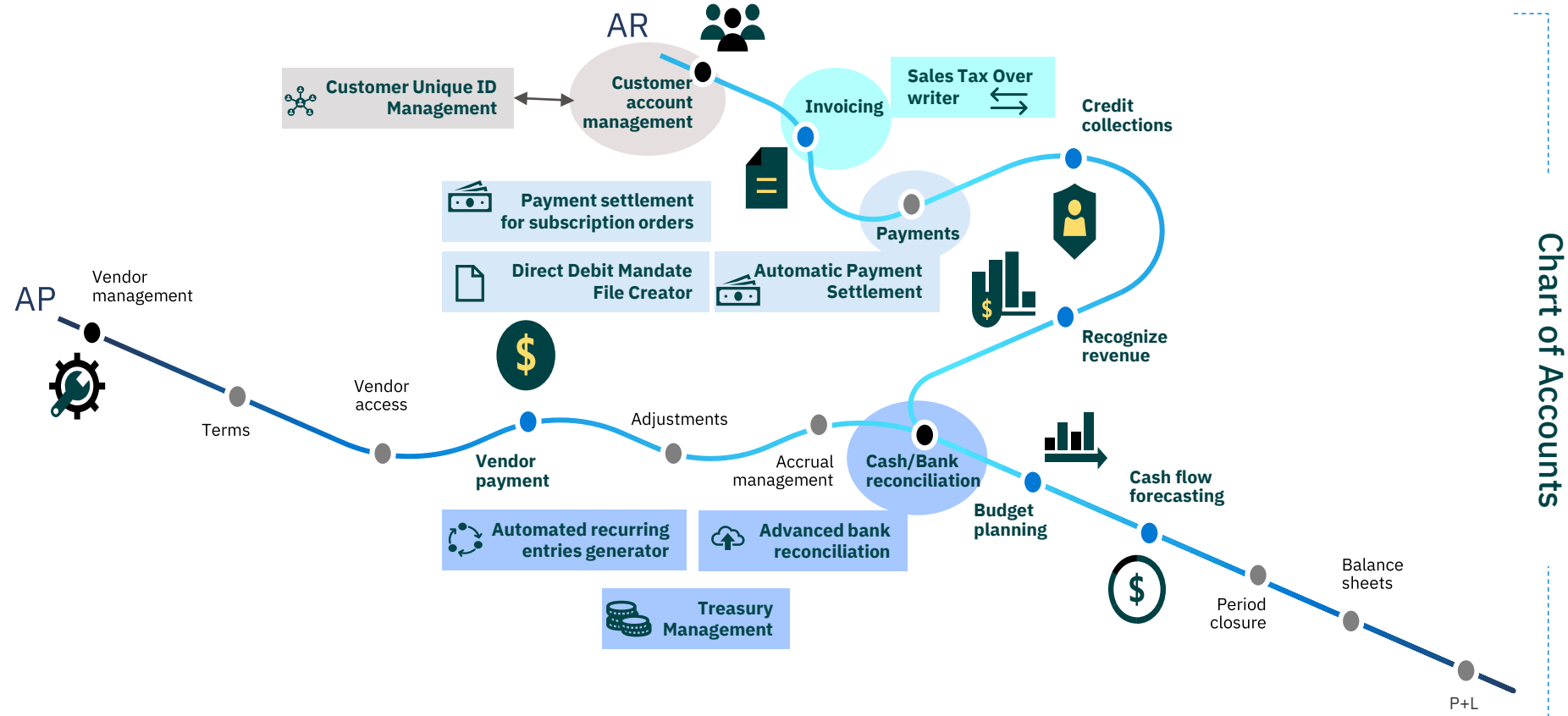
IBM Differentiators driving Finance Transformation & Next Steps

IBM accelerators for Finance Transformation

With our unparalleled understanding of Microsoft technologies and deep industry experience and expertise, we have developed **best-in-class accelerators** (based on Dynamics 365 for Finance) for transforming finance. These accelerators boost standard functionalities to help enable the organizations to **accelerate implementation**, improved user efficiency across key areas of business and **enhanced user experience** thereby capitalizing their investment in Dynamics 365.



Accelerators mapping with key digital hotspots for Finance Transformation



Our accelerated approach enables rapid Finance & Operations transformation

We combine the pervasive end-to-end nature of our delivery methods with the ability to scale in all places; people, skills, research, platforms, solutions, all while imparting culture on clients that lasts beyond the individual engagement.

Finance & Operations Transformation

IBM Garage

Our primary way that clients co-create, co-execute and cooperate with IBM's teams. This enables a consistent and visible interaction with the user-centric, multidisciplinary squads

Dynamic Delivery

IBM's deep offshore and nearshore capability provide dynamic delivery models equipped to deliver value, speed, and quality at a scale that is unmatched.

Unique Industry Expertise

With our deep industry experience and expertise, we have developed best-in-class industry solutions to help clients achieve business goals, get useful insights across all organization departments & drive operational efficiency

The co-creation journey to **Finance & Operations Transformation** can begin anywhere...

Strategize



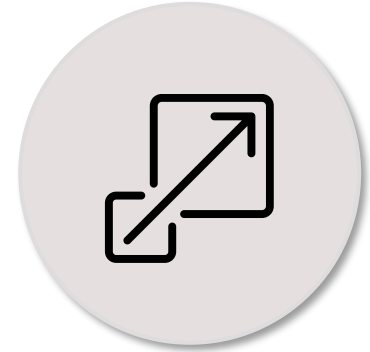
Envision the future

Solve



Test and measure
to
get it right

Scale



Activate finance and operations
transformation

...let's identify the best entry-point together

IBM Garage is a bold, comprehensive approach to innovation and transformation that **quickly creates and scales new ideas that dramatically impact your business**



- + De-risk innovation by starting with strong business outcomes and ruthless prioritization
- + Focus on what is essential to realize impactful benefits
- + Fully integrated solutions created by experts; yours and ours

IBM Garage accelerates time to value

Maximize **financial return** while gaining **operational agility, intelligence, and resiliency** with a processed, technology-enabled digital transformation

Redefine how work gets done with an iterative framework that guides you from ideation, to build, to scale.



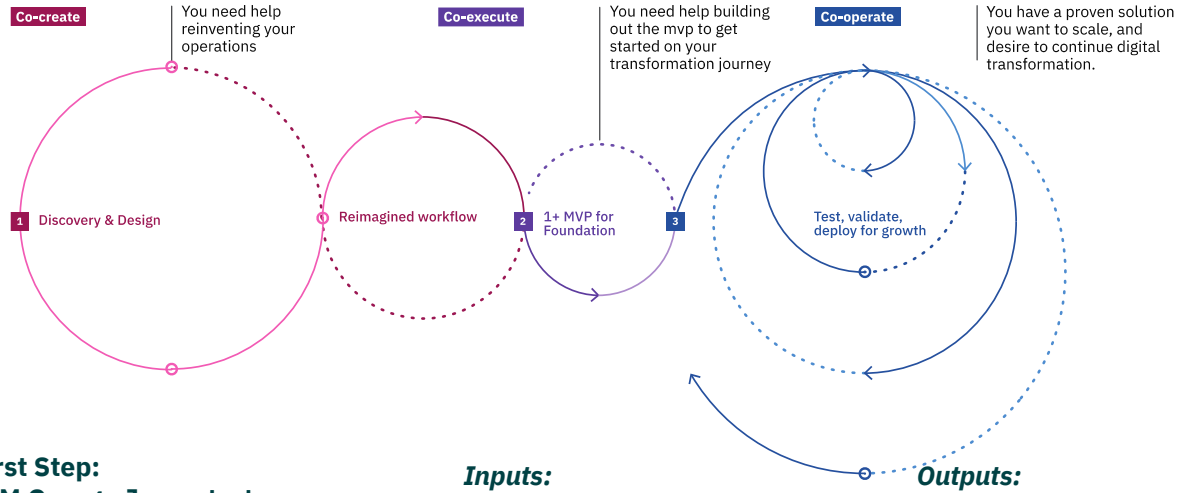
Co-create across stakeholders to define vision.



Co-execute using a fast, scalable, iterative approach



Co-operate scales your solution & team's capabilities.



First Step: IBM Garage Jumpstart

One-day Garage workshop bringing together your key stakeholders to begin envisioning your desired future state (North Star), identify current challenges against that North Star, and determine key enablers – Technology, Data, People, Process

Inputs:



Best in Class Intelligent Workflow Designs



Design & Enabler Accelerators



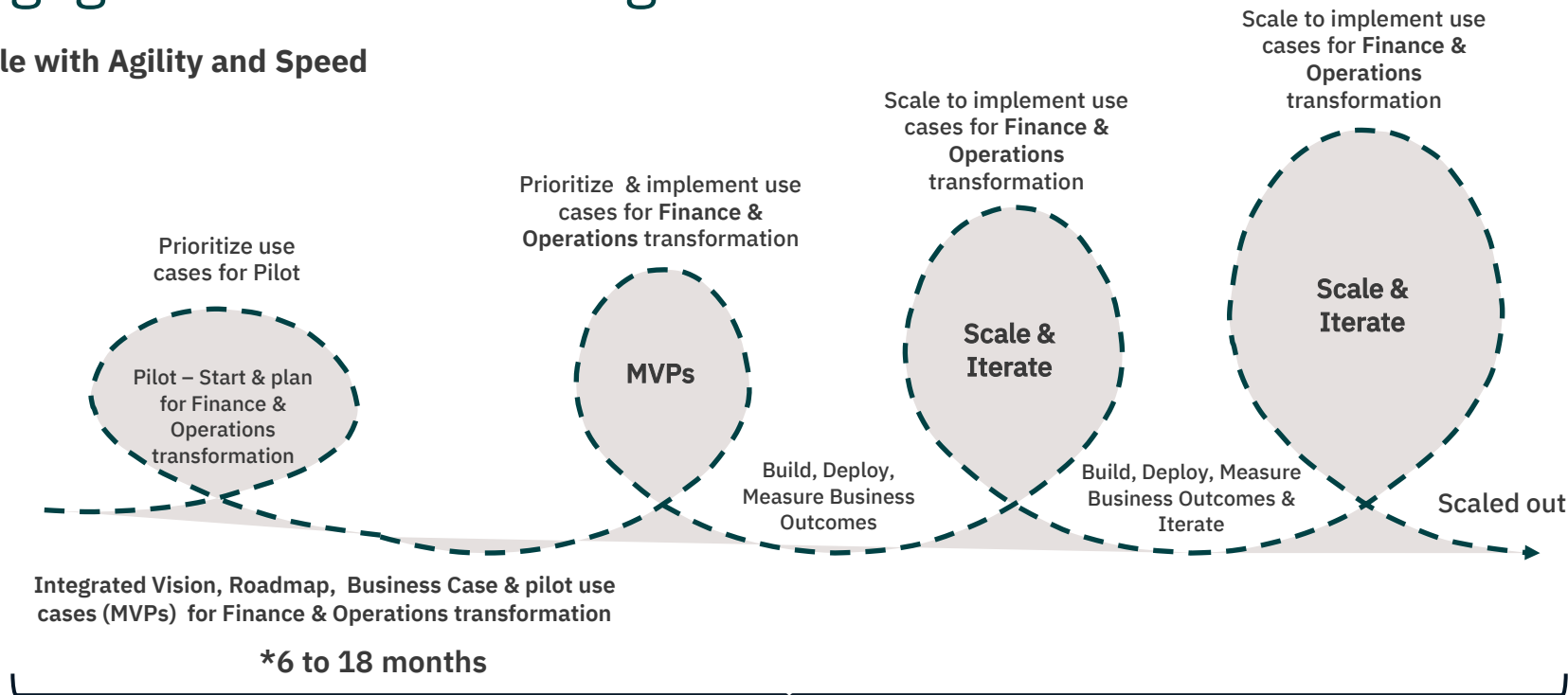
Industry Leading POVs

Outputs:

- North Star vision and recommendations
- High-level prioritized view of areas with highest business value
- Benchmark assessment
- Business case inputs

Engagement Model: Garage Method

Scale with Agility and Speed



*Depending upon scope & complexity



Co-create across stakeholders to define vision.



Co-execute using a fast, scalable, iterative approach



Co-operate scales your solution & team's capabilities.

