Shared Services

PT SINERGI INFORMATIKA SEMEN INDONESIA

2020

CONTENT

- # **About SISI**
- Understanding Shared Service Business
- SISI as a Shared Service Provider

Simplify Business & Life

We Are

- PT Sinergi Informatika Semen Indonesia (SISI) merupakan anak usaha dari PT Semen Indonesia (Persero) Tbk, berdiri sejak 2014.

- SISI merupakan tim inti Pengembangan dan Dukungan Operasional ICT untuk Semen Indonesia dan seluruh anak perusahaannya.

- Saat ini kami juga menjadi penyedia layanan Shared Services dan platform digital e-commerce untuk seluruh ekosistem Semen Indonesia Group.

We Do

- Aktif berkontribusi di bidang IT dalam inovasi, pengembangan, dan keberlanjutan Semen Indonesia beserta seluruh anak perusahaannya.

- Berbagi keahlian pengalaman dengan bisnis dan industri lain dalam skema yang saling menguntungkan.

- Kami juga berkontribusi kepada komunitas dan negara untuk meningkatkan adopsi digitalisasi dalam menumbuhkan daya saing dan menjadikan hidup lebih mudah.

About Us

PADANG

JAKARTA

REMBANG

TUBAN

GRESIK

TONASA

We break barriers & serve customer nation wide

300+
tenaga professional

Rp100 M+
revenue

Our Operation

Customer satisfaction is our priority

Shared Services

- Service Desk
- IT Operation
- Financial &Accounting Operation
- Human Resource Operation
- Purchasing Operation

Digital Solution

Software as a Service

- FORCA ERP
- FORCA PoS
- FORCA CRM
- FORCA HR
- FORCA ESS
- EPOOOL
- E-Procurement
- Enterprise Risk Management

System Integration

- Planning, Training & Supervision
- Hardware & Software
- Application Development
- Business Analytic

E-Commerce

- SobatBangun

Service Portfolio

Our satisfied customer

- About SISI
- **Understanding Shared Service Business**
- SISI as a Shared Service Provider

Today Business Challenges

- Bagaimana proses bisnis dapat menjadi lebih efektif?

- Bagaimana mengurangi resiko bisnis pada *transactional* process?

- Bagaimana penerapan process *improvement* dalam proses yang ada?

- Bagaimana penerapan *process automation (robotic & bots)* pada proses bisnis yang ada?

- Bagaimana meningkatkan organisasi ke arah strategik di masa akan datang?
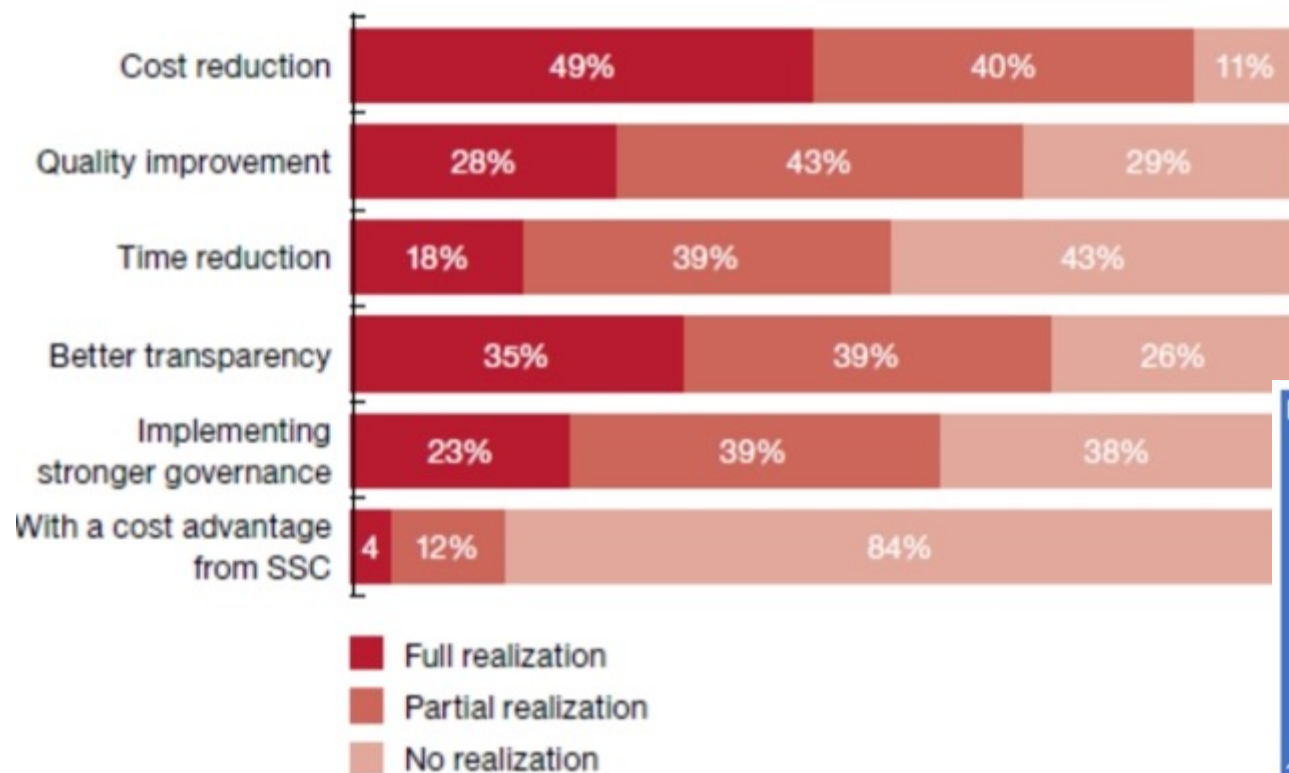
What is Shared Services?

- Model bisnis yang berfokus penuh kepada kebutuhan pelanggan melalui *shared responsibility process*.

- Bertujuan memberikan *business insights* yang membantu organisasi mengarah kepada *process improvements, leverage technology, better customer experience, effective and efficient process*

- Sehingga pertumbuhan organisasi menjadi jauh lebih baik.

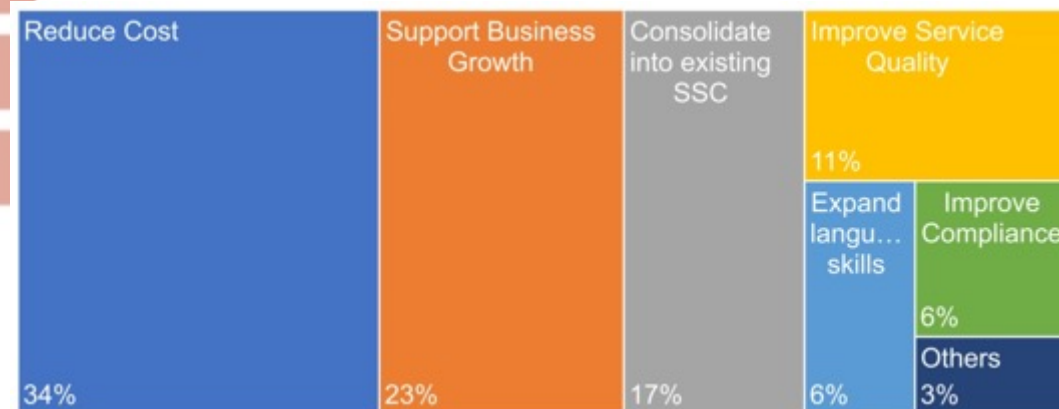# What make Shared Service different with Outsources Model?

- *Responsibilities* dan *accountabilities* yang sangat jelas antara organisasi (customer) dan tim Shared Services

- *Business Agreements* sebagai *guideline* standarisasi *service delivery, service monitoring* dan mengarah kepada *excellent output quality.*

- *Leverage technology* lewat implementasi *process automation* yang menjadikan transaksi bisnis lebih akurat dan mengurangi risiko bisnis yang ada.

- Membantu proses-proses transaksi dalam organisasi jadi lebih efektif dan efisien

- Membantu organisasi (*customer*) dapat berfokus penuh pada *main core business* untuk bertumbuh lebih baik di masa yang akan datang.
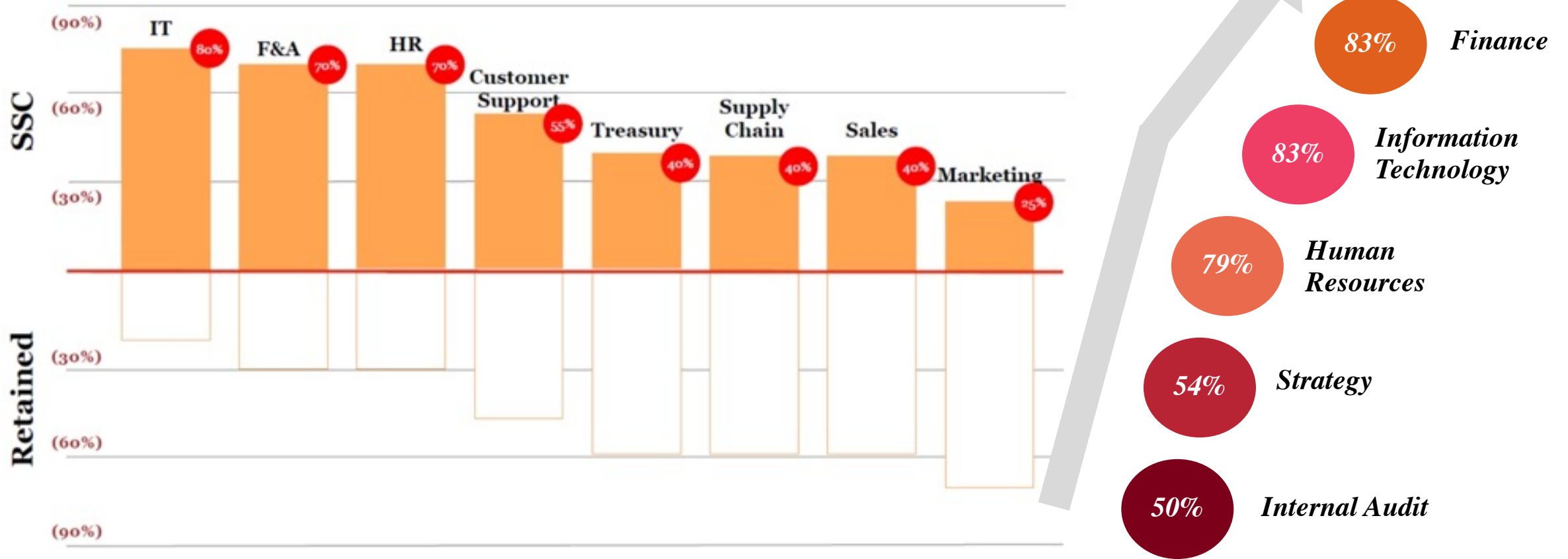
Shared Service Objectives

Source: PwC Shared Service Global Survey 2016

Source: Market Insight

Shared Service - Best Practice Split

(90%)

IT 80%
F&A 70%
HR 70%
Customer Support 55%
Treasury 40%
Supply Chain 40%
Sales 40%
Marketing 25%

SSC
(60%)
(30%)

Retained
(30%)
(60%)
(90%)

Source: PwC Shared Service Global Survey 2016

83% **Finance**

83% **Information Technology**

79% **Human Resources**

54% **Strategy**

50% **Internal Audit**

Top 5 Functions migrated to the Shared Services

Finance & Accounting - Best Practice Process Split

70%

SSC
- Provide scale benefits
- Leveraging skill sets/sharing resources
- Transaction processing
- Rule-based (scripted)

(90%)

SSC

(60%)

(30%)

Accounts Payable — 80%
- Update vendor database
- Receive and match invoices to PO and goods received notes
- Prepare payments, check runs
- Update General Ledger

Travel & Expenses — 80%
- Maintain T&E policies
- Check T&E reports against policies and receipts
- Prepare and issue payment
- Update General Ledger
- Archive

Accoutns Receivable — 80%
- Perform credit check
- Generate invoice
- Maintain AR ledger
- Match payment to AR balance
- Issue credit notes
- Prepare bad debt provisions

General Accounting — 80%
- Maintain chart of accounts
- Perform monthly closing
- Prepare recurring journal entries
- Account reconciliations
- Intercompany accounts
- Post to General Ledger

Reporting — 50%
- Prepare management reports, financial statements, statutory reports, tax filings and statistical reports

Payroll — 80%
- Payroll processing and reporting
- Print and distribute check / deposit advices
- Tax compliance and filing
- General Ledger update
- Records maintenance

Retained

(30%)

- Approve payments

- Prepare T&E reports

- Credit Control
- Receive invoice queries

- Prepare non-recurring Journal entries
- Approve closes accounts

- Determine reporting requirements
- Review and sign-off on reports
- Provide narrative to financial statement

- Payroll management and changes
- Record time

(60%)

(90%)

Retained
- Policy management
- Strategy development
- Decision making
- Acceptance/Approval

30%

Source: PwC Shared Service Global Survey 2016

Human Resources - Best Practice Process Split

SSC
- Operational reporting
- Maintain HR Systems and Databases

70%

Transaction Services — 90%
- HRIS
- Employee recordkeeping
- Form submissions / processing
- Benefits sign up and administration
- Payroll
- Employment changes
- Job postings
- Relocation services
- Time management
- Performance measurement reports preparation

Employment Services — 90%
- Policy inquiries & resolution
- Training administration
- Recruitment, assessment & selection administration
- Performance measurement reports preparation

Professional & Advisory Services — 80%
- International service Personnel administration
- Integrated disability case management
- Performance management
- Learning management
- Vendor management
- Performance measurement reports preparation

Corporate Governance Services — 10%
- Policy sharing / distribution / acknowledgement gathering

SSC: (90%) (60%) (30%)

- Archiving employment documentation
- Assessment & selection
- Employee relations management
- Change management consulting
- Business facing HR
- Overall HR strategy development
- Employee Relations strategy development
- Compensation & benefit policy design
- Strategic workforce planning & analysis HR policy design

Retained: (30%) (60%) (90%)

30%

Retain
- Policy, guidelines, strategy development
- Decision making, approvals

Source: PwC Shared Service Global Survey 2016

IT – Best Practice Split

Recent Development in Shared Services

- Most organizations have executed only limited consolidation of support functions with efforts focused mainly on siloed Finance, HR, IT, and contact centers
- Some leading organizations have established multi-function **Global Business Services** and fully leveraged savings derived from global sourcing, process improvement and standardization, and systems harmonization and simplification

Evolution of process migrated to Shared Services

Source: PwC Shared Service Global Survey 2016

Common Methodology

Assess	Design and Construct	Implement	Operate and Review

Activities

Assess

1. **Analyse as-is condition**
   Analyse as-is condition including function, process, technology, human resource
2. **Baseline quantification**
   Data gathering, validation and analysis to quantify baseline
3. **Fit and Readiness Assessment**
   Process to be off-shored to SSO, FTE estimation
4. **Location and Service Delivery Model**
5. *Business Case*
   Projection on IRR, NPV, payback period to assist on go/no-go decision for implementation

Design and Construct

Preparation on SSO
1. **Prepare SSO to-be grand design**
   Process mapping, desktop procedures, Key performance indicators (KPIs)
2. **Prepare SSO to-be role and responsibilities**
3. **Define to-be system and technology to support SSO**
4. **Define charging mechanism that will be used**

Preparation on SSO Client
1. **Design Service level agreements (SLAs)/ Operating level agreements (OLA)**
2. **Prepare detail implementation plan**

Implement

1. **Roll-out preparation**
   Planning and preparation for Transition Phase
2. **Trial and Orientation on SSO Staff**
   Trial, orientation and training to transition team
3. **Knowledge Capture**
   Documenting and work shadowing
4. **Knowledge Transfer**
   Involves training to SSO's related units
5. **Ramp Up**
6. **Go-live**

Operate and Review

1. **Stabilization**
2. **Post implementation support**

Source: PwC Shared Service Global Survey 2016

All components of the finance operating model will be considered to achieve expected outcomes

Re-imagine
- Assess end-to-end RTR process aligned with finance vision
- Identify capabilities and areas of opportunities

Redesign
- Identify capability gaps and design target state operating model inclusive of people, process, controls and technology

Plan and execute
- Collect ideas and initiatives
- Prioritize and develop the road map
- Mobilize resources and create work plans
- Execute projects, deliver value in intervals of 90-120 days

Monitor and improve
- Continuous monitoring of performance
- Update road map to implement new ideas
- Execute new projects

CONTENT

- About SISI
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- **SISI as a Shared Services Provider**

SISI Shared Services

Customer

Service Desk

IT Process Tower

Customer IT Infrastructure Operation

Financial Process Tower

Seat Management

HR Process Tower

3rd Party Seat Management

Other Process Tower

3rd Party Tower

SISI Shared Service merupakan **solusi terpadu untuk seluruh proses bisnis perusahaan**, memberikan *single point of contact* dan *unified user experience* sehingga pelanggan dapat lebih fokus kepada hal-hal yang **strategis.**

SISI Shared Services Tower

Financial & Accounting Operation

Human Resources Operation

Purchasing Operation

IT Operation

Service Desk

Other Services

Master Data Management

Process Automation

Project Management

Sales & Marketing

SISI Shared Services Value Proposition

- ✓ **Better and Faster Process through Best Practice Adoption**
- ✓ **Continuous Process and Quality Improvement**
- ✓ **Cost Reduction**

SISI Shared Services Year in Review

(Data as of Jun '19 to Sep '20)

99,85%
Average SLA SSC Team. Target is 98% per annum.

19.000++
Tickets received and completed on its SLA period *(1 Business Day)*

1.2 Mil.++
Transaction processed on ERP platform.

5.100++
Calls handling

Our Team

Jemy Mustany

Operations Manager

Six Sigma Yellow Belt
Scrum Master
Diploma in GBS (On Progress)
5 Yrs Experience with Shared
Services (Uber & LafargeHolcim)

Berliana Situmorang

Assistant Manager (Procure to Pay)

Six Sigma Yellow Belt
Six Sigma Greenbelt (On Progress)
6 Yrs Experience with Shared Services
& Outsourcing

Yosua Manulang

Assistant Manager (Finance)

Certified Financial Process Associated
(On Progress)
4 Yrs Experience with Shared Services

Yacoeb T. Hudoyo

Assistant Manager (Accounting)

Certified Financial Process
Associated (On Progress)
4 Yrs Experience with Shared
Services

Business Report of SISI Shared Services (Sample Only)

Figure 1A - Posting Activity SLA (%)

Jan	Feb	Mar	Apr	May	Jun
100	99,99	100	100	100	**100**

99
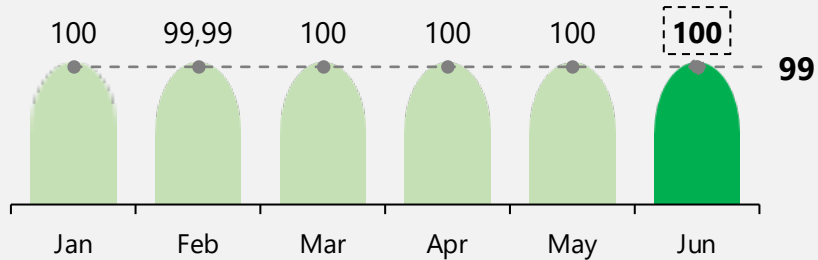
Figure 1B - Posting Records

	Jan	Feb	Mar	Apr	May	Jun
No Issues	112,2	131,6	150,3	136,1	96,3	**132,4**
Issues	1,95	1,43	48,2	11,9	9,12	**6,61**

*Dalam ratusan

Figure 2A - Clearing Activity SLA (%)

Jan	Feb	Mar	Apr	May	Jun
99,89	99,99	99,82	100	99,97	**100**

99
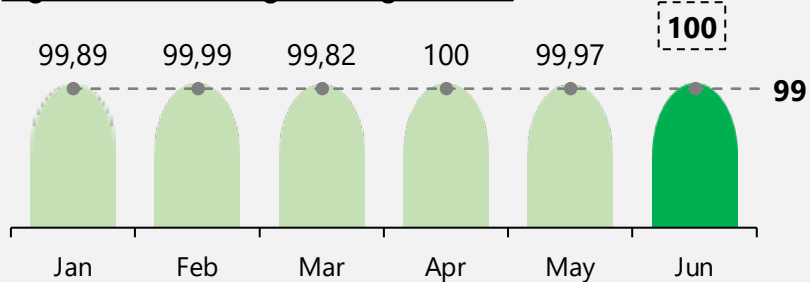
Figure 2B - Clearing Records

	Jan	Feb	Mar	Apr	May	Jun
No Issues	84,3	77,1	167,9	125,2	95,7	**114,3**
Issues	23,7	24,3	62,7	30,2	32,1	**31,2**

*Dalam ratusan

⚠
- **Number of Reverse Clearing**
- **7 Mistakes**
- **Below Monthly SLA Target 0 Mistake**

Figure 3 - Reverse Clearing

Jan	Feb	Mar	Apr	May	Jun
4	4	101	102	3	**7**
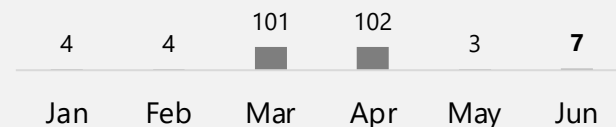
Scheduled Reports
On time submitted scheduled reports
100%
Meet the target of 100%

Average posting per day (21 business days):
662 per day

Remark Over (661 Items) Posting Activity

With Exception:
- Delay Master Data - 1 Items
- Late User Request - 46 Items
- Incomplete Information – 614 Items

Average Clearing per day (21 business days):
752 per day

Remark Over (3.129 Items) Clearing Activity

With Exception:
- Late Installment - 7 Items
- Incomplete Information - 269 Items
- Late Invoice – 877 Items
- Late User Request – 1.355 Items

Without Exception:
- Late Clearing - 621 Items

Business Report of SISI Shared Services (Sample Only)

Figure 1A – Invoice Processing Activity SLA (%)

Jan	Feb	Mar	Apr	May	Jun
100	100	100	99,81	99,69	**100**

98

Figure 2A - Ticket Activity SLA (%)

Jan	Feb	Mar	Apr	May	Jun
100	100	100	100	100	**100**

95
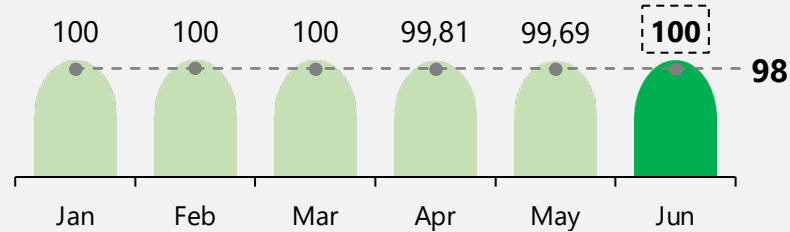
Figure 1B – Invoice Processing Records

Without Remarks
Remarks
Over by

	Jan	Feb	Mar	Apr	May	Jun
Without Remarks	612	637	549	539	323	**260**
Remarks	110	68	111	83	63	**62**
Over by				1	1	
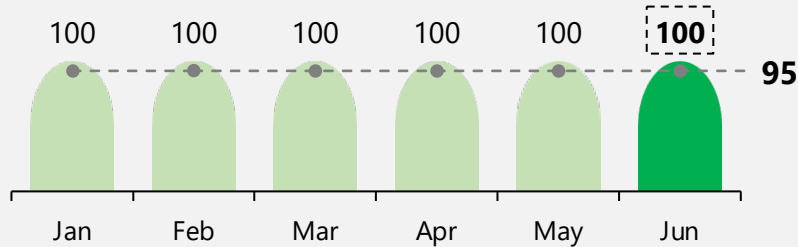
Figure 2B - Ticket Categories

Jan	Feb	Mar	Apr	May	Jun
30	34	23	20	32	**27**

Inc. Internal   Inc. External   Request

Number of Error
(Maximum is 4 per month for all of transaction processed):

0 error

List Issue

Exception	32
Confirmation to AP SBI	9
Others	8
No Struk	5
Unclear Attachment	3
Cost Center	3
Different amount	1
Confirmation to User	1
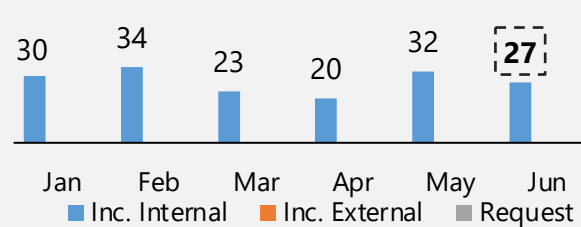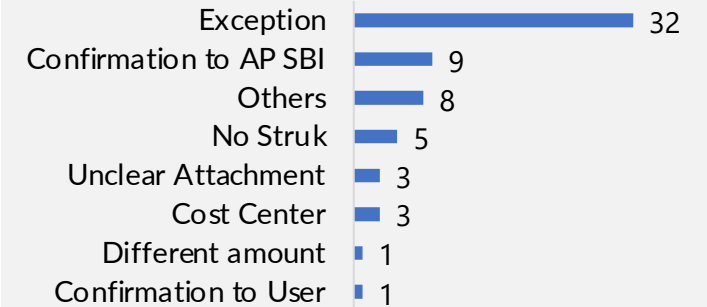
Figure 3A - Avg. Processing Day of Settlement

Jan	Feb	Mar	Apr	May	Jun
2,9	2,45	2,02	2,36	2,66	**2,04**
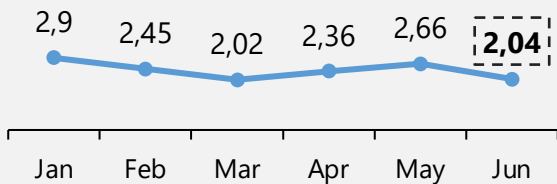
Figure 3B - Avg. Processing Day of Reimbursement

Jan	Feb	Mar	Apr	May	Jun
2,71	1,91	1,47	2,66	2,91	**3,32**
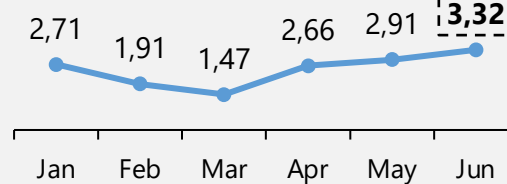
Average Posting Processed per day (21 business days):
15 per day

Average Ticket Solved per day (21 business days):
1 per day

In Depth Process Monitoring & Tracking

Performance Dashboard

SLA Tracking

Business Agreements

- **Organization Level Agreements (OLA)**
Prosedur yang mengatur tentang hal-hal yang datang dari *client (approval, supporting documents, dsbnya).*

- **Service Level Agreements (SLA)**
Prosedur yang mengatur tentang layanan *(end-to-end, duration, execution)* kepada setiap *requests* yang dikirimkan oleh *client.*

Data Management Principles

Enterprise Google Drive Platform

Enterprise OneDrive Platform

Enterprise Cloud Platform

Cabinets; Archive (Offline)

Identify, Confirm and Protect Regulated Data

Control Access to Data and Networks
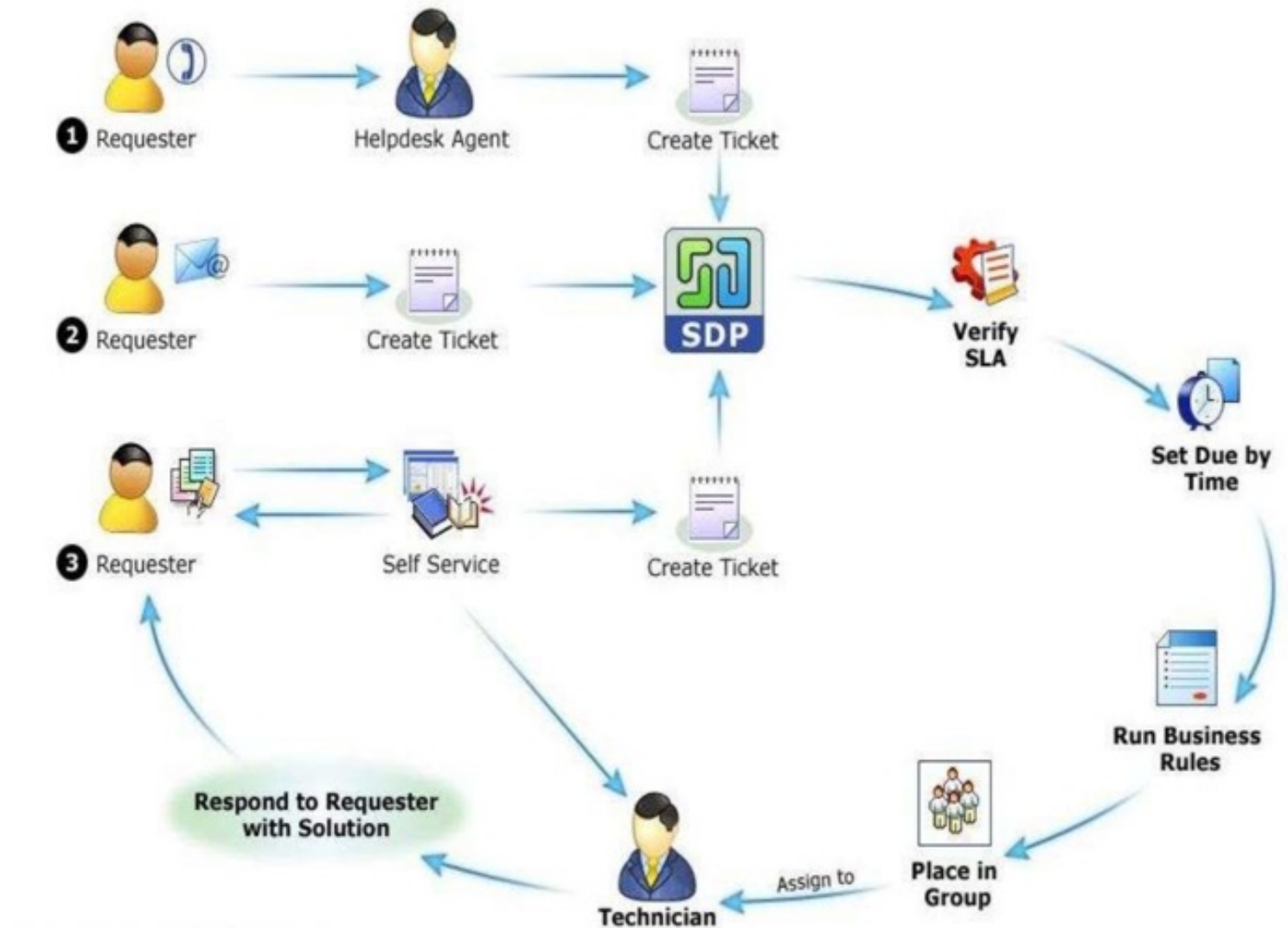
Secure Devices

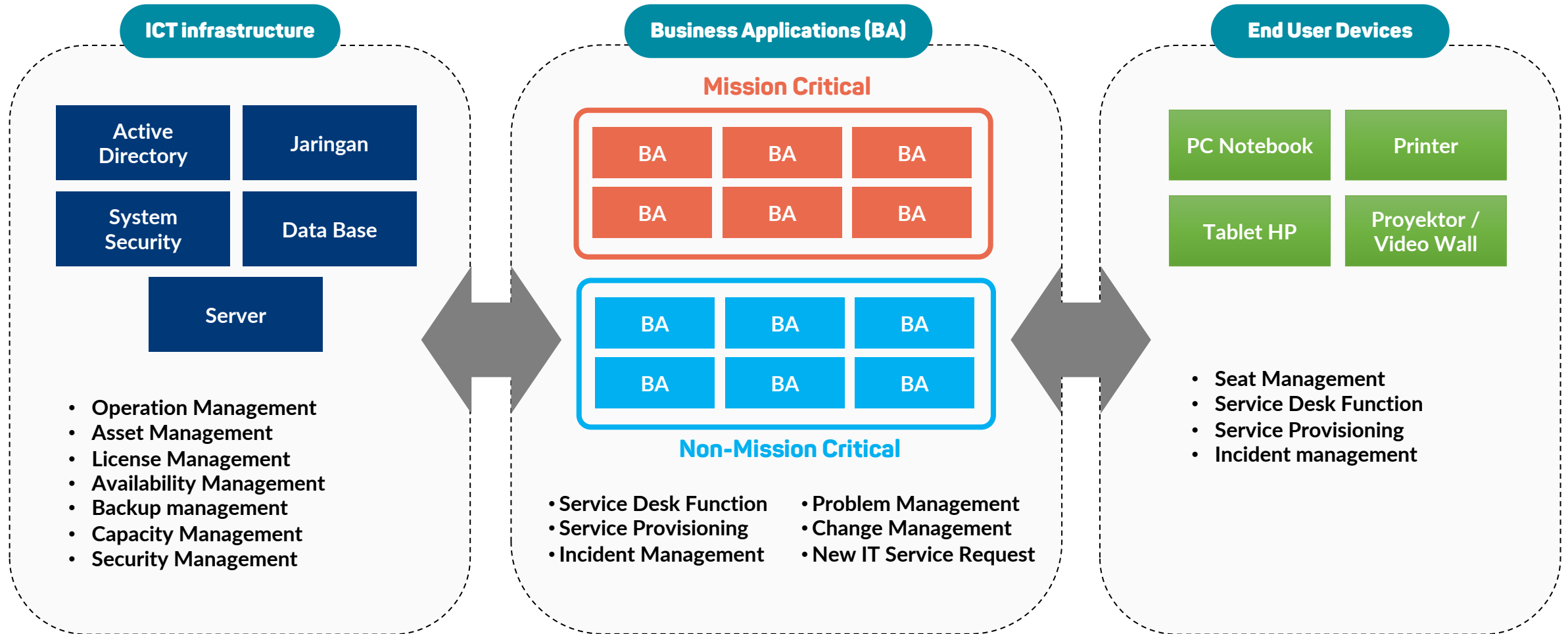**Develop with Proof of Compliance**

Employee Compliance Training

Service Desk Function

- Manage Inquiries
- Manual Routing for Service Request
- Calls Support
- Customer Satisfaction Survey

Service Portfolio

ICT infrastructure

Active Directory	Jaringan
System Security	Data Base

Server

- Operation Management
- Asset Management
- License Management
- Availability Management
- Backup management
- Capacity Management
- Security Management

Business Applications (BA)

Mission Critical

BA	BA	BA
BA	BA	BA

BA	BA	BA
BA	BA	BA

Non-Mission Critical

- Service Desk Function
- Service Provisioning
- Incident Management

- Problem Management
- Change Management
- New IT Service Request

End User Devices

PC Notebook	Printer
Tablet HP	Proyektor / Video Wall

- Seat Management
- Service Desk Function
- Service Provisioning
- Incident management

Master Data Management

- Material Master Data
- Service Master Data
- Contract Master Data
- Vendor Master Data
- Master Data Creation
- Master Data Cleansing
- Master Data Extension

- All Master Data Reports
- Master Data Requester
- Workflow and Document Management Consulting

- **Customer Master Data**
- **Finance Master Data**

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

Shared Services Tower

Human Resources

- **Candidate Searching/ Pooling**
- **Recruitment & Selection**
- **Hiring/ Onboarding**
- **Internal Transfer**
- **Termination**
- **Compensation & Benefits**
- Travel & Expenses

- **Employee Master Data**
- **Training Administration**
- **Access & Tools Request**
- **Employee Reference**
- **Absenteeism & Payroll**
- **Total Rewards**

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

Shared Services Tower

Accounting - Accounts Receivable
(Order to Cash)

- **Perform A/R Clearing**
- **Perform Customer Ledger**
- **Account Reconciliation**
- **Perform Root Cause Analysis**
- **A/R Aging Report**
- **Provision Doubtful Accounts**

- **Billing & Invoicing**
- **Collection**
- **Credit Control**

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

Shared Services Tower

Accounting - General
(General Accounting, Fixed Asset, Consolidation)

- Process Journal Entry
- Bank Reconciliation
- Inter/ Intra Company Reconciliation
- Fixed Asset Accounting
- Product Costing

- Inventory Accounting
- Supporting Reports
- Manage Inquiries
- Consolidation & Reporting
- Management Reports

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

Shared Services Tower

Procure to Pay
(Procurement)

- **Standard Reports**
- **All PO Related Reports**
- **Disputes Inquiries**
- **Delivery Monitoring**
- **RFx Event**
- **Award Business to Shortlisted Supplier**
- **Negotiate Quotation**

- **Procure via PO**
- **Validate Supplier Compliance**
- **Generate Contracts**
- **Record Receipt of Goods & Services**
- **Generate Spend & Saving Reports**

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

Shared Services Tower

Procure to Pay - Accounts Payable

- **Index Invoices**
- **Perform 2, 3 Way Match**
- **Vendor Inquiries**
- **AdHoc Reports**
- **Resolve Inquiry/ Disputes**
- **Root Cause Analysis**

- **Invoice Receive**
- **Invoice Scan**
- **Archive Invoice**
- **Generate Standard Reports**

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

Shared Services Tower

Others - Performance & Reporting

- Business Performance Report
- Business Report Dashboard
- Business Insights
- Root Cause Analysis
- Business Documentations

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

Shared Services Tower

Others - Internal Control System

- Business Controlling
- Periodical Process Testing
- Segregation of Duty
- Quality Assurance

Legend: Performed by Shared Services | Mixed Performed | Performed by Client

For further information please contact

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