



## **Past Project Work Experiences**

The information listed below contains a brief overview of consulting projects that Peter Fazio has completed. The client names are not included, but information on the industry and size of the organization is provided. Please do not make this information public without the written permission of Peter Fazio.

<b>Function or Service:</b>	<b>Shared Services/Business Process Outsourcing – Role Transition</b>
<b>Client:</b>	Global leader in document management technology and services company with \$7B in annual revenue
<b>Project Type:</b>	Migration of 250 mid-level finance and accounting roles in four countries to a shared service center in Asia
<b>Peter Fazio's Role:</b>	Leader of 33 consultants documenting current state process, and tasks. Managed the creation of training materials and scheduling the transition waves of roles to the shared service center.
<b>Project Approach:</b>	<ul style="list-style-type: none"><li>• Created standard role and process documentation templates and guide to ensure consistency of work product quality</li><li>• Actively managed the execution of project work with up to 6 teams deployed to different sites simultaneously in the US, Canada, Guatemala, and the United Kingdom</li></ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"><li>1. Completed the migration of 250 roles to the shared service center within 5 months of the start of the project</li><li>2. Client achieved over \$15M in annual savings through reduced headcount costs</li></ol>



<b>Function or Service</b>	<b>Procure-to-Pay (P2P) – Goods Receipt Improvement</b>
<b>Client:</b>	Global life sciences company with \$81B in annual revenue
<b>Project Type:</b>	Reconciliation of accounts payable transactions and redesign of goods receipts processes, and documentation of critical roles and responsibilities at the regional shared services center
<b>Peter Fazio's Role:</b>	Leader of a team of 4 consultants examining accounts payable reconciliation issues and fluctuations in the purchase price variance posting
<b>Project Approach:</b>	<ul style="list-style-type: none"><li>• Conducted interviews with key stakeholders in accounts payable and receiving.</li><li>• Analyzed data in various payables and inventory related accounts</li><li>• Documented current state processes and identified gaps compared to leading practices</li></ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"><li>1. Client was provided with analysis and recommended adjusting entry to correct issues with incomplete goods receipt transactions</li><li>2. Roadmap created for the design and implementation of over 20 process and ERP improvements to mitigate the same issues should they arise in the future</li></ol>



<b>Function or Service:</b>	<b>Finance Operating Model – Design Future State</b>
<b>Client:</b>	Global leader in aerospace and building materials, and safety technologies production industry, with over \$34B in annual revenue
<b>Project Type:</b>	Global finance leaders seeking a future organizational design that incorporated standard processes across various business groups that operate independently
<b>Peter Fazio’s Role:</b>	Create material for and facilitated organization design workshops for the global finance leaders
<b>Project Approach:</b>	<ul style="list-style-type: none"> <li>• Completed analysis of the current state finance service delivery model across all major operating units</li> <li>• Document global system landscape supporting the finance organization</li> <li>• Conducted interviews of global finance leaders and collected their views on business needs for finance services and future state ways of working</li> <li>• Created leading practice view of future state finance operating model and conducted workshop to introduce model and arrive at agreement on future state design</li> </ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"> <li>1. Global finance leaders agreed on future state operating model that included regional shared service centers, center of excellence for advanced finance services, and roadmap for standardization of finance processes and systems</li> </ol>



<b>Function or Service:</b>	<b>Order-to-Cash (OTC) – Process Cycle Improvement</b>
<b>Client:</b>	Global chemicals manufacturing company with over \$6B in annual revenue
<b>Project Type:</b>	Client was seeking to transform the global Order-to-Cash process cycle that consisted of non-standard processes and systems, and yielded very poor performance metrics compared to industry peers
<b>Peter Fazio's Role:</b>	Leader team of 6 consultants to collect data on current state Order-to-Cash (OTC) processes, conduct process improvement workshops globally, and develop improvement recommendations to close gap with leading practices
<b>Project Approach:</b>	<ul style="list-style-type: none"><li>• Documented current processes and analyzed inefficient multiple processing paths that the client employed every month for the same transaction types</li><li>• Developed a gap analysis of the current state OTC processes to leading practices</li><li>• Conducted four multi-day OTC performance improvement workshops to the finance teams in North America, Latin America, Europe, and Asia</li></ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"><li>1. Created over 100 improvement recommendations for the OTC process cycle</li><li>2. Developed a prioritized roadmap for the design and implementation of all recommendations that could be implemented within 12 months</li></ol>



<b>Function or Service:</b>	<b>Accounts Receivable - Cash Collection Acceleration</b>
<b>Client:</b>	Private Equity owned service provider of talent search and human capital management outsourcing services
<b>Project Type:</b>	Client had encountered significant increase in delinquency of accounts receivable collections after a year of strong revenue growth. The client's PE owner brought me in to analyze the Order-to-Cash process and identify root causes of collections issues and recommend process and system enhancements.
<b>Peter Fazio's Role:</b>	Led the team to collect data on current state Order-to-Cash (OTC) processes, conduct process improvement workshops globally, and develop improvement recommendations to close gap with leading practices
<b>Project Approach:</b>	<ul style="list-style-type: none"><li>• Documented current state in process flow diagrams for the three largest revenue streams</li><li>• Identify gaps in the current state OTC processes to leading practices and documented recommendations to address the gaps</li><li>• Create an implementation roadmap to begin work on the high priority improvements to OTC</li></ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"><li>1. Created over 30 improvement recommendations</li><li>2. Developed a prioritized roadmap to significantly reduce Days Sales Outstanding over nine months</li></ol>



<b>Function or Service:</b>	<b>Accounts Payable - Process Assessment</b>
<b>Client:</b>	Global leader in aerospace and defense industry with over \$68B in annual revenue
<b>Project Type:</b>	Internal audit special project to assess the effectiveness of the accounts payable process at the global shared services center
<b>Peter Fazio's Role:</b>	Served as the subject matter expert on the Procure-to-Pay (P2P) process cycle for the internal audit service provider. Provided insight on P2P leading practices and performance metric expectations. Participate in all P2P team interviews. Review and approve all work products.
<b>Project Approach:</b>	<ul style="list-style-type: none"><li>• Obtained and analyzed the client's current state performance metrics and benchmarked against leading peer companies</li><li>• Interviewed key P2P team members at global shared services center, regional P2P process leaders in North America and Europe, and the management team of the service provider executing invoice scanning and indexing</li><li>• Identified gaps in existing processes and improvement opportunities</li></ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"><li>1. Created over 20 process and system improvement recommendations</li><li>2. Identified opportunities to expand responsibilities of document scanning service provider</li><li>3. Recommended changes to supervisor and management roles in the global shared services center</li></ol>



<b>Function or Service:</b>	<b>Procure-to-Pay (P2P) – Process Transformation</b>
<b>Client:</b>	Global leader in the animal health industry with over \$8B in annual revenue
<b>Project Type:</b>	Client was spun off from a large global pharmaceutical company within the prior two years. Implemented a single global instance of SAP ERP systems within the past 18 months. Experiencing significant P2P process inefficiencies, supply chain disruptions, and increased procurement costs over the last year. Company required a roadmap to stabilize and improve the P2P process cycle.
<b>Peter Fazio’s Role:</b>	Led a team of 5 to develop and lead a week-long P2P process transformation workshop for over 40 finance and supply chain leaders in the client’s organization. Provide insights on P2P leading practices as a subject matter expert. Facilitate workshop general sessions and process specific breakout meetings.
<b>Project Approach:</b>	<ul style="list-style-type: none"> <li>• Interviewed key P2P team members and documented current process pain points and potential root causes</li> <li>• Collected and analyzed client’s current state P2P performance metrics and benchmarked them against peer companies</li> <li>• Identified and documented gaps between current state process components and P2P leading practices</li> <li>• Developed plan for conducting process transformation workshop and created all sub-process and processing issue meeting facilitation materials</li> <li>• Conducted process transformation workshop and documented all areas of improvement opportunity and details on root causes of processing issues</li> </ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"> <li>1. Created over 50 process and system improvement opportunities along with recommendations for solutions</li> <li>2. Documented conclusions on root causes of processing issues and areas requiring further analysis</li> <li>3. Developed high-level plan for future state of P2P service delivery</li> <li>4. Prioritized improvement opportunities and created 18-month road map for transformation of P2P function</li> </ol>



<b>Function or Service:</b>	<b>Source-to-Pay (S2P) – Leading Practices Guide</b>
<b>Client:</b>	Leading professional services firm focused on improving the finance and accounting functions of companies owned by large private equity enterprises
<b>Project Type:</b>	Consulting firm lacked a standard and robust set of leading practices for the Procure-to-Pay (P2P) process cycle. Consulting professionals relied on process standards, taxonomies, and solution enablers that they had accumulated from various experiences they had on projects with previous employers. Firm required a standard set of leading practices to support transformation services from the material sourcing processes through the accounts payable processes.
<b>Peter Fazio’s Role:</b>	Led the effort to create the Source-to-Pay (S2P) process leading practice guide
<b>Project Approach:</b>	<ul style="list-style-type: none"> <li>• Collected and analyzed current state firm documentation on leading practices</li> <li>• Interviewed senior finance transformation professionals to document their point-of-view on P2P leading practices</li> <li>• Reviewed leading practice artifacts and insights from process standard setting organizations, P2P software solution vendors, and business publications</li> <li>• Developed future state vision of the evolution of the P2P cycle to a more robust Source-to-Pay (S2P) process cycle</li> <li>• Created all materials for the S2P leading practice guide within four months of starting the project</li> </ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"> <li>1. Leading practice guide created containing over 12 focus areas including the following key areas:               <ul style="list-style-type: none"> <li>○ Standard Source-to-Pay (S2P) process cycle framework with 7 processes, 12 sub-processes, and 61 process activities</li> <li>○ Very detailed standard process taxonomy</li> <li>○ 60 leading practices in process execution and system design aligned to standard S2P sub-processes</li> <li>○ Maturity model for standard S2P framework to allow finance professionals to evaluate the maturity of the current state</li> <li>○ Insights on the opportunities and technology to automate aspects of the S2P process cycle</li> <li>○ Definition of critical S2P key performance indicators to allow for benchmarking of current state against peer company performance</li> <li>○ Critical success factors for operating across the S2P cycle</li> <li>○ Overview of the capabilities of more than 20 tools and applications designed to enhance or replace the S2P functionality in a company’s ERP system</li> <li>○ Over 230 questions aligned to standard S2P sub-processes to allow a consulting professional to conduct a current state interview of a client’s key S2P team members</li> </ul> </li> </ol>





<b>Function or Service:</b>	<b>Finance Function Subject Matter Expert (SME)</b>
<b>Client:</b>	Professional Education Company
<b>Project Type:</b>	Design of new online training course focused on the Finance & Accounting function operating model and organizational design. Training module was to be offered online to business professionals on a single purchase or subscription basis.
<b>Peter Fazio's Role:</b>	Created process, organizational design, and technology solutions briefs for the creation of training content. Subject matter expert on the organizational design and leading practices of the finance & accounting function of a leading organization.
<b>Project Approach:</b>	<ul style="list-style-type: none"><li>• Created and overview presentations on the following elements of the finance function<ul style="list-style-type: none"><li>○ Operating model</li><li>○ Service delivery model</li><li>○ Three core process cycles</li><li>○ 40 business services provided by finance</li><li>○ Organizational design and reporting relationships</li><li>○ Technology solutions</li></ul></li><li>• Presented details of finance function to the course designers</li><li>• Reviewed and edited the course content</li></ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"><li>1. Received subject matter expert insights on the finance function</li><li>2. Developed all course content on time and below budgeted cost</li></ol>



<b>Function or Service:</b>	<b>Design of New Undergraduate Course for Business &amp; Accounting Majors</b>
<b>Client:</b>	Large public university in the United States with over 20,000 undergraduate students
<b>Project Type:</b>	Design of a new undergraduate course that focuses on the three core finance & accounting process cycles of Order-to-Cash (OTC), Procure-to-Pay (P2P), Record-to-Report (RTR).
<b>Peter Fazio's Role:</b>	Lead course designer and instruction content developer.
<b>Project Approach:</b>	<ul style="list-style-type: none"> <li>• Development of course outline and approach to collecting content for course</li> <li>• Identification of reference materials for course design and reading materials for the students that will enroll in the new course</li> <li>• Gathering leading practice knowledge from functional leaders in global corporations and IT solution providers</li> <li>• Connecting with process quality and performance metric subject matter experts to share knowledge and process design methodologies</li> <li>• Creation of all course materials</li> </ul>
<b>Client Benefits Achieved:</b>	<ol style="list-style-type: none"> <li>1. Creation of a new undergraduate course for students with a major field of study in business or accounting</li> <li>2. Delivery of over 300 instruction facilitation slides for the use of a professor during the class</li> <li>3. Selection of over 10 leading practice guides, IT application capability publications, business process articles, business case studies, and process taxonomies for the enrolled students to use as reading materials for the new course</li> <li>4. Test questions taken from the instructional materials</li> <li>5. Large format study guides of graphics and taxonomies for each of the three process cycles</li> <li>6. Speakers notes to support the delivery of the instructional slides</li> <li>7. Case study parameters for the student group projects that will close out the course delivery and become the last component of the student's grade</li> </ol>