



Energy for
generations

ESB

Business Partnering

May 2013

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Overview

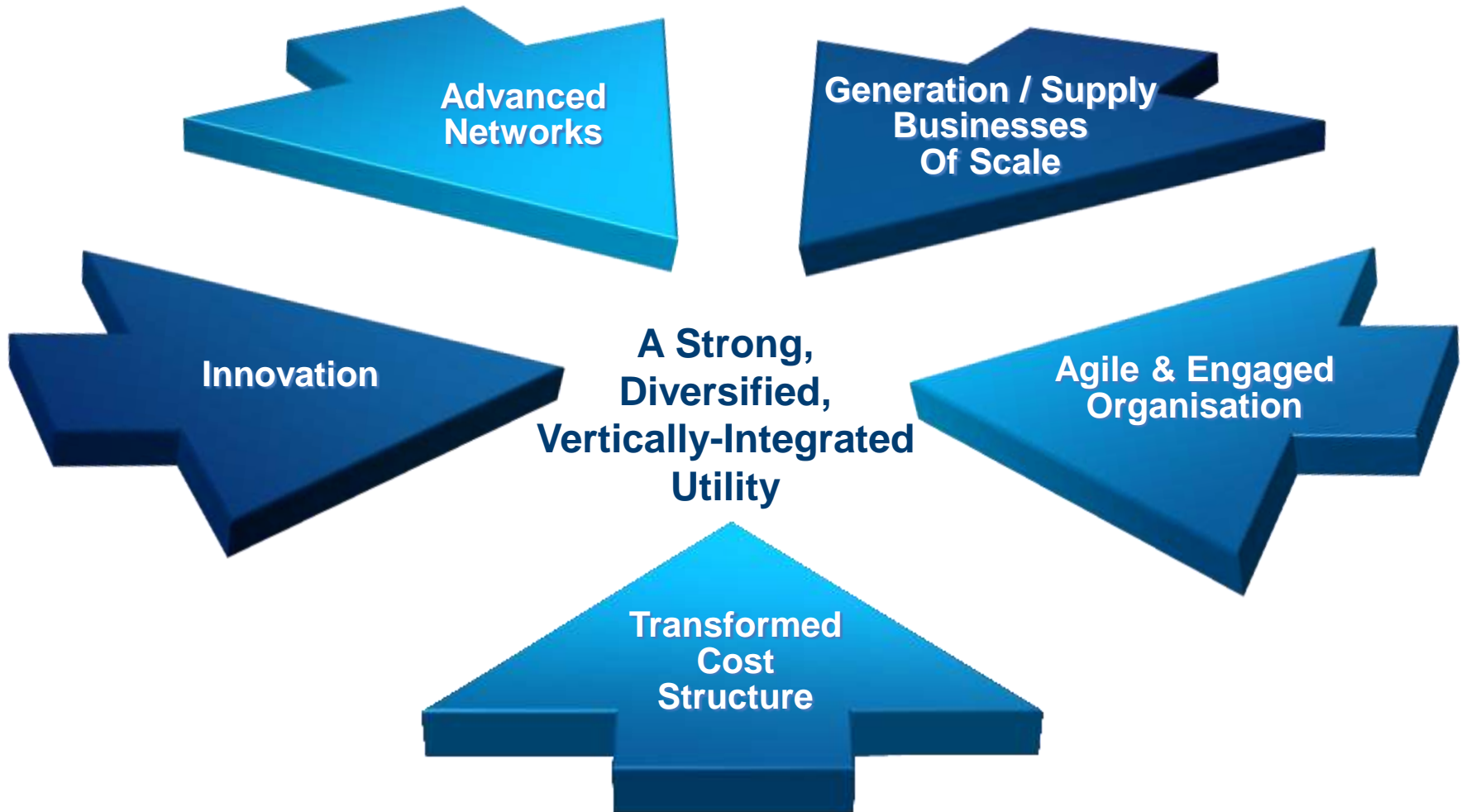


1 INTEGRATION OF REGIONAL
ENERGY MARKETS (REM)

2 EUROPEAN AND NATIONAL
CLIMATE POLICY

3 CHALLENGING EUROPEAN AND
IRISH ECONOMIC ENVIRONMENT

Strategy - Priorities



Finance Priorities



1

Funding - €1.8B done in 2012

2

Cost Base - €200M of €280M in annual savings secured

3

Finance Transformation – complete by 2014 – WIP

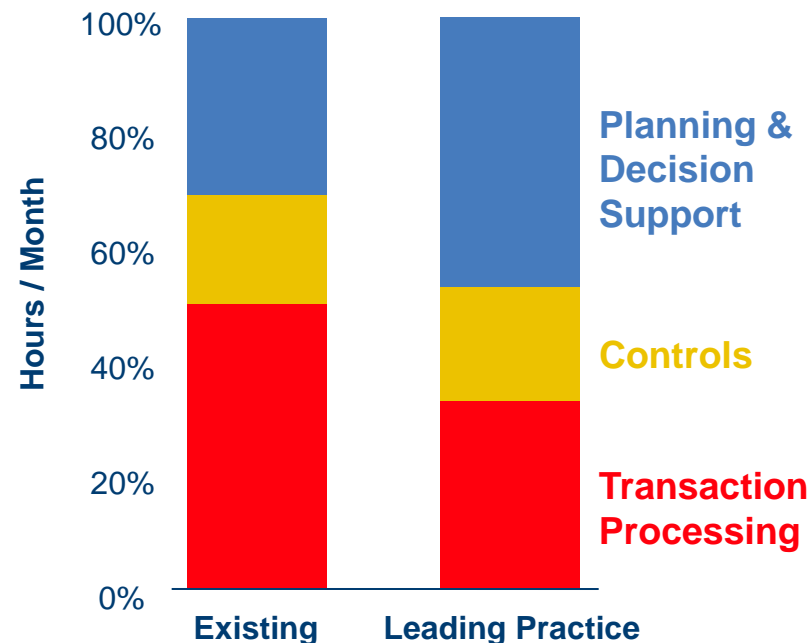
FiTP – New Operating Model Needed

New Focus ...

- Refocused on business needs
- Performance culture across the group
- Improved financial processes and info.
- Right people in the right place

Lower Cost ...

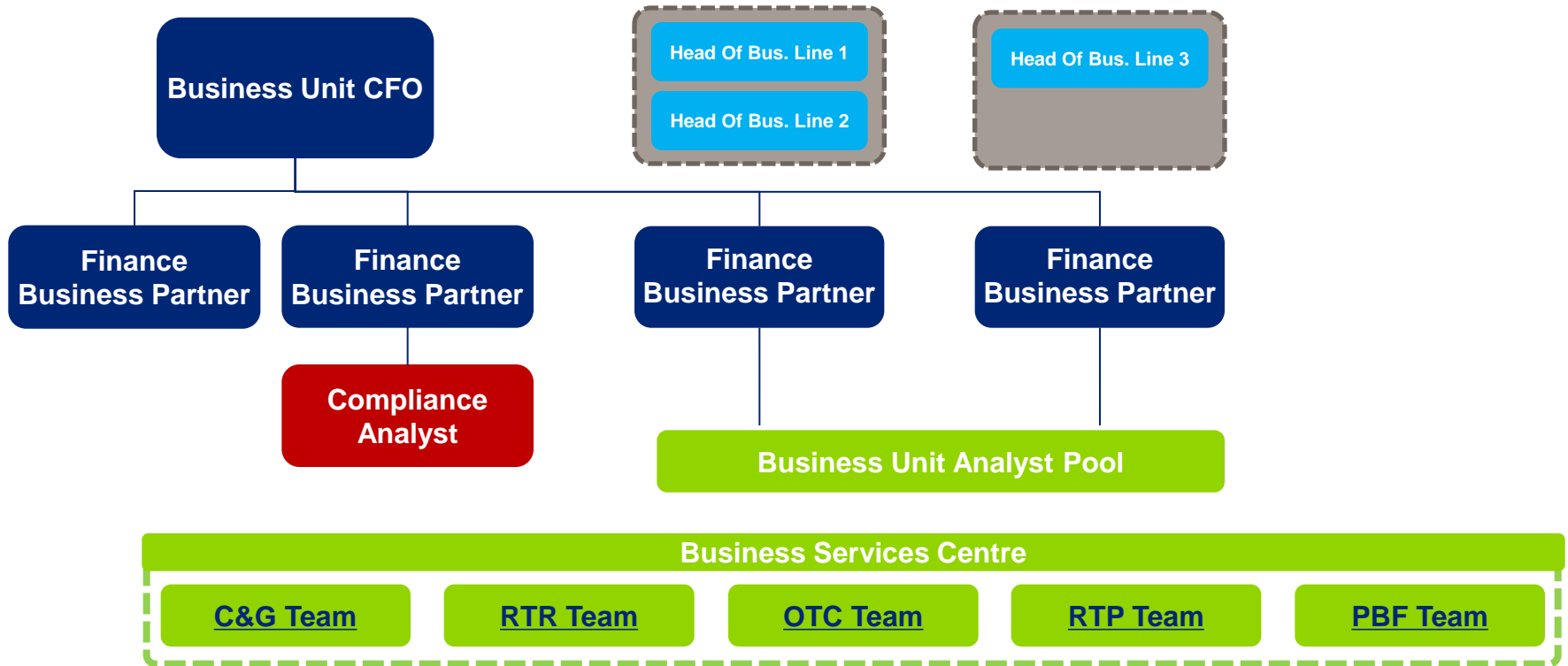
- Reduction in FTEs
- Annual cost reduction



Finance Operating Model

Delivery Model		
3 Components – 1 Team		
Corporate Centre	Business Unit	Business Services Centre
<ul style="list-style-type: none">▪ Sets Strategy, financial policy, guidelines and governance▪ Manages overall strategic financial position	<ul style="list-style-type: none">▪ Focus on commercial performance and BU decision support	<ul style="list-style-type: none">▪ Provide Platform for Continuous Process Improvement

Where Business Partners Sit



Finance Manager Role – In Theory

**Accounting
& Reporting**

**Team
Development**

Controls

**Planning,
Budgeting &
Forecasting**

**Business Performance &
Strategy Input**

Finance Manager Role – In Practice

**Accounting
& Reporting**

**Team
Development**

Control

**Planning,
Budgeting &
Forecasting**

Ad hoc

Finance Manager Role – In Practice



**Accounting
& Reporting**

**Team
Development**

Controls

**Planning,
Budgeting &
Forecasting**

Ad hoc

**Performance &
Input**

Business Partner Role

**Accounting
& Reporting**

**Team
Development**

Controls

**Planning,
Budgeting &
Forecasting**

Ad hoc

**Performance &
Input**

What We Would Do Again ...

- Put some of best people in BSC
- Communicate again and again and ...
- Plan careers across ALL three components of the finance org. model
- Get exec. buy-in
- Focus on process and org. structure rather than IT

What We Would Change...

- Be honest about priorities
- Watch language
- Too many changes in the project manager

Q & A