

Deloitte.



**Expert capacity solution for finance
functions and shared service centers**

Flexible support provided by Deloitte experts



Illustrative Examples of Client Challenges

Learn more about the challenges that our global clients have approached us with.



Problems with
process transition

The Client turned to Deloitte requesting support in the transfer of processes from overseas locations to a shared service center (SSC) based in Poland. The engagement covered several countries at once. **One of the major challenges was the necessity to ensure an efficient and swift take-over of functions and transfer of processes to the SSC, while ensuring business continuity.** Deloitte team was working on several accounting systems. More than 15 people from Deloitte Central Europe were involved in the project – most of them from Poland, with representatives of Deloitte Lithuania and Deloitte Czech Republic.

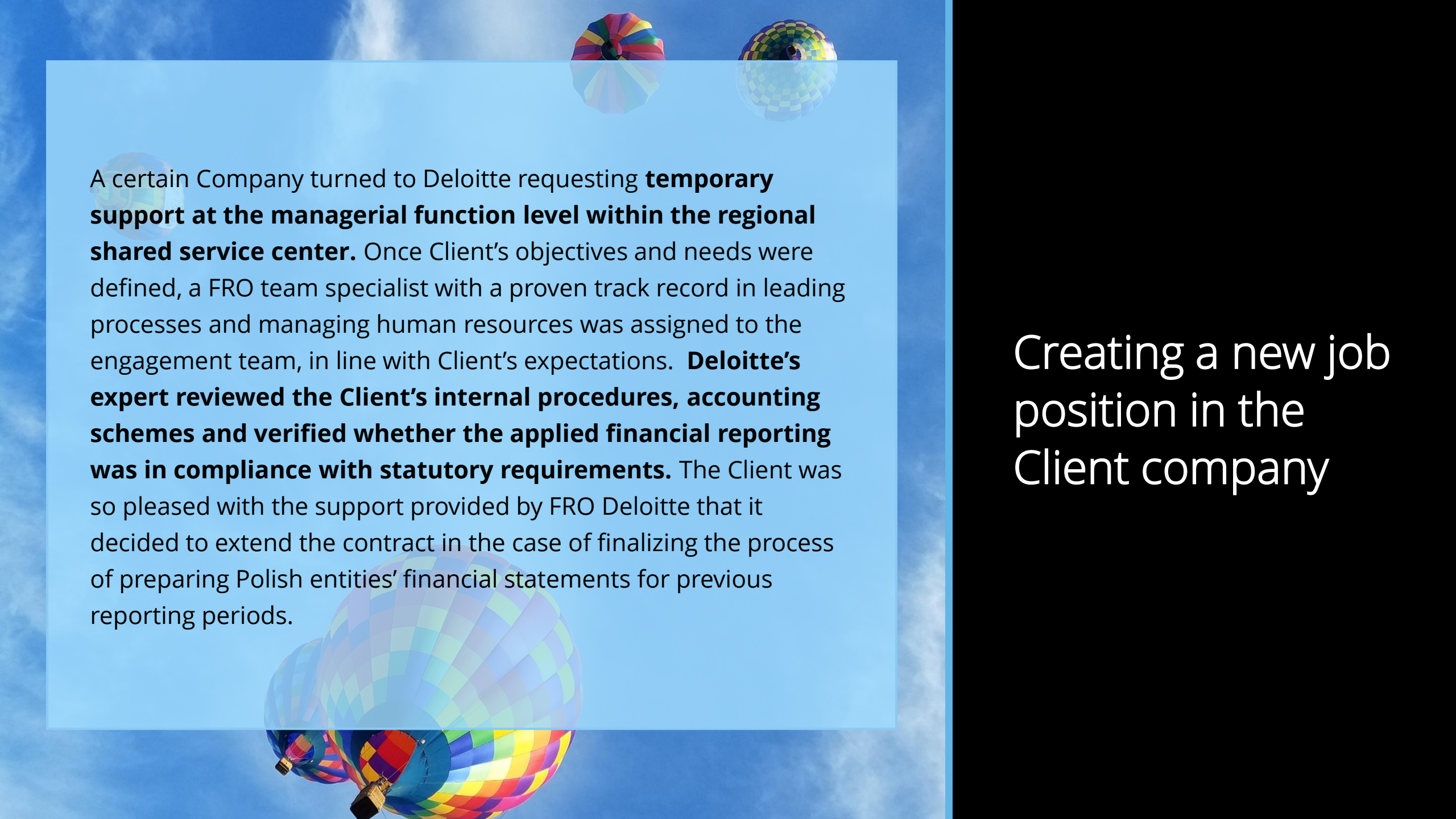
As part of **Financial Roles Outsourcing** services, **Deloitte team supported the Client at different levels of organizational structure, such as Team Manager, Team Lead, AP Accountant, GL Accountant, Junior Accountant, Credit Control Analyst.** The services delivered by Deloitte included, among others, support in:

- accounting processes,
- process optimization, improvement of tasks efficiency
- development of procedures for selected processes
- team management
- communication between the shared service center and the business
- transition of processes
- induction of new employees hired by the Client.

Support provided by Deloitte **gave rise to our comprehensive cooperation with the Client in multiple fields and entailed both taking over and implementing processes, as well as providing assistance with team management,** reacting to staff shortages **and improving process efficiency** of the SSC during periods of increased workload.



Creating a new job
position



A certain Company turned to Deloitte requesting **temporary support at the managerial function level within the regional shared service center**. Once Client's objectives and needs were defined, a FRO team specialist with a proven track record in leading processes and managing human resources was assigned to the engagement team, in line with Client's expectations. **Deloitte's expert reviewed the Client's internal procedures, accounting schemes and verified whether the applied financial reporting was in compliance with statutory requirements**. The Client was so pleased with the support provided by FRO Deloitte that it decided to extend the contract in the case of finalizing the process of preparing Polish entities' financial statements for previous reporting periods.

Creating a new job
position in the
Client company

Shortages due to
staff turnover




Shortages due to staff turnover

The Company requested Deloitte's assistance, because the termination of the contract with one of the key employees in a managerial position resulted in a considerable shortage of staff. **The Company asked for Deloitte's help with regard to the tasks allocated to the position of a Tax Department Director so as to have time for recruitment.** Above all, the Company wanted to provide its team with subject-matter support in tax processes. Deloitte estimated the scope of the support needed and offered an engagement team consisting of 3 BPS experts. **Deloitte's support entailed drawing up tax returns, assisting the Client's team during tax control and automating processes.** Given the timeline for this engagement, Deloitte is in regular contact with the Tax Manager, advises him on everyday operations and relieves him of current activities. A fixed FRO team comprising 3 persons continues to support the Client with everyday business duties.

Stabilization of
internal processes



Stabilization of internal processes



The Company turned to Deloitte FRO for support in the transition of financial processes. **Before its cooperation with Deloitte, the Client outsourced accounting services to an accounting office. However, after some time, complicated accounting processes, shortage of staff and insufficient support obtained from an external entity made the Company realize that it needed the assistance of a larger organization.** Deloitte offered support designed to stabilize internal processes. The engagement lasted for nearly 12 months. During that period the team attained the assumed goals and helped the Company streamline accounting processes which enabled the organization to build an efficiently functioning accounting department.



Lack of
appropriate
competence

The Client – a company operating in the construction, real estate management and rental sector – requested Deloitte’s support to the accounting and finance team. **The Client was experiencing staff shortages in the Financial Reporting Department due to temporary or permanent absence of several team members.**

Deloitte’s prompt response, flexible approach to the Client’s needs and fit-for-purpose presentation during the meeting resulted in the Client accepting the proposal, which was followed by Deloitte offering **the support of the appropriate specialists.** The engagement was performed on site, with Deloitte specialists using the equipment provided by the Client. The scope of the services covered:

- support in preparing consolidated financial statements for the first and second quarter of the financial year;
- support in preparing separate financial statements (for several special purpose vehicles based on the provisions of IFRS and the Accounting Act);

Cooperation with the Client lasted for more than several weeks. Deloitte has received positive feedback from the Company’s Finance Director. **Deloitte FRO team was functionally part of the Client's team for several weeks, which helped fulfill the reporting requirements and prepare consolidated financial statements within the expected timeframe.**

Lack of
appropriate
competence

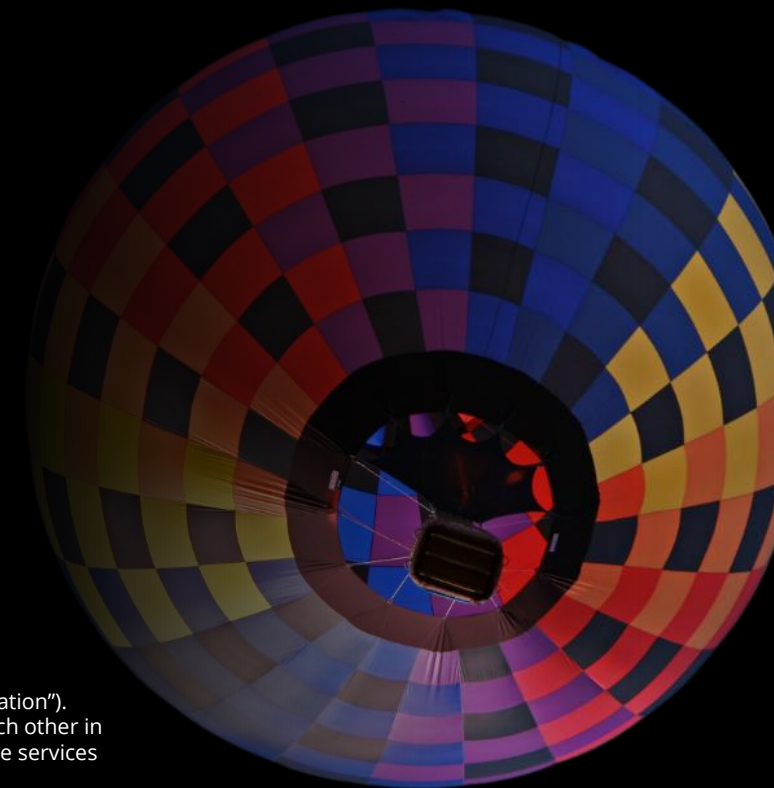
Staff shortages
resulting from
ownership
changes



During an advisory project on finance and accounting delivered together with Deloitte, the Client (a new owner of a recently acquired entity) was struggling with HR issues linked with the position of the Finance Director. **In view of the situation Deloitte offered its support to act in that capacity for a period of several months.**

The agreed scope of our services covered the support consisting of several employees and a two-person Controlling Department, coordination of work on the Company's first budget and its further update (forecasts), management of the month-end close process and shortening it to 3 working days, monthly reporting based on the International Financial Reporting Standards (IFRS) along with performance against the budget, completion of statutory financial statements in accordance with the Polish Accounting Standards (PAS) and external audit, audit of the opening balance following the acquisition and introduction of relevant adjustments, building the controlling function, preparation of controlling reports (e.g. revenue and cost analysis for Monthly Business Reviews with the local and foreign Board) as well as current cooperation with the Finance and Accounting Team of the parent company and the local Board.

An additional impediment during the engagement was the need to ensure support on account of the newly vacated Chief Accountant position. **The main challenges faced by Deloitte included the necessity to get acquainted with the specifics of the Company's business in a remarkably short time, learn about its organizational structure and transactions in place. Despite all these drawbacks, our team handled the task successfully.** Regardless of the challenges above, during a few months of cooperation we managed to accomplish the preset goals and tasks, and seamlessly guide the Finance and Accounting Department through the difficult change period as well as smoothly support a new Finance Director.



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IMPACT THAT
MATTERS**

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