MANAGING DIGITAL CHANGE IN FINANCIAL INSTITUTIONS

August 24, 2021

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Presenter introductions

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Agenda

Breaking down digital transformation

Becoming more strategic – digital strategy

Digital technology

Data driven enterprise

Digital & security

Modernizing your culture

Jumpstarting your digital journey

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BREAKING DOWN THE DIGITAL TRANSFORMATION

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What is digital???

Digital = Technology???

Digital = Social media???

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What is digital???

YOU KEEP USING THAT WORD
I DO NOT THINK IT MEANS WHAT YOU THINK IT MEANS

Don't get lost or into 'Holy Wars' on the definition of digital…
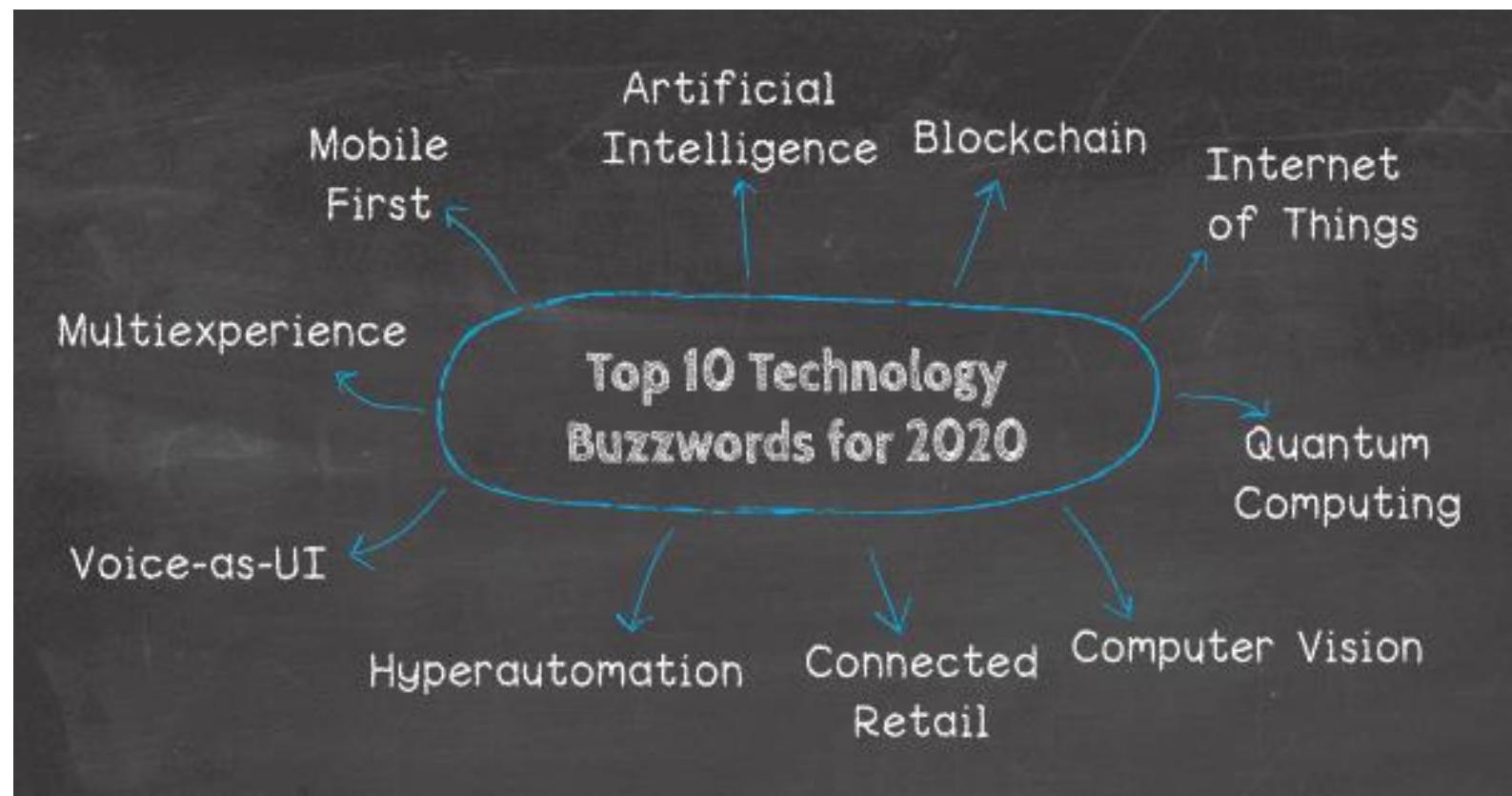
It's more a spectrum of technologies, people and processes that *define your business model*

## IS DIGITAL INCONCEIVABLE?!?

> " *Digital strategy is your **business strategy**. It's because a company is like an organism. If you try to optimize the parts you will sub-optimize the whole. You don't need a strategy for digital, finance, or HR – just a strategy for the business.* "

Vivek Mehta,
Research Director, Digital Practice,
Info-Tech Research Group

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The digital imperative—not just about the technologies…

Digital Transformation is a People, Process *and* Technology Journey

Enabling Technologies
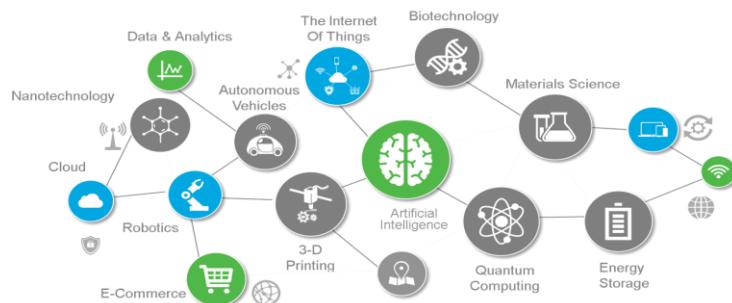
Organizing Constructs

A Digital Strategy has elements of digitizing and digital

Digitizing & Digital

Digitizing
Operationally focused, efficiency

'Being good at the game'
'Get in the game'

(automation, cost)

Digital
Disrupting the model in your industry

'Playing a different game'
'Change how game is played'

(doing differently & different things)

Marriott

**Walmart**

redbox

Amazon

NETFLIX

airbnb

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Disruptions to business models—digital technology driven...

Model Driven Disruption

Music Industry Example

Analog Product Physical Stores → Piracy Networks → Digital Product Download Stores → Digital Service Streaming → ?

2000 — 2008 — 2016

Source: Gartner, 2018 ID:335981

Cost Barrier Disruption
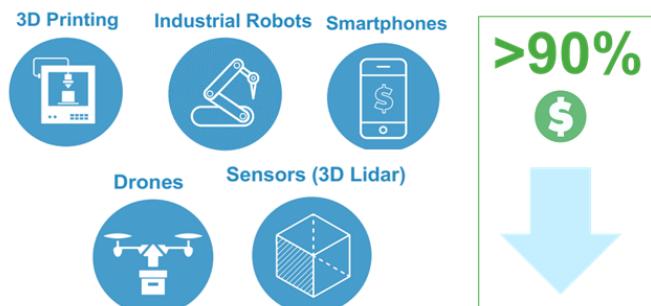
3D Printing | Industrial Robots | Smartphones

Drones | Sensors (3D Lidar)

>90% $ ↓

Source: World Economic Forum: Digital Transformation Initiative, May 2018

'Amazonization' of Grocers

## Challenging Model Assumptions in Disruption

Digital business model innovations

Ally Bank

"Finding new ways to deliver opportunity"

- Full-service branchless bank, providing a one-stop-shop for banking customers
- Business and teams are built to constantly innovate and reinvent to bring our best products and services to our customers
- Every innovation, product and interaction is designed to do best for our customers and their financial well-being
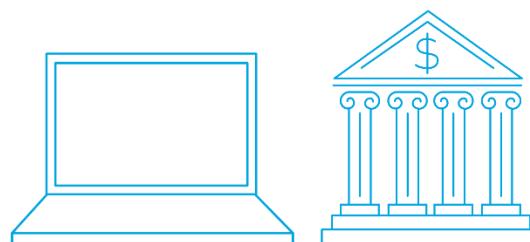
SHAKE SHACK

"A modern version of the traditional"

- Tech-enabled hospitality and innovative design
- Drive-thru KPIs: highest quality food that is consistent with the Shake Shack brand
- Innovation kitchen that allows for continued menu growth with new items
- 2 million new guests added to the Shake Shack app last year
- Management Information systems that focus to increase operational effectiveness, internal communication and data analysis

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Digital business model innovations
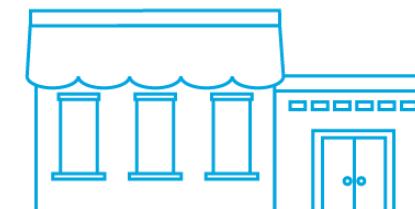
Noodles & Company

"We do not want to be too far out in front of trends. Instead, we want to be on trend"

- Conducts trend-spotting trips and gather useful insights from vendors, customers
- Develops one batch of ideas every six months
- Carefully weighs the optimal number of products to introduce at one time to avoid diluting their impact
- Customers can sign up to "NoodleGrams" to learn about new products, grand openings, special events – and to receive coupons and special offers

Whole Foods

"A modern version of the traditional"

- Digitizing the business model of in-store shopping, bringing food shopping online
- Deep focus on capturing the digital customer & the millennial household
- Created in-store, smartphone-enabled self-checkout technology to enable success months before the covid-19 pandemic
- Seeking to connect with smart refrigerators in the future and connecting with Amazon Alexa

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RSM digital framework—about the *business model*

Digital is not just about technology—its about how an organization can use technology to enable and reach their goals.

Customer Engagement: How you leverage technology to engage your customers and external stakeholders including how they interact with your business.
Is your customer engagement powered by mobile, social, analytics for personalization?

Operations: Using the right technologies and systems to transform how you operate, creating higher levels of efficiency and accuracy in day-to-day activities.
Is your digital approach just about incremental cost savings?

Organization: Giving your teams the digital tools, capabilities and culture to be more effective and increase value contribution on a regular basis.
Are you making the cultural changes necessary for digital?

Data: Capturing and using data to create better insights, deliver more personalized experiences and improve decision making.
Are your decisions data driven? Is data at the core of your business?

Technology: All of the people, processes and systems necessary to maintain the systems, infrastructure and security.
Is your technology platform placing your brand/company at risk?

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The digital journey—where are you & where do you need to be?

A key output of the Digital Strategy Roadmap is determining the target level of maturity for each domain that is needed to support your business strategy

Customer Engagement

Employee Enablement

Secure & Stable Technology

Business Operations

Data and Integration

LEVEL 5:
TRUE INNOVATOR
• Your organization is on the cutting-edge of technology, and recognized as a digital pioneer by peers and competitors alike

LEVEL 4:
INDUSTRY LEADER
• Competitors and similar organizations view your organization as the benchmark for digital maturity and transformation

LEVEL 3:
MARKET CONTENDER
• Most day-to-day tasks are facilitated through technology and managed through current systems

LEVEL 2:
BASIC
• Limited use of digital solutions to perform specific tasks – and typically accompanied by additional manual efforts.

LEVEL 1:
NON-EXISTENT
• Little-to-no use of technology to facilitate daily operations.

'Being good at the game'
'Get in the game'

'Playing a different game'
'Change how the game is played'

Technology as Operating Cost

Digitizing for Process Efficiency

Digital as a Strategic Advantage

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BECOMING MORE STRATEGIC—DIGITAL STRATEGY

Current state of digital transformation in the middle market

Recently, RSM surveyed middle market Executives to understand their thinking about Digital Transformation. Overall, Digital Transformation is a significant priority for middle market executives over the next 1-3 years.

93% of companies report that they have a digital roadmap

but only **58%** say they have a fully developed digital strategy

89% of organizations will **increase digital transformation spending** over the next three years

but **34%** are concerned with determining the success of their digital efforts and adoption within the organization

and **72%** of Executives are significantly concerned with organization's ability to achieve digital goals

Many companies are pursuing digital investments, however some
- do not have a fully developed (or aligned) *digital strategy*, and
- are concerned about their success and adoption of digital

Source: RSM Digital Transformation 2 (DT2) Study, November 2019

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Digital strategy → Digital innovation in the middle market
Home-grown success

Middle market firms that engage in the innovation process execute their **innovation projects effectively**.

Failure 43%

Success 57%

■ Success ■ Failure
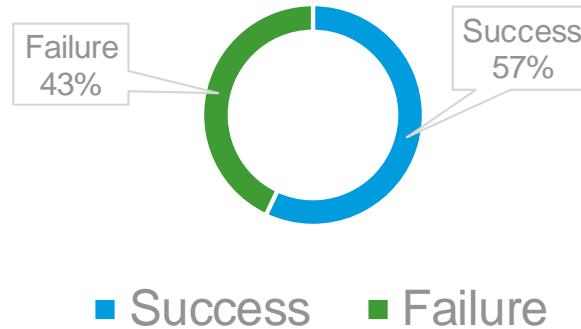
*Middle market executives indicate that **57% of innovative ideas** they generated last year made it to market*

✓ On average, middle market firms earned a **27%** profit on their most recent innovation, based on an initial investment of **$1.5 million**

Key Takeaways For Success

- *Managing* innovation risk carefully

- *Generating* Innovative Ideas using their own internal resources

- *Focusing* on fewer innovation projects which allows to spread investment dollars

- *Executing* projects that are inside markets executives understand

* Effective innovators are much more likely than their peers to have formal processes in place for selecting, generating, and implementing ideas. Senior Management is involved throughout all phases of the innovation process

COVID impact on digital innovation—an accelerator…

90% believe that the COVID-19 crisis will fundamentally change the way they do business over the next 5 years

85% are concerned that the COVID-19 crisis will have a lasting impact on their customers' needs and wants over the next 5 years

21% have the expertise, resources, and commitment to pursue new growth successfully

2/3 believe that this will be the most challenging moment in their executive career

Key actions from CEOs include:

- Adapting the core to meet shifting customer needs
- Identifying and quickly addressing new opportunity areas being created by the changing landscape
- Reevaluating the innovation initiative portfolio and ensuring resources are allocated appropriately
- Building the foundation for post crisis growth in order to remain competitive in the recovery period

Mckinsey, 2021

Digital success factors

Middle market executives were asked to identify themselves as leading or lagging in digital – In addition, they were asked to identify the key factors leading to a success or a lagging digital transformation

Keys to a Successful Digital Transformation

Top 3 Reasons Organizations give for being Leaders:

Top 3 Reasons Organizations give for Lagging:

Strategic alignment between Digital & Business

A level of **digital maturity** that decreases time to value

A **workforce that has been trained** in digital technologies

**Disconnect on what is important!**

Lacking Best Practice across key business areas

Inadequate investment in digital technologies
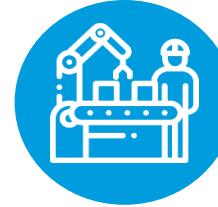
Technology bias toward 'older' solutions

Source: RSM Digital Transformation 2 (DT2) Study, November 2019

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The impact of digital done right

Significant Returns on Digital Investments

3X

Positive returns on digital investments

AND

productivity increase realized

WHEN

when technologies are deployed together

Leaders outperformed followers 70% vs 30% in labor productivity returns on investments across most industries.

Case Study Examples

Operations

Digital Transformation Investments resulted in a **10% reduction** in **cycle time** in the buying process across channels

Automation was used to automate >70% of the payment process, **reducing payment processing time from 60 to 7 days** along with >40% cost savings

People Enablement / Organization

Significant investment in Digital skills led to a **40% reduction in development cycle time** and a **32% decrease in time to revenue.**

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Digital investment impact on revenue & productivity

Significant Improvements can be made in **Revenue** and **Productivity**
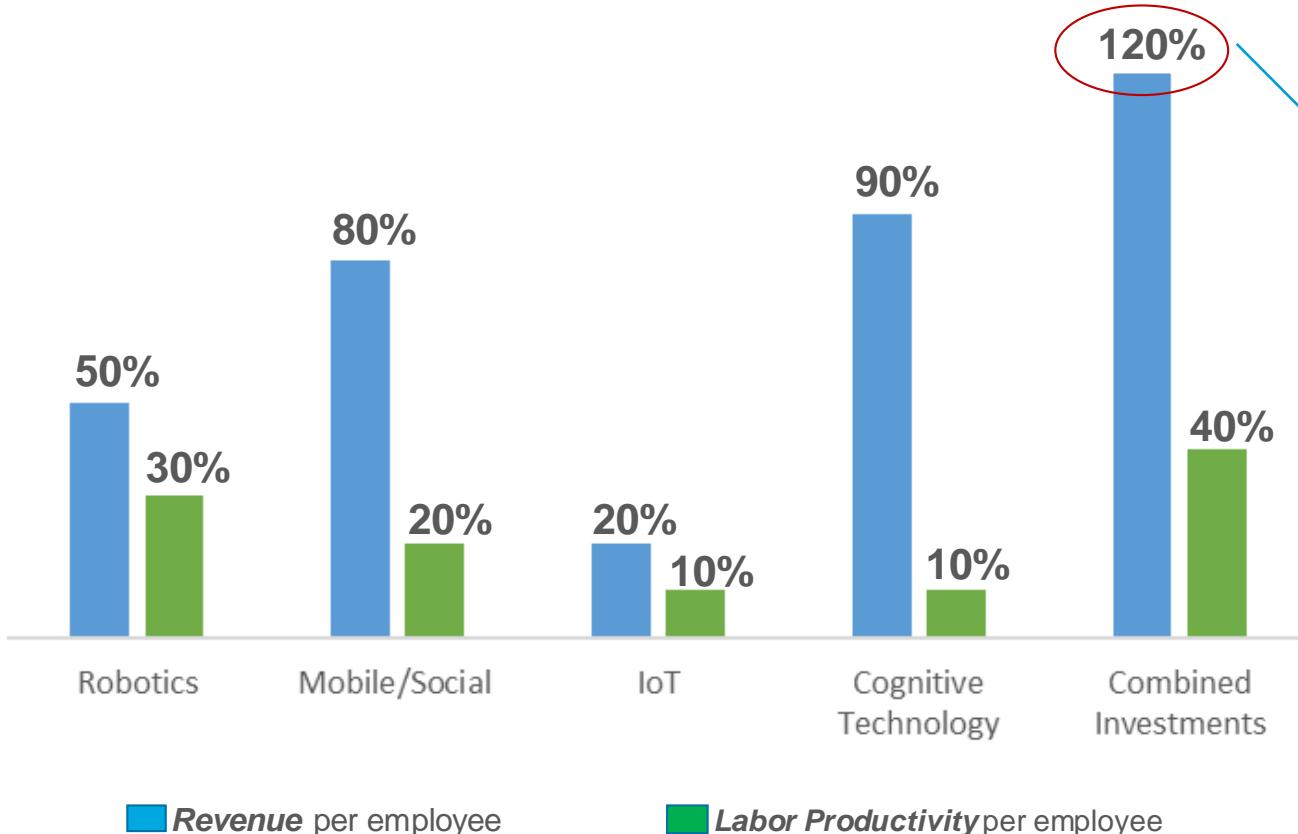
Key analysis insights:

- **Combined Investment gains** far exceed a single technology investment:

  Which means, companies need clear **strategic objectives** and **plan** for digital investment.

- Digital is **more than just technology** which drives the need for a holistic approach

Chart data:
- Robotics: Revenue 50%, Labor Productivity 30%
- Mobile/Social: Revenue 80%, Labor Productivity 20%
- IoT: Revenue 20%, Labor Productivity 10%
- Cognitive Technology: Revenue 90%, Labor Productivity 10%
- Combined Investments: Revenue 120%, Labor Productivity 40%

Legend: **Revenue** per employee | **Labor Productivity** per employee

Source: World Economic Forum: Digital Transformation Initiative, May 2018

Benefits of digital strategy & transformation

Some of the key benefits to undergoing a digital transformation include:

Scalability & Culture

Provides an *agile workforce* and technology environment – grow and evolve at any speed

Optimize Investment & Quick Wins

Purposeful investment & identification of near-term opportunities

Alignment

Aligns IT strategy & investments with overall business strategy and goals – *single plan & vision*

Strategic Focus

Establishes *strategic plan* to build technology foundation with supporting governance, operating model and applications

Continuous Improvement

Creates a *culture of continuous improvement*

Digital Transformation

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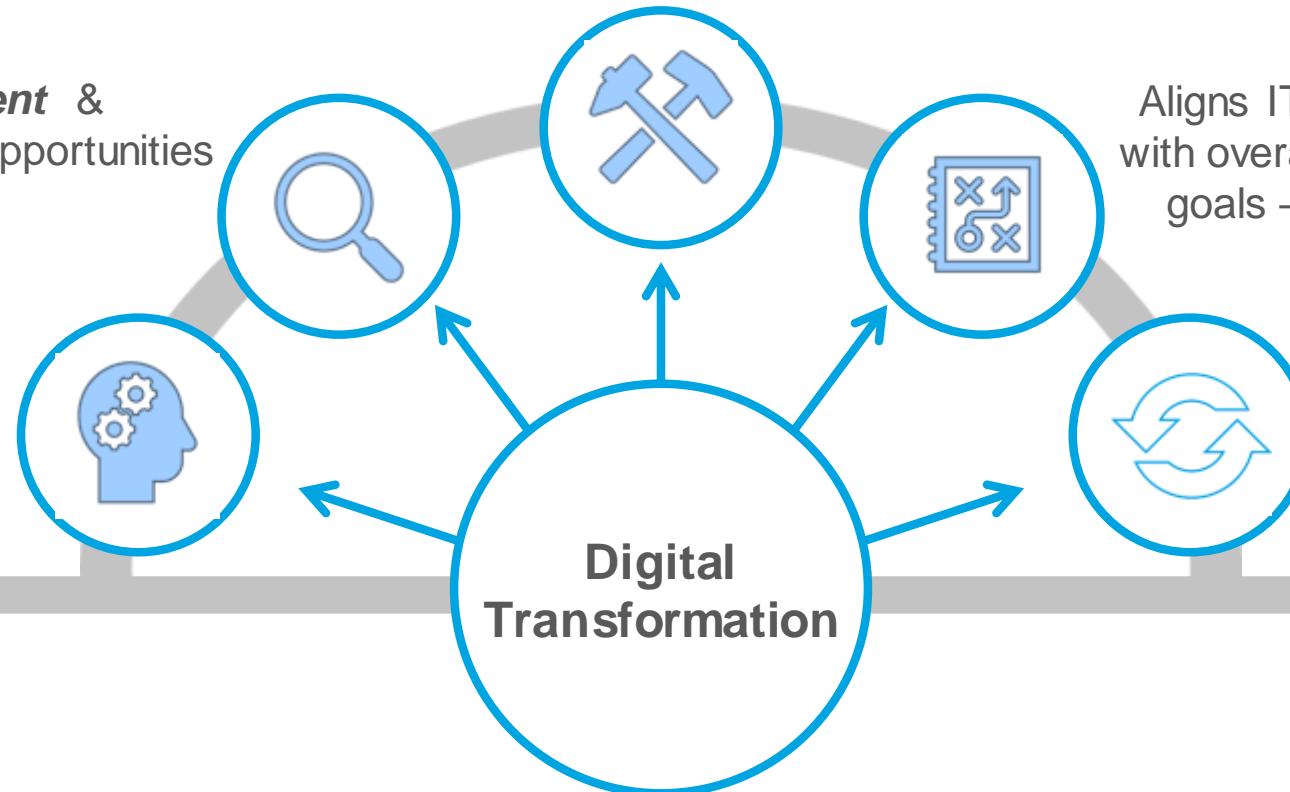
DIGITAL TECHNOLOGY

Digital capabilities—which technologies are a priority?

As part of the executive survey, RSM asked middle market executives to identify the key digital technologies being discussed at their firms

Digital Transformation Priorities

Primary Responses:

Enterprise Mobility

Mobile Technologies

Artificial Intelligence (AI)

Other Notable Responses:

Cloud

Blockchain

Data & Analytics

ERP

Cyber Security

Robotic Process Automation (RPA)

CRM

Digital Marketing

Internet of Things (IoT)

Source: RSM Digital Transformation 2 (DT2) Study, November 2019

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Digital technology—a look at automation

Digitally Enhanced Organization

- Highly Integrated Enterprise Technology
- Digitally Fluent & Empowered Workforce
- Greater Productivity & Agility
- Optimized Digital Experience

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Automation solutions

- Point Automation Solutions
- Robotics
- Computer Vision & NLP
- Machine Learning
- Advanced analytics
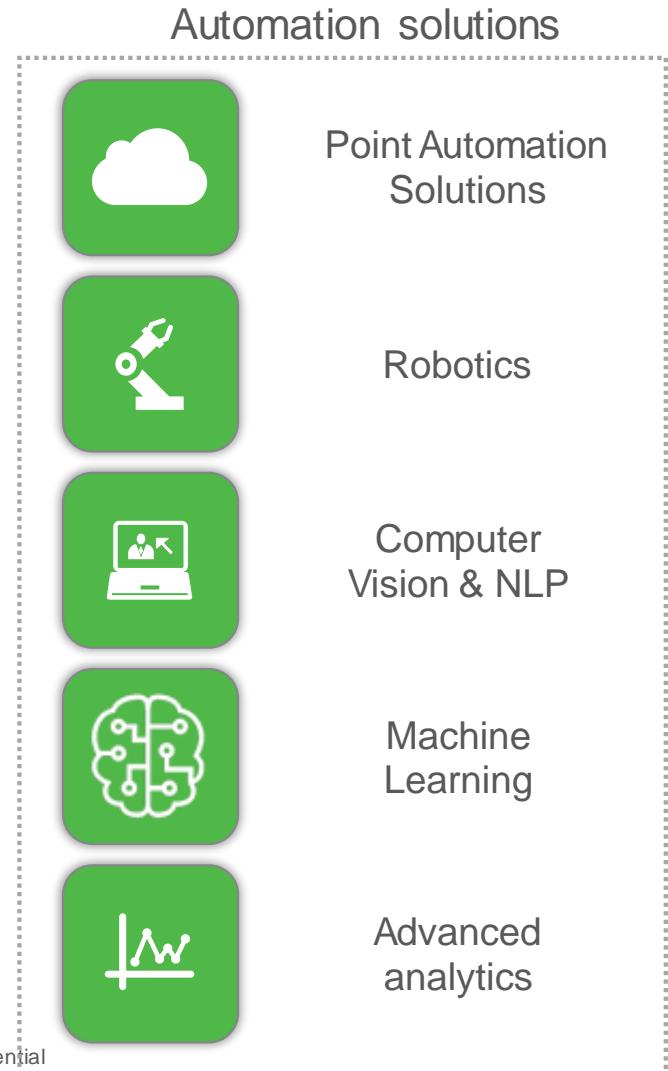
Value drivers

- Scalability
- Speed
- Costs
- Enterprise Value
- Vision
- Control
- Insight

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Prevalent mid-market automation technologies

Robotic Process Automation

- A set of modular software programs (or "bots") to complete structured, repeatable, and logic-based tasks by mimicking the actions taken by existing human staff.
- Leading Vendors:

Procure to Pay / AP Automation

- AP automation automates the process from invoice receipt to payment processing with supporting workflows
- P2P automation focuses on PO through requisitioning processing
- Leading Vendors:

Data Blending

- Software that easily preps, blends, and analyze all of their data using a repeatable workflow, then deploy and share analytics at scale for deeper insights in rapidly.
- Leading Vendors:

Expense Automation

- Software to streamline and automate employees turn in expense reports and how you approve, review, archive, and manage them.
- Leading Vendors:

***Automation*, Document Extraction**

- Software that combines OCR & Computer vision to extract data from structured and semi structured documents.
- Leading Vendors:

Close Automation

- Software designed to automate and control the entire financial close process.
- Leading Vendors:

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Financial services automation use case

Loan Fulfillment

- Mortgage Origination
- Mortgage Servicing
- Credit Card Application Processing
- Underwriting
- Data Acquisition
- Fraud Detection
- Fulfillment Status
- Loan Processing

Wealth & Asset Management

- Client Onboarding
- Portfolio Management
- Performance Reporting
- Confirms Management
- Settlements
- Payments & Automated Account Transfers (ACAT)

Customer Service

- Account Opening & Closure
- Address Verification
- Customer Updates & Data Consolidation
- Account Statements
- Complaint Processing
- Call Center Support

Compliance

- Know Your Customer (KYC) Data Checks
- Anti-Money Laundering (AML)
- OFAC Sanctions Verification
- Flood Zone Tracking
- Regulatory Reporting

Data Management

- Data Mining
- Data Validation
- Legacy System Data Migration
- Compliance & Internal Audit Data Testing

Finance

- GL Reconciliations
- Manual Journal Entries
- Treasury Operations
- Tax Master Data Management
- Accounts Payable/ Invoice Processing
- Accounts Receivable
- Management & External Reporting

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Digital technology—a look at low code impact

Security, performance, integration, cost

Intuitive and engaging, ease of use, mobile, personalized, part of the development

CUSTOMER Engagement

PEOPLE Enablement

Secure and Stable TECHNOLOGY

DATA & INTEGRATION

Business OPERATIONS
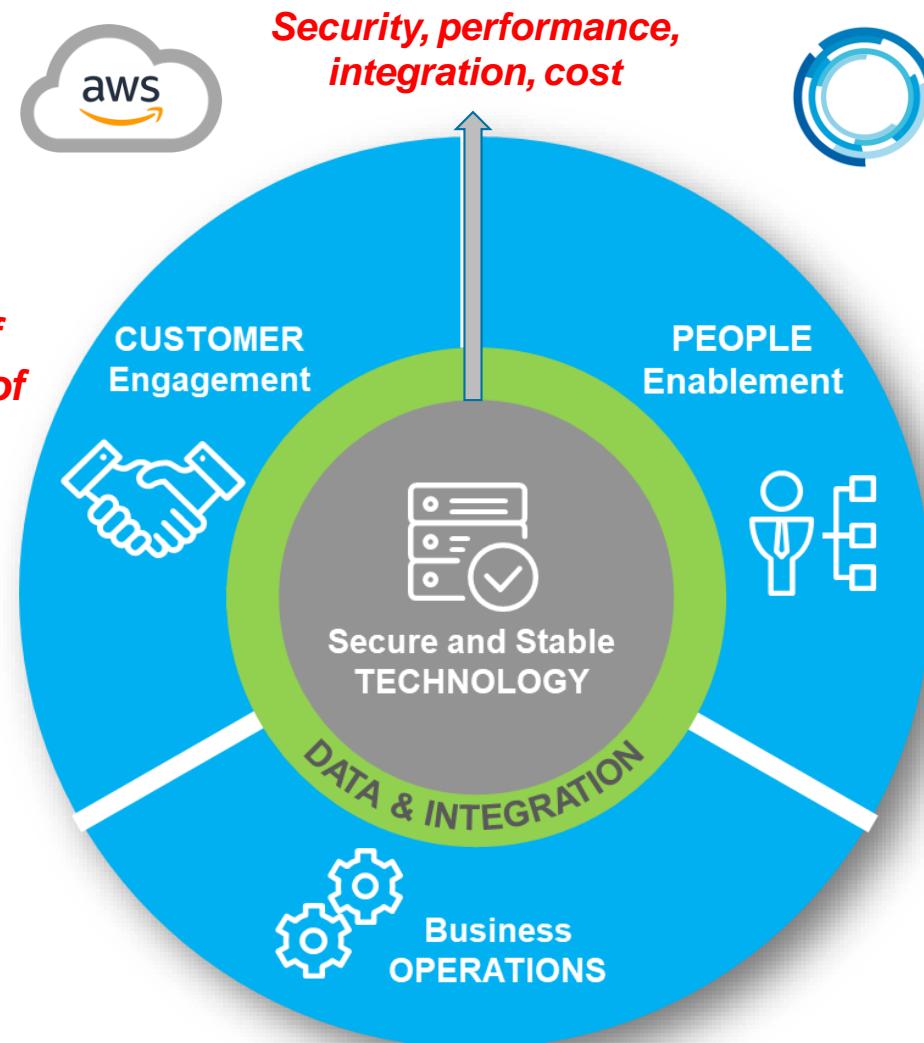
Cultural aspects of development – 'citizen' empowered, Agile experimentation

Business model fit, supportability, business process integration
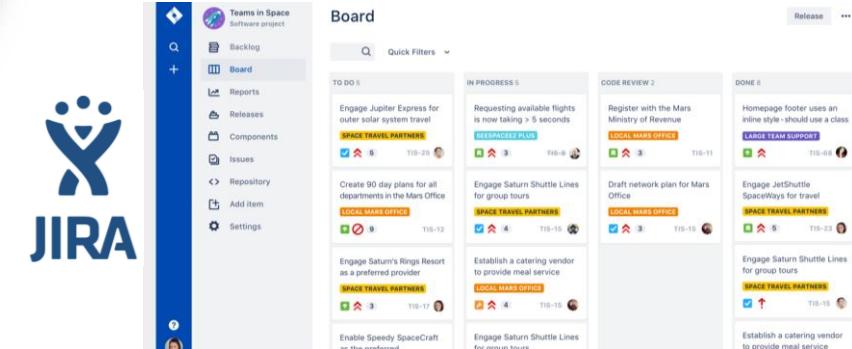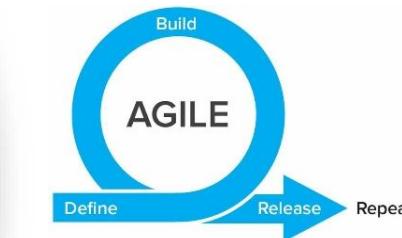
DATA DRIVEN ENTERPRISE

Data innovation in the spotlight

North America Midmarket Priorities – 2017		Skill Gaps - North America Midmarket
1 BI/ANALYTICS	34%	1 INFORMATION/ANALYTICS/DATA SCIENCE/BUSINESS INTELLIGENCE
2 CLOUD SERVICES/SOLUTIONS	27%	2 SECURITY & RISK
3 CYBER/INFORMATION SECURITY	23%	3 PROJECT/PROGRAM MANAGEMENT
4 INFRASTRUCTURE & DATACENTER	22%	4 BUSINESS/SYSTEMS ANALYSTS
5 ENTERPRISE RESOURCE PLANNING	21%	5 PROGRAMMERS/DEVELOPERS
6 NETWORKING, VOICE, AND DATA COMM	18%	
7 INDUSTRY SPECIFIC APPS	12%	
8 DIGITALIZATION/DIGITAL MKTG	11%	
9 LEGACY MODERNIZATION	11%	
10 MOBILITY & MOBILITY APPLICATIONS	10%	

The Heat Is On — Boards of Directors Place Analytics and AI as the No. 1 and No. 2 Priorities

Top Game Changer Technologies to Emerge Stronger From COVID-19 Crisis

Technology	1st choice	Sum of Top 3
Analytics	36%	78%
Artificial Intelligence	24%	69%
Autonomous Things (Cars, Robots, etc.)	14%	36%
Public Cloud Computing	10%	29%
Smart Spaces (e.g., Smart Cities)	5%	23%
Blockchain	3%	20%
Virtual/Augmented Reality	3%	18%
Quantum Computing	2%	8%
Other	2%	8%

■ Sum of Top 3
■ 1st choice
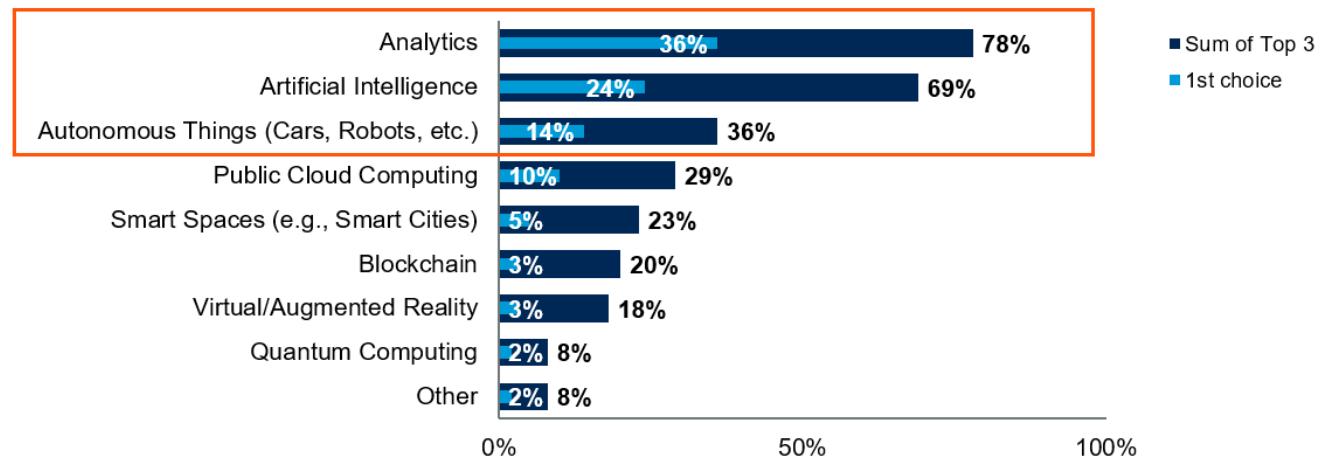
n = 255, All Respondents, excluding "can't say"
Q. Which will be the top three game changer technologies for your industry to emerge stronger from the COVID-19 crisis?

Source: View from the Board of Directors 2021, CIO Research, July 2020

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Data & analytics maturity model

Descriptive
What happened?

Diagnostic
Why did it happen?

Predictive
What will it happen?

Prescriptive
Intelligent Decision Making

Cognitive Intelligence
Machine Learning
NLP

What-if Analysis
Statistical
Modeling

Forecasting
Regression
Analysis

Comprehensive
Business Analysis
(Self-Service)

Enterprise
Data
Management
Governance

Operational
Reporting
(Ad-hoc)

Raw Data

Maturity Model

Production ML Model
Capacity Cognitive Models
AI Powered Asset Maintenance

Financial/FP&A CPM
Industry Risk Models
Industry S&OP Model
Inventory Forecast Models

Costs per ton/long ton
Quality variance per metric ton
Spoils wastage by site

Management Reporting
Financial Reporting
Customer Sales Reporting

Business Intelligence

Advanced Analytics

Business Value

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Data analytics solutions space

Data Analytics				
Data Integration & Migration	**Corporate Performance Management**		**Business Intelligence**	

DIMS

- ERP & System Migration
- Data Quality
- Systems Integration
- Extract Transform Load (ETL)
- Analytics Process Automation
- Alteryx Enablement

Financial Close

- Account reconciliations
- Period-end checklists
- Variance analysis
- Journal entries
- Intercompany eliminations

CPM

- Budget/Forecast Modeling
- Scenario Planning
- Financial Statements
- Management Reporting
- Dashboards (basic)
- Financial Consolidation
- Profitability & Costing

BI

- Data Warehousing
- Master Data Management
- Dashboards (advanced)
- Data Governance
- Big Data / IoT

Advanced Analytics

- Predictive Analytics
- Prescriptive Analytics
- R & Python Scripting
- Machine Learning
- Artificial Intelligence

Data analytics empowers the enterprise & innovation

By moving to a Data Analytics Platform you can deliver insightful information to empower business and drive profitability.

Sustainer
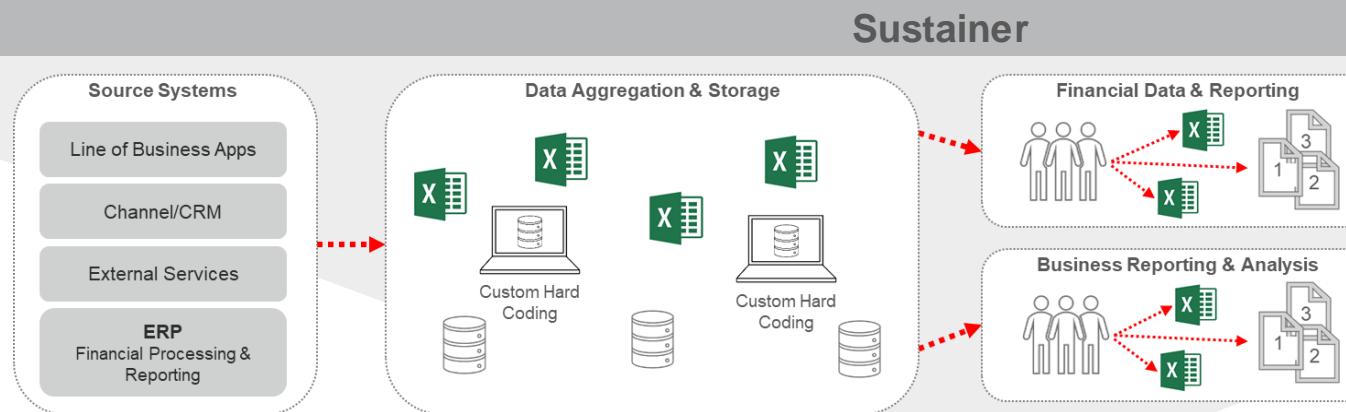
Business users demand for data, operational reporting, analytics, and visualization can drive Finance employees into data loops where more energy is expended getting to answers than using them!

Innovator
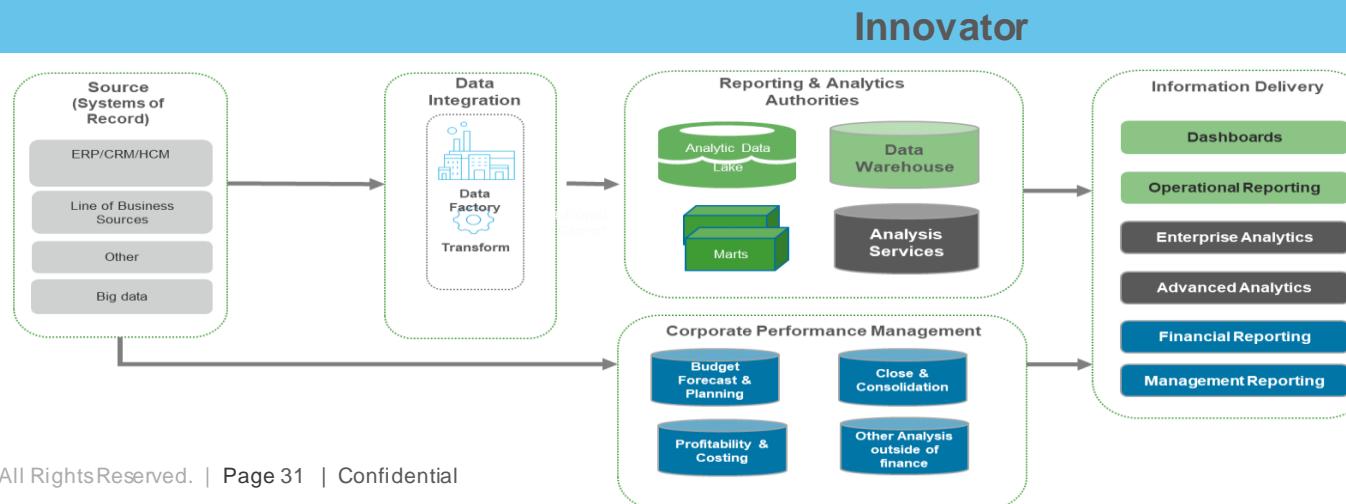
A careful combination of a business data/reporting strategy, ongoing clarity of financial priorities and requirements, and collaboration with technology services can apply proven architectures and services to deliver insightful information to empower business impact.

Common platform and tools

- Corporate Performance Management (**CPM**) and Business Intelligence (**BI**) solutions are comparable in some aspects
- Have a partner that understands specific advantages among common systems in this solution space in order to maximize value and effectiveness for your specific needs and maturity level.
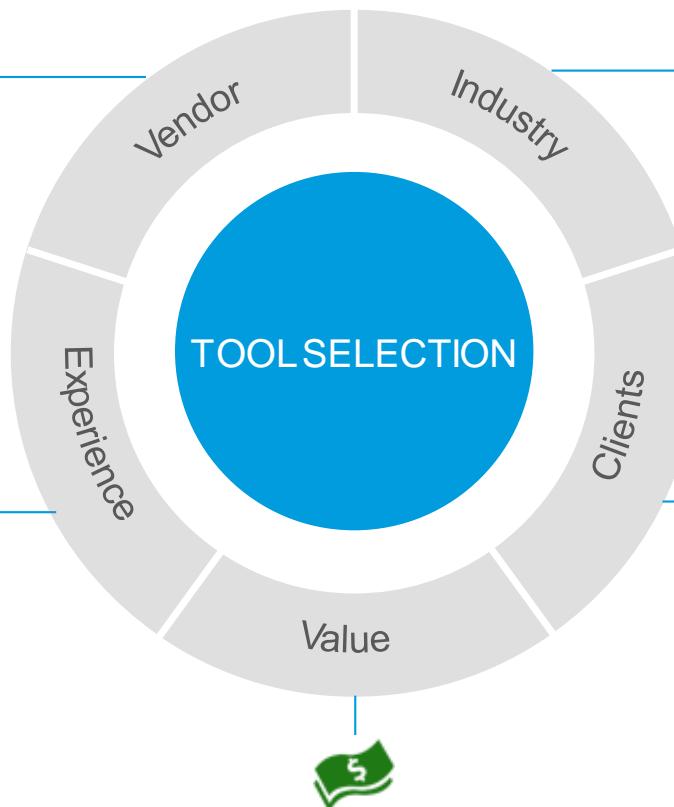
– **Vendor:**
  - Is considered a leader in their space based on Gartner, Forester Wave, etc…
  - Is a market share leader
  - Has a publically announced roadmap and direction
  - Has a large customer base that encourages customer collaboration and numerous options for training and services

– **Partner Viewpoint:**
  - Has experience implementing and maintaining the tool
  - Used widely within our client base
  - Understands how it integrates with our practice offerings (ERP, CPM, BI) as well as others outside of our practices

TOOL SELECTION

Vendor · Industry · Clients · Value · Experience

– **Industry**
  - Considered a leader in the Industry
  - Widely used within the industry
  - Meets industry standards and certifications
  - Matches industry's current and future direction

– **Ensure the tool meets our clients:**
  - Size
  - Industry
  - Budgetary needs
  - Pricing
  - Short and Long term, Strategic and Technical requirements

- Proven low Total Cost of Ownership
- Easy user adaption and administration
- Ability to deliver consistent on time on budget successful engages

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How do I get there: Map out a transition path

- To achieve target state and become an Innovator, organizations must undergo significant transformation.

- Moving beyond the sustainer mode, requires a strategic alignment and planning
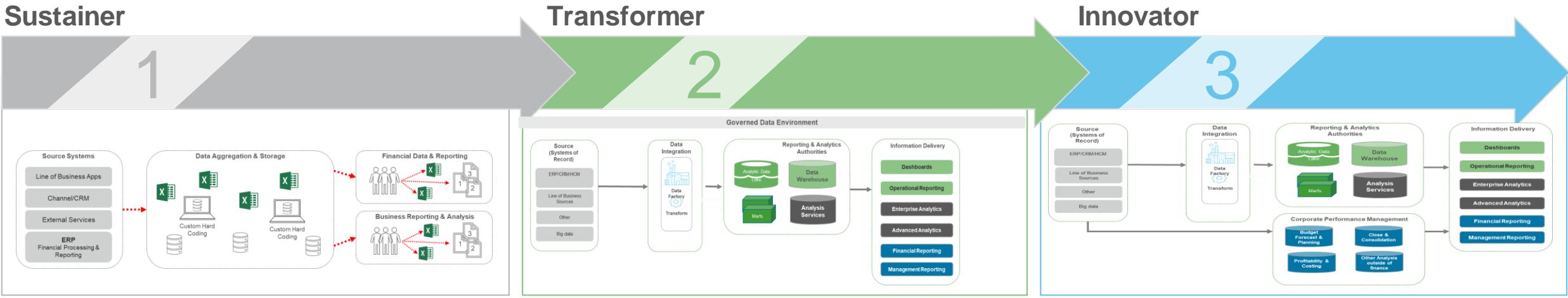
Workstreams and Key Transformation Activities

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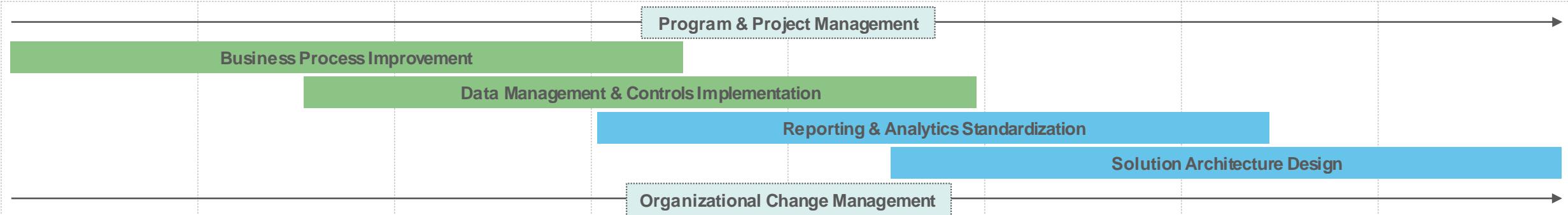
Key aspects of data on strategy & innovation

Economic Trends

- COVID-19 Impacts to businesses
- Data literacy across the enterprise
- Automated/Intelligent production facilities (AI/ML)
- Data-Driven Culture – fact based decision making

Market Issues

- Increased trend towards intelligent automation
- Mid-Market companies lack significant advancement in IT/OT
- Diversity of workforce, veterans vs rookies, and adoption of cloud technology

Priority Solutions

- Strategy & Operations Assessments
- Data Governance, Security, and Management
- Data Analytics and Reporting
- Advanced Analytics (AI/ML)
- Data Integration & Migration Services (DIMS)

DIGITAL & SECURITY

Financial institution disruptions

External disruptions effect most industries testing the effectiveness of Financial Institutions infrastructure and security protocols. The best strategy to mitigate disruptions is to have a strategy and a plan.

Impacts and Top Recommendations for FS CIOs Dealing With a Major Disruption

Impacts	Top Recommendations
Resilience: Climate change, pandemics, natural disasters, political upheavals, cyberattacks and other external disruptions will test FSIs' long-term fitness.	• Reduce initial time and effort to execute after a major disruption by creating a minimum viable strategy that allows execution to start earlier. • Conduct an assessment of areas impacted by past disruptive events (employees, customers and operations) to document areas of weakness where response was slow or failed. Prioritize those gaps against business plans and threat assessments to determine needed actions for 2020 and 2021.
Agility: Business and industry events such as bankruptcies, M&A, regulatory changes, falling bond yields, market deterioration, and other business-driven factors will force FSIs and their IT organizations to become more agile.	• Ensure that the company is prepared for workforce and customer usage issues (such as more remote working and more digital transactions) that would emerge postevent by stress-testing your technology infrastructure to determine its capabilities. • Plan for technology solutions that help measure environmental and societal impacts of day-to-day transactions by using Gartner's Customer and Societal framework.
Optimization: Reduced IT investment, increased time pressure on IT, changes in consumer behavior and acceleration of automation will drive FSIs to focus on digital optimization.	• Build a cost-benefit analysis that will help guide optimization efforts. Prioritize initiatives that both address disruption and provide ROI against business objectives such as delivering an enhanced client experience, or providing new capabilities, to ensure that they provide value to the bottom line. • Implement automation and emerging technologies to speed up transactions and provide real-time data to decisions makers to drive further optimization efforts.
Transformation: New market opportunities, demand for new revenue streams, a changing definition of value and other factors will accelerate digital transformation for many FSIs.	• Immediately review technology priorities and spending by reprioritizing your investments to address the current situation and its long-term impacts. Revisit this plan semiannually at minimum. • Build a future jobs roadmap with business partners that recategorizes work tasks based on who is performing them (such as humans, technology, technology-enabled augmented humans or across the value chain).

Source: Gartner

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Trend and comparison: 2010 & today

2010

- 10% of IT Spending on Cloud Computing
- Predominantly in-house environment
- Less vendor complexity
- No state laws on data protection

2021

- 70% of IT Spending on Cloud Computing
- 105 significant data breaches (over $1 million)
- 53% of companies found 1000 sensitive files accessible by all employees

*Info-Tech Research Group 2019

Other Trends

- It's estimated that nearly ½ of ALL organizations lack a system to monitor, manage, backup, & secure Cloud Environments!
- **In 2020, 99% of all vulnerabilities are known to Security & IT Professionals!**
- Security Outsourcing will be the #1 Service with 'Cyber Everywhere' mentality
- 58% of organizations found stale accounts

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Most prevalent attacks—RSM penetration tests 2019-2020

- User awareness exploited more often than deficient technical controls

- Weak user passwords

- Phishing continues to be top overall attack vector

- Prevalent Windows vulnerabilities help further extent of compromise

Overall Attack Vector

- ■ Susceptable to Phishing
- ■ Web Consoles
- ■ OS Patches
- ■ NBNS Spoofing
- ■ Weak User Passwords
- ■ System Misconfigurations

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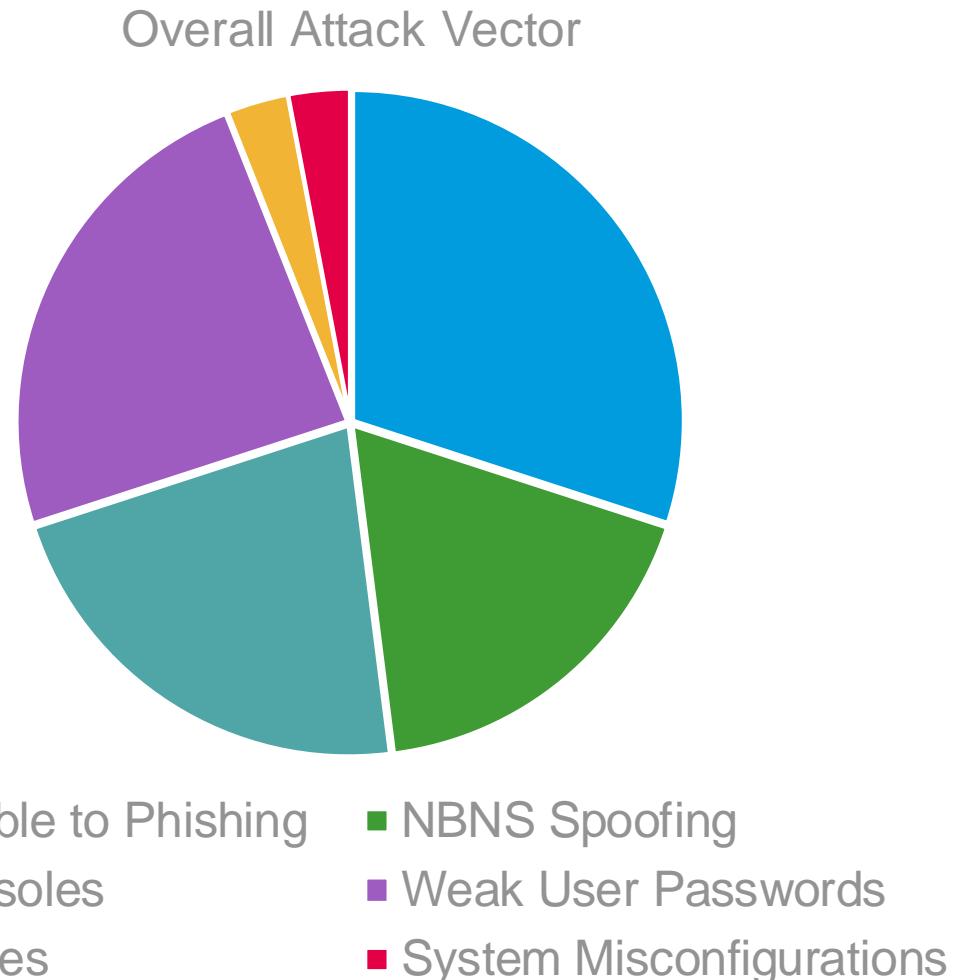
RSM cyber incident types handled—FY 2020

Forensic Technology, 14%

Business Email Compromise, 38%

Ransomware/Malware, 35%

Other, 13%

Source: Cyber incidents handled by RSM 5/1/2019—4/30/2020

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Remote workforce

- The increased reliance on a remote workforce brings with it the risk of organizations losing control of their data—or just as importantly given current data privacy regulations—the data of their employees, customers, or partners.

- ***The quick onset of a global pandemic has forced many organizations to react in a significantly accelerated manner to ensure the continuity of business operations which may introduce unanticipated risks in the process***.

Remote Workforce Assessment

Remote Endpoint Security

Social Engineering

Remote Access Connectivity

Identity and Access Management

Logging and Alerting

Cloud Security Overview

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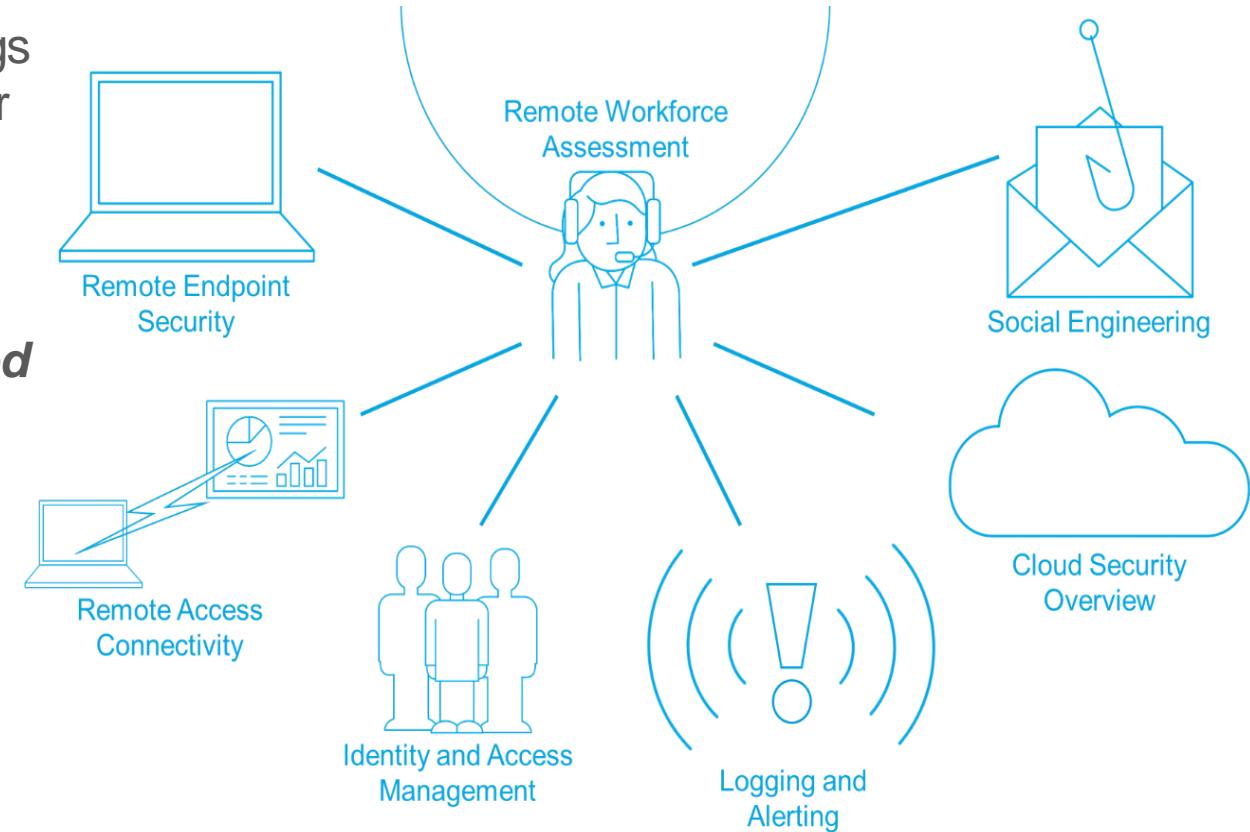
Remote workforce considerations

1 Changes/additions in and around the communication platforms may create security exposures that can go unnoticed.

2 Where is your data being stored? On cloud services? Employees' personal computers? Mobile devices? How is your data being transmitted?

3 Are there any weaknesses that could allow attackers to compromise your employees' remote networks or personal systems, potentially granting VPN access to the internal network?

4 Have your business processes been updated to account for remote operations (e.g., IT, accounts payable/receivable, payroll)

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What we are hearing from examiners

- **Account for COVID -** Updating policies and training users how to account for shifts due to COVID and remote workforce

- **Enhanced security awareness training -** Role based training and customer focused training

- **Cyber Resilience -** DR Cyber incident response table top exercise. Test/restore back up solutions

- **Vendor Management -** Particularly Cloud providers (Securing and understanding IaaM)

- **Cyber Maturity -** NIST Cybersecurity Framework:
  - Implementing the NIST Cybersecurity Framework, completing the FFIEC Cybersecurity assessment, and performing a risk assessment are all feasible tasks that combined help minimize the threat of a cyber-attack
  - Many other regulations, such as FFIEC, reference the NIST Cybersecurity Framework, so implementation of the framework helps with compliance requirements

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What can we do to prepare—top 5

- Evaluate and include Cybersecurity spending within the banks budget and strategic plan (People, Processes, Technologies).

- Continue to look at ways to enhance your cyber maturity over time as the attackers are only getting better.

- Train, train, and re-train your employees! It's human nature to be 'Iowa Nice'.

- Consolidated, robust controls defense-in-depth style are the most effective.

- With appropriate controls, it is now the attacker that has to 'be perfect', a single slip could alert defenders and result in them losing all access.

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MODERNIZING YOUR CULTURE

Managed service differentiators

Key Differentiators

Quality managed services offerings leverage proven strategic planning, technical leadership, industry knowledge and a flexible business model to address critical business needs.

Strategic planning:

- Start with building a strategic foundation through chief financial officer, chief information officer and chief information security officer advisory services.

Technical knowledge and industry experience:

- Demonstrate that sound technical knowledge coupled with deep industry experience to enable a company to address their most critical business needs.

Scalability and coverage:

- Consultants on the ground to provide enterprise coverage and support.

RSM offers managed services to help companies continue operations and maintain essential back-office functions by providing tangible and attractive cost savings, proactively implementing best practices, and staying aligned with current trends and technologies.

Our core back-office managed service offerings include:

Managed IT services (MITS)

MITS encompasses fully managed and co-managed IT services that include strategic IT guidance, end user help desk support, 24/7 network monitoring, backup and recovery, threat protection, security awareness training, and Microsoft 365™ into a predictable monthly spend. RSM also offers a range of cloud and hosting alternatives to support applications on Microsoft Azure offering superior security, control and performance with a consistent operational spend. Our MITS programs include security solutions that improve the client security posture with enhanced CISO advisory services.

Finance and accounting outsourcing (FAO)

This solution enables organizations to scale finance resources (free of hiring, salaries, benefits and training), expand and contract as needed, and take advantage of advanced technology platforms to gain real-time business visibility and better manage finance and accounting operations.

CASE STUDY: Nonprofit gains efficiency and insight with finance and IT outsourcing

Business challenges	RSM managed services solution	Outcome
• Two full-time accounting staff both left the organization in a three-month time frame. • Difficulty replacing the resources with experienced talent. • Its enterprise resource planning (ERP) solution was outdated, presenting challenges writing reports and limiting visibility into financial information and operational data. • It experienced performance delivery issues with its existing IT outsourcing provider and it did not have the vision to implement innovative solutions to advance the business.	• The client saw the value in outsourcing its back-office functions instead of rebuilding the entire accounting department. • The FAO solution and technology stack allowed the organization to move onto a cloud-based ERP system. • RSM implemented a fully managed solution, serving as the organization's IT department. • The comprehensive platform includes virtual chief information officer services, help desk, email and engineering support.	Instead of struggling to hire and retain the right personnel, the client can focus on its mission, secure in the knowledge that the right financial and IT resources will be available at the right time from RSM.

Example of managed IT services for Office 365

Monthly per user subscription service designed to maximize the value of your Office 365 investment by bundling licensing with learning resources, access to experts, and other premium capabilities.

Components

- Microsoft Office 365 Enterprise Licensing
- End to End Office 365 Monitoring
- RSM Office 365 Concierge Service and Microsoft Roadmap Services
- QuickHelp™ Office 365 End User Learning Platform
- Comprehensive and unlimited Office 365 backup
- 24x7 Advanced IT Pro Support
- Implementation Advisory and Delivery *

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Implementation advisory and delivery

Microsoft 365 experts on staff can be provided for additional services throughout your project lifecycle from planning to training

Bring knowledge and experience to deliver solutions on Microsoft 365

- Resources include architects, product experts, implementation specialists, and implementation support

- Subject Matter Experts with real implementation experience ranging from configuration to custom development/integration

- Advisory services up front to mitigate risks and ensure a correct course of direction

- Access to the Microsoft Product teams for solution validations or Cloud Consults

Services
Planning and Design
Migrations
Implementation
Customization
Training
Support

Services	
Collaboration	
Automation	
Mobility	
Productivity	
Work Management	
Core Office 365	
Azure Cloud PaaS	

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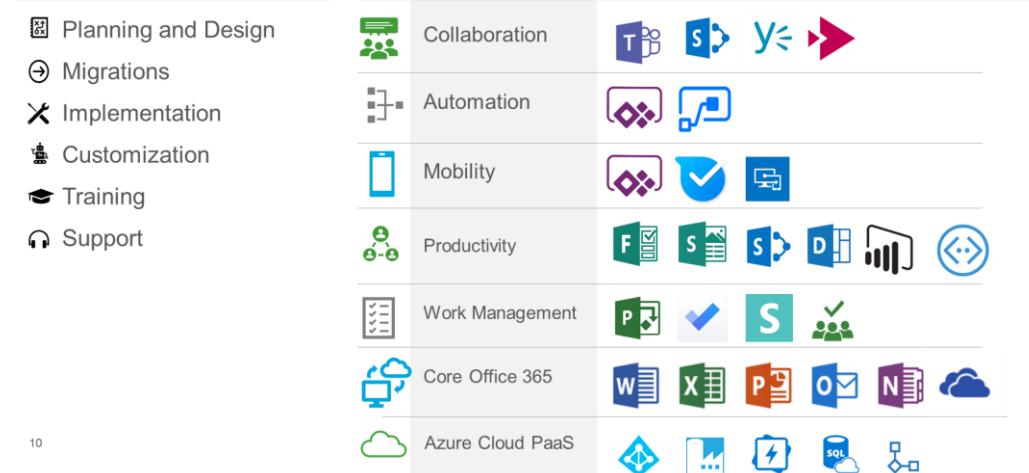
Partner and non-Microsoft product knowledge

Select best of breed partners to implement solutions across the Microsoft 365 environment. Require vendor training, certification, and elevated support within these relationships.

Automation	Productivity	Migration	Monitoring/Backup	Learning	Alternative
nintex	Powell 365 Layer2 leading solutions. KnowledgeLake	Sharegate Metalogix skykick BitTitan	Barracuda veeam exoprise	BRAINSTORM LMS365	box

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JUMPSTARTING YOUR DIGITAL JOURNEY

How to get started…

To succeed in digital transformation and achieve ***impactful revenue and cost benefits***:

1. Must have an aligned digital strategy (need to know where you are going and why – it's a journey…)

2. Need to have an emphasis on the non-technology related aspects as well

3. Must ask the hard & complex questions that challenge business model assumptions and investment strategies

Starting Point: Digital Strategy Assessment

QUESTIONS AND ANSWERS?

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