



Sandip Shah
Group Controller, MEA



Sandip Shah is the Group Controller for MEA Region and has been with Microsoft for the last 12 years. With a proven track record to be able to “Make a difference” and add significant value to the businesses, his career of 17+ years has been across many industries and

multi-nationals starting with audit firms in India, Oil & Gas - ENOC and Schlumberger, Telecommunication – Ericsson and currently with Microsoft.

Sandip is a Fellow member of Institute of Chartered Accountants of India and in addition has done his MBA in Marketing, Certified Management Accountant (CMA), Diploma in IT and Diploma in Naturopathy.

In his current role he works closely with the business to drive growth and business insight. He loves to explore new technologies and will be demonstrating some of the tools which are available to us as Finance professional which can help improve productivity and drive better insight and help the business.

Digital Transformation in Finance

Sandip Shah
Group Finance Controller, MEA



Microsoft Finance Journey

Microsoft overview



\$90B
FY17 Revenue



\$466B
Market Cap

450K
Partners

124K
Employees

190
Countries
4 Regional
Operating
Centers



Challenges created from a matrix structure

Inconsistent Definitions, hierarchies, metrics & KPI's

75% analyst time spent collecting and compiling data

78% reports created in “offline environments”

350+ decentralized Finance Tools and Systems

~\$30M annual spend on “shadow applications”



Microsoft Finance journey overview

Core Finance

“Discipline at core,
flexibility at edge”

- Standard reporting
- Consistent taxonomies
- Single source for business review
- Azure data lake

One Finance

- Accounts payable
- Procurement
- Accounting transactions recording
- Statutory and tax

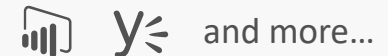
Microsoft Solutions



Power Pivot



Power Query
Power View



2000

2005

2010

2015

Today

Updated Core Finance principles

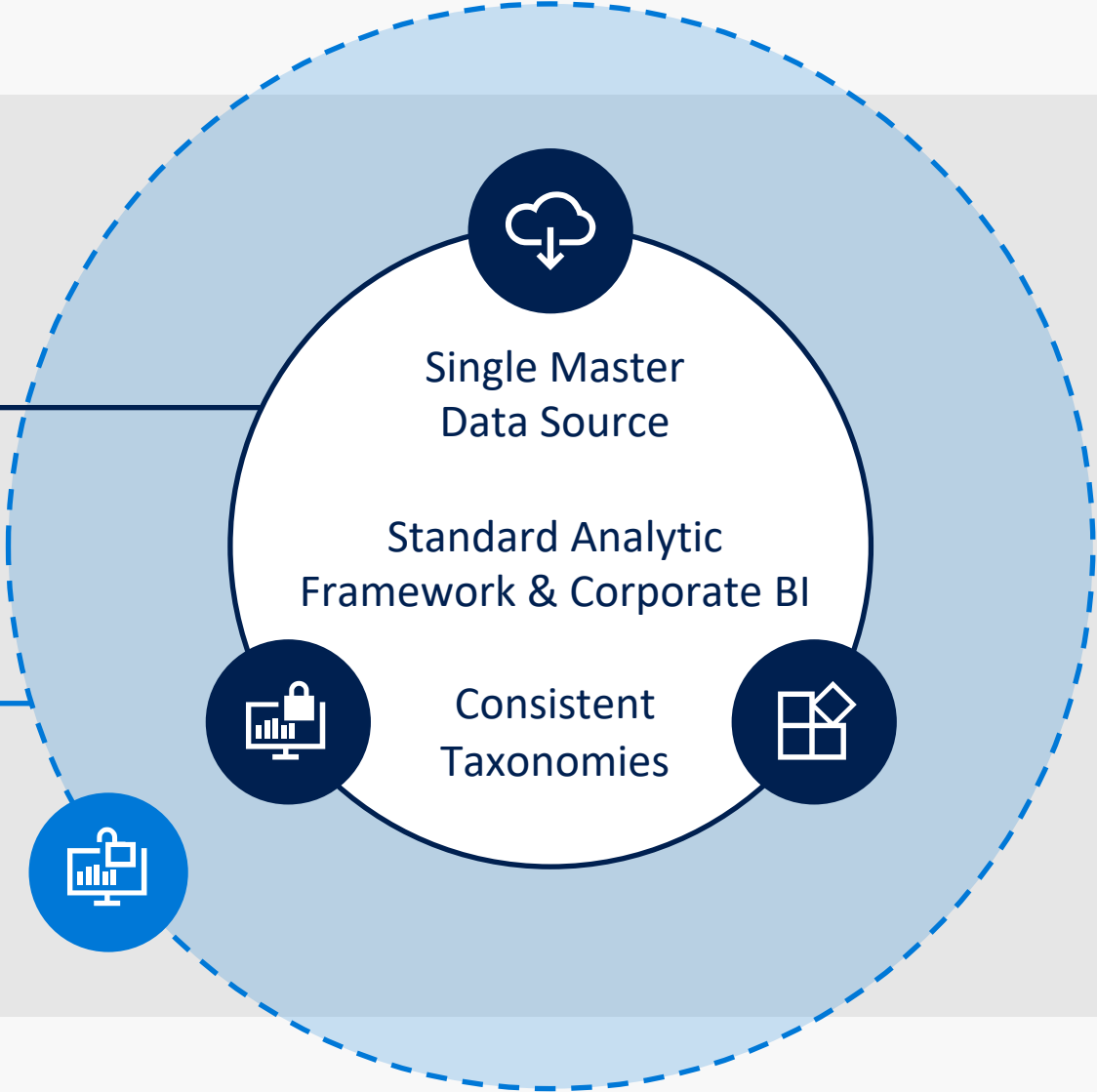
Discipline at the Core

IT Retains Control

Flexibility at the Edge

Finance has agility

Self Service BI



Microsoft Finance digital transformation areas



Financial Analysis & Reporting

Modern Business Mgt Portal

Tax Analytics Platform

Interactive Financial Statements

External Financial Reporting

Global Reviews on KPI Lake



Strategy & Forecasting

Machine Learning
Revenue Forecasting

Machine Learning
AR Forecasting

Predicting Xbox
Game Volume



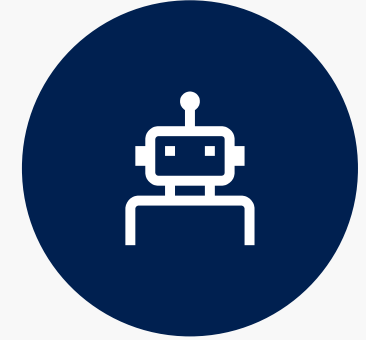
Risk Management

Global Policy Tool

Compliance
Predictive Analytics

Blockchain

SmartLink



Business Process Automation

Credit & Collections
Chatbot

Finance
Operations Chatbot

Financial Management Reporting
Automation

Tax Royalties Automation



AI in Microsoft Products





Financial Analysis & Reporting



Financial Analysis
& Reporting

Modern Business Management Portal

PROCESS CHANGE

Consolidation and simplification of multiple, disparate reports, tools, and content into a simple, automated, role-based personalized portal built on a single source of truth

SOLUTION

Automated, role-based portal utilizing a modern Windows 10 app to surface data & insights from Azure KPI Lake via personalized Power BI views

TECHNOLOGY

Apportal –
modern
Win 10 app
Office 365
Power BI

SQL 2016
Azure IaaS/PaaS

RESULTS

- Single, unified leader portal for sales, financial, and operational data
- Connecting data with individual performance real-time
- Replaces over 1,000 HQ and field reports

TIME TAKEN

12 weeks to build
and implement

FY15 Revenue Summary

Segment View

Presenter: Paul Benjamin

Segment (ST)	YoY%		FY15 - H1 Actual			FY15 - H2 Forecast			FY15 Full Year Forecast			Fct Seasonality (Change YoY)		
	FY13	FY14	Actual	\$/TB	YoY%	Forecast	\$/TB	YoY%	Forecast	\$/TB	YoY%	H1	Q3	Q4
EPG Commercial	3.7%	10.6%	98.666	(2,026)	(10.5%)	226.875	(17,820)	(3.9%)	325.404	(19,983)	(6.0%)	-1.6 pts	-1.2 pts	2.8 pts
EPG Government	(8.2%)	3.8%	51.817	4.650	24.5%	65.480	2.713	(5.1%)	117.297	7.363	6.1%	6.5 pts	-1.0 pts	-5.6 pts
EPG Education	(2.9%)	0.6%	6.262	5.542	936.3%	32.949	(7,328)	(10.6%)	39.211	(1,786)	4.6%	14.4 pts	-14.8 pts	0.5 pts
EPG Public Sector	(8.9%)	2.9%	58.079	10.192	37.5%	98.429	(4,615)	(7.0%)	156.508	5.577	5.7%	8.6 pts	-4.7 pts	-3.9 pts
EPG	2.2%	8.2%	156.745	8.166	2.8%	325.305	(22,435)	(4.8%)	481.912	(14,406)	(2.5%)	1.6 pts	-2.1 pts	0.5 pts
Corp AM SMS&P	9.6%	11.5%	88.011	(9,679)	2.4%	125.267	7.643	5.9%	213.089	(2,425)	4.3%	-0.9 pts	2.1 pts	-1.3 pts
Corp TM SMS&P	14.8%	12.4%	90.356	300	14.5%	111.527	(2,129)	21.8%	201.657	(2,055)	18.3%	-1.6 pts	1.3 pts	0.3 pts
Corporate Accounts (AM + TM)	11.9%	11.9%	178.367	(9,578)	8.2%	236.795	5.514	12.8%	414.746	(4,480)	10.7%	-1.1 pts	1.8 pts	-0.7 pts
Breadth SMB	6.1%	14.8%	91.946	(4,824)	14.0%	120.308	5.378	24.9%	212.173	473	19.9%	-2.3 pts	0.0 pts	2.3 pts
SMS&P Other	(3.7%)	(12.6%)	28.816	(4,653)	(8.6%)	38.215	438	0.9%	67.532	(3,715)	(2.7%)	-2.0 pts	0.1 pts	1.9 pts
SMS&P	7.9%	9.3%	299.128	(19,055)	8.0%	395.318	11,330	14.9%	694.450	(7,721)	11.8%	-1.5 pts	1.1 pts	0.4 pts
EPG Commercial Surface			291		864.2%									
SMS&P Commercial Surface			6.316		1505.8%									
Commercial Surface			6.607	(181)	1460.1%	9.593	-	200.2%	15.934	(447)	340.3%	28.1 pts	10.1 pts	-38.2 pts
Managed Retail incl. Surface	(14.5%)	9.5%	49.025	(2,053)	9.3%	30.072	1,022	(7.5%)	78.438	(1,689)	1.4%	3.7 pts	-3.3 pts	-0.4 pts
Online Stores incl. Surface	85.4%	(8.8%)	8.062	1,607	86.8%	9.053	2	57.6%	17.115	1,608	70.1%	4.2 pts	-7.4 pts	3.2 pts
Retail	(8.3%)	8.2%	57.087	(446)	16.1%	39.125	1,024	2.3%	95.553	(80)	9.3%	2.8 pts	-3.7 pts	0.9 pts
Other Distribution	(18.4%)	11.2%	10.915	(1,901)	3.6%	11.370	(1,248)	(40.5%)	22.237	(3,197)	(25.0%)	13.3 pts	-4.8 pts	-8.5 pts
OEM Field	(11.5%)	31.0%	14.167	(210)	(26.9%)	15.358	0	(38.4%)	29.933	258	(32.3%)	5.1 pts	-3.6 pts	-1.4 pts
OEM Field + Other Distribution	(15.2%)	22.3%	25.082	(2,112)	(16.1%)	26.728	(1,248)	(39.3%)	52.231	(2,948)	(28.4%)	8.4 pts	-4.1 pts	-4.3 pts
CCG	(11.4%)	14.2%	82.189	(2,558)	3.9%	65.853	(224)	(20.0%)	147.784	(3,028)	(8.4%)	6.4 pts	-4.5 pts	-1.9 pts
Total Field Billed	2.9%	9.8%	544.650	(13,627)	7.0%	796.069	(11,328)	3.2%	1,340.081	(25,594)	4.7%	0.8 pts	-0.8 pts	-0.1 pts
Memo: Total Public Sector	4.8%	8.5%	143.615	(2,567)	10.3%	212.002	2,882	2.6%	355.617	316	5.5%	1.7 pts	0.0 pts	-1.7 pts
Memo: Consumer OEM MNA Revenue Proxy			14,316		15.0%				-	-	(100.0%)			
Memo: Commercial OEM MNA Revenue Proxy		19.3%	34,828		(3.0%)				-	-	(100.0%)			
Memo: MCS - External Net Revenue			23.817	(1,589)	(8.2%)	25.832	(6,090)	(13.5%)	49.649	(7,639)	(11.0%)	1.5 pts	-2.4 pts	0.9 pts
Memo: Premier - Support Net Revenue			40.181	418	30.0%	41.887	(2,370)	8.7%	82.068	(1,952)	18.2%	4.5 pts	-0.3 pts	-4.2 pts
Memo: Total IS Net Revenue			66.451	(1,065)	11.8%	71.086	(8,889)	(1.2%)	137.537	(9,954)	4.7%	3.1 pts	-1.1 pts	-2.0 pts
Memo: Consulting New Work Sold		17.7%	17.344	(9,665)	(33.9%)	45.473	9,665	37.8%	62.817	0	6.0%	-16.7 pts	1.9 pts	14.8 pts
Memo: Premier Core Billed Revenue		13.2%	19.942	877	13.4%	30.778	6	12.6%	50.720	883	12.9%	0.2 pts	-0.3 pts	0.1 pts
Memo: MCS Utilization Rate		0.0 pts	48.3%	-6.5 pts	-7.1 pts	57.2%	-1.6 pts	-3.0 pts	52.7%	-4.0 pts	-5.0 pts			
Memo: B&S Total w/o Surface	5.3%	8.8%	455.873	(10,889)	6.1%	720.622	(11,105)	5.1%	1,176.363	(22,127)	5.5%	0.2 pts	-0.3 pts	0.1 pts
Memo: Azure (S)	159.3%	222.2%	8.676	(954)	129.2%	19.323	1,529	111.1%	27.999	575	116.4%	1.7 pts	4.8 pts	-6.5 pts
Memo: Office 365 (S)	121.6%	133.9%	52.960	9,539	85.2%	92.534	4,992	51.5%	145.511	14,547	62.3%	4.5 pts	3.6 pts	-8.1 pts
Memo: Dynamics CRM Online (S)	188.0%	58.6%	2.593	763	187.3%	6.172	1,065	156.6%	8.765	1,828	165.0%	2.3 pts	2.7 pts	-5.0 pts
Memo: CCG Surface		219.2%	13.500	(2,185)	(30.8%)	9.714	132	3.5%	23.083	(2,184)	(20.1%)	-9.6 pts	-0.6 pts	10.2 pts
Memo: Total Surface (ST)		258.2%	20.107	(2,366)	0.9%	19.307	132	53.4%	39.017	(2,631)	20.0%	-10.8 pts	3.3 pts	7.5 pts
Memo: Total Surface (S)		260.2%	19.876	(4,895)	2.2%	20.808	638	56.7%	40.655	(4,286)	24.2%	-10.6 pts	4.7 pts	6.0 pts
Memo: Xbox Consoles (ST)	(44.9%)	(27.4%)	17.802	1,211	143.7%	7.927	859	69.2%	25.492	1,833	112.6%	8.0 pts	-8.1 pts	0.1 pts
Memo: Xbox Consoles (S)	(46.8%)	(43.3%)	20.163	2,095	227.2%	7.417	(580)	(231.2%)	27.580	1,514	228.2%	-0.2 pts	-8.9 pts	9.2 pts
Memo: MNDS Net Sales Invoiced*			38.445		49.7%	17.957		(39.5%)	56.402		1.9%	21.8 pts	-8.9 pts	-12.9 pts
Memo: MNDS 1st Party Lumia Phone (S) Units (K)*			192		151.2%	128		6.0%	320		62.3%	21.2 pts	-10.8 pts	-10.4 pts
Memo: MNDS 1st Party Non-Lumia Phone (S) Units (K)*			163		(39.6%)	151		(18.9%)	314		(31.2%)	-7.3 pts	10.0 pts	-2.8 pts

* MNDS Memo Lines are directly from NDS systems and do not contain the adjustments necessary to tie to Mercury. Budget data is available only for Area level.

Insights/ Actions/Help Needed and Feedback

- **EPG Core** miss includes ABN early billing \$10M. Miss driven by new business decline of 39%, a trend that will improve in H2 (NB@9%)
- **EPG PS** Strong H1 driven by upsell on Defense renewal (\$3M) and seasonality of Surf Billing (\$5.5M). H2 impacted by Student / Teacher Advantage.
- **SMSP CA** PS new business declines of 23% due to government restructure. H2 new growth improves to -3% (QP 128%)
SMSP SMB H1 under expectation due to lower returns Accordo engine (telesam heads, less focus on on-premise), Faster shift to the cloud, net new customer acquisition to deliver nb.
- **CCG** strong Q1 with Xbox One launch. Challenging Q2 Office run rates down (student adv) which will continue in H2. FY 180k activations via Surf
- **Services** NWS challenges due to slippage / loss of large deals (Carglass/Shell). H2 focus on changing strategy away from focus on large deals onto better ongoing coverage



Strategy & Forecasting



Strategy &
Forecasting

Machine Learning Revenue Forecasting

PROCESS CHANGE

Augmented current financial forecast with a machine learning forecasting solution combining best of human and machine intelligence

SOLUTION

Azure Machine Learning stored in Azure Data Factory and Azure SQL Database, and accessed with Power BI

TECHNOLOGY

Cortana Intelligence Suite

Azure Data Factory
SQL Server

Azure SQL
Azure Machine Learning
Power BI

RESULTS

- 1.6% mean absolute % error over 6 quarters
- 98.4% accuracy with ML vs. 97.1% using traditional methods
- Real-time, dynamic predictions

TIME TAKEN

8–10 weeks to build and implement

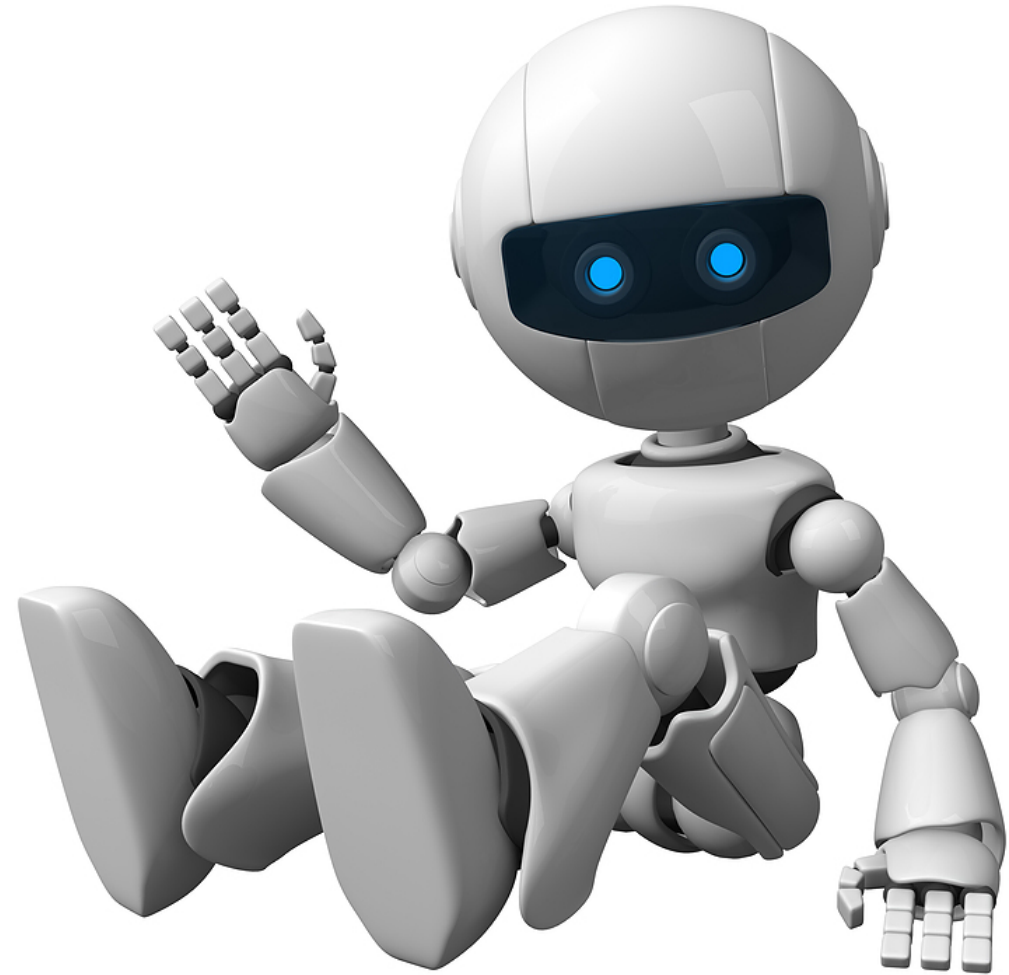
B&S Predict Tool

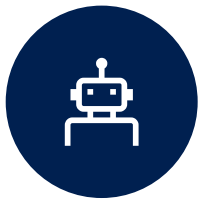


Business Process Automation

What is a bot?

A bot is a software application that runs automated tasks (scripts) over the Internet. Bots perform tasks that are both simple and structurally repetitive , at a much higher rate than would be possible for a human alone





Business Process
Automation

Credit & Collections Bot

Edward:
[https://creditscience.azurewebsites.net/pages/
chatbot/](https://creditscience.azurewebsites.net/pages/chatbot/)



EDWARD

A chatbot created by Microsoft to reduce ad-hoc requests related to about customer orders and credit status

SOLUTION and TECHNOLOGY

Single responsive user interface which leverages
Azure Bot Service and Cortana Intelligence Suite

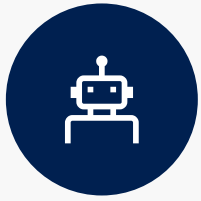
- Azure Bot Service
- Azure Cognitive Services
- Azure Cortana Intelligence Suite
- O365 Microsoft Teams

RESULTS

- Decrease response speed:
from 5–10 minutes to 5–10 seconds
- Reduce manual touchpoints:
12,000 queries/month
- Decrease labor effort:
1,800 hours/month

TIME TAKEN

2–4 weeks to build
and implement



Business Process
Automation

Finance Operations Chatbot

<https://cim/Pages/default.aspx>

PROCESS CHANGE

Created a multi-lingual chatbot to automate procurement and payment support, reduce support costs, and improve customer satisfaction

SOLUTION

Azure Bot Service integrated with Skype for Business, providing responsive single user interface. Integrated with Cortana for a web-based, mobile application

TECHNOLOGY

Azure Bot Service	SharePoint Office 365
Bing Translation	Azure Blob Storage
Skype for Business	Azure LUIS
SQL 2016	

RESULTS

- 30%+ support cost savings
- 30% queries resolved at 1st touch
- Multi-language support for tickets

TIME TAKEN

10 weeks to complete

Thank You