CACI Shared Services Center Initiative

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CACI At a Glance

CACI INTERNATIONAL INC
Corporate Headquarters
Arlington, Virginia USA
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INDUSTRY RECOGNITION

- **Fortune** – World’s Most Admired Companies
  5th in IT Services

- **FORTUNE 1000**
  Largest Companies in America

- **Russell 1000 Index**

- **S&P MidCap 400**

- **U.S. Veterans Magazine**
  Best of the Best Top Veteran-Friendly Company

- **CHARACTER – based**
  Culture of ethics, integrity, and operational excellence

REVENUE
$5.8B

NO. OF EMPLOYEES
23,000+

OFFICES WORLDWIDE
140+

FOUNDED IN 1962
Industry leader for more than 57 years

REVENUE BY CUSTOMER
65% – Department of Defense
29% – Federal Civilian Agency
6% – Commercial

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What We Do

CACI delivers ENTERPRISE and MISSION outcomes to government clients by leveraging expertise, innovation, and technology

Enterprise

Capabilities enabling internal agency operations

Mission

Capabilities enabling agency missions
CACI Forcing Function

- High level of M&A activity – 76 companies acquired in the last 20 years – increase speed of assimilation
- Facilitate growth – expanding customer base and employee headcount
- Highly competitive marketplace
- Highly decentralized business support operations – aggressive standardization required
- Multiple business systems – increase integration
- Complex policy, procedure and transactional processing – standardization required for speed and scale – improve controls
Shared Services Initiative

- Initial feasibility Study
  - Financial and Non-Financial Benefits Defined
  - Centralism vs. Outsourcing

- Finance, HR, Procurement, Contracts, IT

- How to scale for growth, optimize operations and improve overall quality
  - Stakeholders – Customers, Shareholders, Employees

- Overall 18 month deployment from initial study to opening the CACI Shared Services Center (SSC)
  - Financial Models
  - Site Selection
  - Transition to Shared Services
    - Service to Migrate to SSC Model
    - Policy/Procedure
    - Staffing

Lifecycle of Shared Services

<table>
<thead>
<tr>
<th>Build/Transition</th>
<th>Perform</th>
<th>Optimize</th>
<th>Grow</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish, consolidate and staff</td>
<td>Meet KPI/SLA, Quality, Cost Metrics</td>
<td>Optimize service delivery, increase efficiencies, enable scale, best-in-class</td>
<td>Increase service offerings, add higher value process and function</td>
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Maturity of Shared Services
**CACI Issue**

- **Deployment of CACI SSC**
  - Determination of Services to Deploy
  - Transition of Services to SSC – Phased or Big Bang
    - People, Process, Tools
  - Roles, Responsibilities and Processes
    - Policy and Procedure Alignment
    - Standardization of Process and Documentation
    - Workforce Impact – Realign or Labor Arbitrage
  - Cost Model Development – Cost Allocation vs. Transaction Based
CACI Issue

Measure and Monitor

- What are the Key Drivers for Shared Services
  - Measure what enables the business and mission of clients
  - Cost, Quality and Speed – what is the driver

- Establish Key Performance Indicators and Service Level Agreements
  - Maps to enablement of goals
  - Meaningful metrics – internal to SSC vs external to customer
  - Reporting methods and level of transparency
CACI Issue

Better, Faster, Cheaper
- Continual Service Improvement (CSI) – how to measure improvement
- Stakeholder Engagement – how to engage
- Continual Metric Alignment
  - Constantly ask “why are we measuring “X””
  - Metrics should evolve over time – service delivery should improve, metrics need updating to raise the bar

Innovation Insertion
- How to leverage emerging technologies and trends – RPA, AI, Predictive Analytics, etc...
Roadmap for SSC

- Anticipate Future Service Needs
- Prepare for New Services
  - People, Process and Technology
- Align SSC as Stand Alone Entity
  - Migrate from allocated cost center to transaction based stand-alone model
- What are the emerging impactful trends?