



## **CASE STUDY – FINANCE TRANSFORMATION FOR MULTINATIONAL INGO IN THE INTERNATIONAL DEVELOPMENT SECTOR**

### **The Situation**

The CFO had a vision for a value-adding, cost effective finance function which would improve compliance and also deliver a better service to internal stakeholders. The challenge was that the CFO's direct reports were fully engaged on business as usual operational tasks and lacked both the capacity and the change management experience to deliver a major transformation programme. Reports were being delivered late, and too much time was being spent across the business arguing about data quality. The CFO was also under pressure from the CEO to improve service quality and also to reduce cost. Meanwhile there was a major new ERP implementation underway which needed more attention from the finance function if it was going to deliver on its business case benefits.

### **The Task**

Diagnose the root causes of the problems, and design a programme of activities to both address the root causes and also to deliver on the CFO's vision. Implement the first 12 months of activities within the programme, while building the skills and capacity of the senior team so that they could confident in taking the programme forward. Assist the CFO in designing and implementing a new target operating model for the global finance team to deliver more value for less cost.

### **The Action / Approach**

The actions mirrored the task, with the additional challenges of needing to develop the skills of finance staff to improve processes and embrace new ways of working, while at the same time leading a reorganisation that would have many of the finance staff applying for a reduced number of jobs. As an added complication, Covid lockdown started two weeks after my assignment started,

so the whole first year of the change programme, impacting over 50 countries, had to be run online.

Key actions included the design and implementation of a new finance operating model, the creation of new business partnering roles, encouraging finance analysts to make best use of tools such as PowerBI to enable fast access to reliable data for improved forecasting and local decision making. Quick win process and control improvements were implemented while getting the senior finance team to engage more closely with the new ERP implementation programme so as to influence to design of longer term process automation. New KPIs and process metrics were created to measure the progress of the finance function on its transformation journey, and a wide ranging programme of online training was created for finance staff to improve skills to enhance the financial performance and sustainability of the organisation, and for non-finance general managers to become intelligent customers of finance.

### **The Result**

After the first year of the programme, the finance function is now on the front foot, anticipating business needs, generating a wider range of data-driven insights and proactively engaging with the business to drive business performance. Key elements of the CFO's vision have been realised, and the finance function is now interacting more closely with the new ERP programme which will underpin remaining elements of the vision.

Processes are being streamlined, there are a reduced number of process control weaknesses, and a new user-friendly guidance has been created to underpin the new training programmes. Metrics have been put in place to measure the progress of the ongoing transformation.

Although the reorganisation was disruptive and caused pain, star performers have been promoted and new talent has been brought in to key areas. Finance is more resilient, costs less and delivers more value. It has raised the bar in the performance standards which it sets for itself, and has an enhanced capacity to deliver and embrace future change.