

FINANCE TRANSFORMATION

Regional Shared Service:

- implementation
- transition
- management
- continuous improvement



ORGANISATION

Global Engineering PLC - €40b, 100kFTEs
MENA - €400m revenue, 2500 FTEs,



SCOPE

- centralisation of back office function
- harmonisation of finance operations across Middle East
- Ensuring efficient internal controls (RCM)
- Reduction of SG&A costs



FINDINGS

- not harmonized process
- delays in booking
- delays in reporting
- inefficient Internal Controls System (RCM)
- lack of Risk Analysis
- Poor cooperation and transparency
- duplication of functions
- very negative perception of Accounting by other departments.



CHALLENGES

- 8 Legal Entities in different countries
- negative attitude of managers
- Resistance for change
- poor corporate culture
- Lack of knowledge about controls and risks
- complicated and not coherent processes in each country



ACTIONS

- Strategy Development
- Governance Structure prep.
- Service Scope and Design
- Business Case development
- Process Mapping and Optimization
- IT and infrastructure
- Talent management and Organization Design
- Transition planning and execution
- Change Management, communication
- Performance Management
- Continuous Improvement



GEOGRAPHY

Middle East and North Africa - MENA:
UAE, SAUDI ARABIA, QATAR, KUWAIT
EGYPT, BAHRAIN, JORDAN, TUNESIA



DELIVERABLES

1. SSC implemented, back office centralized

processes - O2C, P2P, R2R designed and implemented..
Sales, procurement and operational support processes centralized in SSC/BSC. Procedures harmonized

2. Governance and oversight established

3. SLAs & KPIs designed and managed

4. Internal Controls implemented

Efficient Risk Controls Matrices (RCM) implemented in all 8 countries - Majority of Controls centralized and more reliable. Management awareness of risks & controls

5. FTEs and costs reduction

Reduction of Finance staff from 85 to 50, Procurement from 25 to 15. Overall EUR 1.5m costs reduction

EXPERTISE applied



Finance & accounting

- Strategic Fin. Planning, Execution
- Budgets/Forecasts/Actual P&L/BCF
- FP&A, Statutory, Group Reporting
- Financial and reporting discipline

Risk management

- risk identification and evaluation
- promoting risk approach culture

Change management

- addressing staff concerns,
- facilitating cultural alignment
- operational processes streamlining

Project management

- proper process planning
- roadmaps preparation and execution
- efficient resources allocation

