

FINANCE TRANSFORMATION

**Post Acquisition Integration
Back Office Centralization
Regional Shared Service:**

- implementation
- transition



ORGANISATION

Global residential and electronic security provider
South Africa - (\$650m sales - 8000 FTEs)



SCOPE

- centralization of company after many take-overs
- standardization of business processes
- Shared Services Center (SSC/BSC) creation
- Profitability improvement



FINDINGS

- dynamic acquisitions, resulting in lack of cooperation between offices in different cities
- inefficient processes
- lack of standardization
- duplication of back office functions
- Permanent GM% decrease
- lower than targeted EBIT



CHALLENGES

- 6 offices in different cities, working independently without cooperation
- Negative attitude of managers
- Resistance for change
- Poor corporate culture
- Lack of knowledge about controls and risks
- Complicated and not coherent processes in each office



ACTIONS

- analysis of processes in regions
- documentation and testing
- identification of back office costs duplications
- most effective process identification
- creating SSC plan using optimal processes (road map)
- project team building to create SSC
- implementation of SLAs and KPIs
- SSC/BSC business processes transfer
- deep portfolio profitability analysis
- reducing portfolio to increase profitability



GEOGRAPHY

South Africa

Pretoria, Johannesburg, Porth Elisabeth, Cape Town, East London, Durban



DELIVERABLES

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

2. Back office staff reduction (-70FTEs) and SG&A costs by -\$2m)

3. Performance metrics established (KPIs & SLAs)

4. Cooperation culture implementation reduction of fights between offices, Management centralization, elimination of silos

5. Profitability improvement

- profitability increase of from +5% to +8% EBIT
- developed plan to get back to targeted 20% GM

EXPERTISE applied



Finance & accounting

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

Change management

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

Project management

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

Business Turnaround

- Portfolio evaluation & optimization (sales)
- GM optimization (operations)
- Back office costs optimization (SG&A):
 - Restructuring & Process Improvement
 - Centralization
 - Regional Shared Services (SSC/BSC)
 - creation, transition, management,
 - continuous improvement

