

PROJECT one

Finance Transformation

Finance transformation

Complex and can't be allowed to fail

- Often enabled by an ERP implementation, the promise, scale and associated benefits are very attractive
- However, as shown by the many programme failures in this area, this is a complex journey to navigate
- This will be at the heart of your business and will inevitably incur a significant associated investment
- It must be controlled with rigour and appropriate governance to ensure desired benefits are realised
- Understanding the common challenges, and how to address them is key, and will often require access to independently focused transformation expertise.



- Finance accounting
- Purchasing
- Sourcing
- Management Information
- Project Management.

Common Challenges

We often see the following:

- Kick-starting delivery without a **clear and agreed view of ambition and outcomes**
- Ignoring the **People and Business readiness** to ensure the transformation lands successfully
- Progressing without enough **knowledge of the product**. Exactly what will be delivered and how you will make design decisions
- Identifying up front and maintaining the **A team**. Both from your internal business areas and from your suppliers
- Defining the appropriate **commercial contracting** mechanism with your vendors and suppliers
- Taking the time to **build initial firm foundations**, with clear mobilisation plans and appropriate **governance** in place.



If you don't address these:

- Early progress will translate into **delays** and disagreements over future direction
- **Costs will increase** with the realisation of what has been bought and what needs to be added
- You will **lose control** as suppliers start to follow their agenda rather than your own.

Our perspective

We have significant Finance Transformation experience

- Engage a **business transformation mindset** from the start. This is not just an IT change
- Conduct a timeboxed phase to **agree the ambition and outcomes**, align stakeholders and baseline a business case
- **Engage early with business areas** to establish buy-in and embed business change activity from the outset
- Perform a **comprehensive and well-managed product selection** to ensure full visibility and understanding
- Take similar care in selecting your delivery partners and locking-in the right resource into a **'one-team' approach**
- Focus up front on the **data challenges** and the **deployment approach**, and map out the required activity up-front
- Build and execute a comprehensive mobilisation plan prior to delivery. Establish **robust governance and control**.



- Investing up-front will **pay back many times** later, as you avoid over-runs and/or re-work
- From our experience, we recognise that **expert transformational assistance** is often required
- We deploy small teams of **experienced practitioners** to help you set-up and execute.

Our related services

We know how to navigate complex finance transformations. Our experience and independence will help you answer key questions and drive end to end activity.



Concept and Feasibility

- Agree ambition and outcomes
- Big Qs e.g. cloud or on-premise
- If cloud, then public or private
- Roadmap and business case



Programme Mobilisation

- Choice of product/SI (if needed)
- To be/as is process definition
- Delivery plan
- Team structure and governance



Delivery, Governance/Control

- Client-side programme drive
- SI and supplier management
- 'One-version-of-the-truth' governance engine.



Business Change

- Adopt vanilla or customise?
- Manage the relevant SMEs
- Setup of change network
- Ongoing release approach



Architecture and Data

- Architecture roadmap
- IT integration approach
- Data archive strategy
- Data migration approach



Recovery

- Recovery of initiatives that are struggling or failing
- Reset to hit intended outcomes

Our approach

We work with you to ensure your benefits are realised

We deploy deeply experienced teams to make sure that your critical finance transformation is set-up correctly and stays on track.

Our consultants have many years of 'sleeves rolled up' finance transformation experience and many have specific ERP expertise to ensure that all relevant blockers are removed.

We work with you to provide the appropriate governance, based off an independent 'one version of the truth' that all stakeholders can rely and base critical decisions on.

Investing up front will pay back several times over and ensure ongoing success.

Clear operating benefits

Bringing clarity to the identification of business benefits.

Assigning ownership and tracking throughout the programme.

High level of engagement

Your independent business transformation partner.

Working shoulder to shoulder with you to ensure outcomes are met.

Minimum business disruption

Embedding change into all phases and aspects of programme delivery.

Bringing the business stakeholders along the transformation journey.

Ease of ongoing integration

Bringing clarity to the integration strategy and approach.

Covering legacy and new technologies.

System Integrator control

Providing client-side protection with clear expectations.

Putting in place commercial controls and contingencies.

Data management

Experienced Architecture and Data input to ensure a quality product.



Our Finance Transformation experience

We have enabled many of our customers to mobilise and deliver excellently:



Global transformation:

- Defined transformation roadmap
- Selected the delivery SI partner and software vendors
- Defined the business change management approach
- Obtained Exec Board approval.



Global Finance Transformation:

- Operating cost reduction drive, impacting 140 countries
- Planning; management reporting; and statutory reporting
- Insourced middle and back office processes by creating three regional service centres.



Finance Transformation:

- Led the delivery of a SAP S/4HANA enabled transformation
- Deployment across 4 legal entities and 9 functions
- Drove business deployment for approx. 5,000 users
- Management of multiple 3rd parties

Our Finance Transformation experience

We have enabled many of our customers to mobilise and deliver excellently:



Shared Service transformation:

- Defined initial transformation approach and roadmap
- Drove selection process for product (SAP) and SI partner
- Programme managed delivery
- Led a successful implementation and cut-over.



Finance Transformation:

- Led the cut-over for a significant Oracle Fusion rollout in Europe
- Integrated 60+ interfaces & connected systems
- Ran data migration process
- GL, SL, AP, Procurement, Projects, Fixed Assets, Tax, Support system.



Back-office Transformation:

- Delivery of an Oracle Fusion Cloud ERP and Supply Chain solution
- Leadership and direction
- Insight into the delivery of the digital back office, building a cohesive, collaborative and effective programme team across all partners.

Project One

We are a leading, independent business transformation consultancy

- Our purpose is to deliver real change that makes a real difference to our customers, and the lives of their customers
- We work in small teams at the top of the transformation programme providing expert leadership, and orchestrating activity across suppliers and internal teams
- Our core services include Programme Management, Change Management, and PMO
- Our consultants have 15+ years' experience delivering complex change, and our work is assured by our Consulting Directors
- We work customer-side, bringing independence and genuine advice with your best interests in mind
- We help customers become more competent and educated in change. We leave you with the confidence to embrace and continue the transformation
- We won't outstay our welcome, are pragmatic in our approach and always add value.



What we do

We work at the top of your transformation programme, supporting you at every stage:

Programme Management:

- Translating your strategy into an executable portfolio and roadmap
- Mobilising and driving all moving parts of the resulting delivery
- Providing independent assurance to remain on-track
- Recovering programmes that are off-track

Change Management:

- Building a compelling case and a vision for the change
- Agreeing the impacts of change across the organisation
- Planning and orchestrating the changes required
- Realising the benefits and embedding the change

Programme Management Office:

- Defining the required governance and control processes
- Assessing maturity of existing capability
- Designing, building and implementing the controls
- Leading and running the Programme Management Office.



External recognition



Awarded **silver** recognition for:

Digital Transformation, Organisation & Change, Aerospace & Defence and Financial Services.

Bronze: Internet Media & Entertainment, Healthcare & Life Sciences, IT, Technology & Telco, Chemicals & Pharma, Consumer Goods & Retail, Energy & Utilities, Public & Social Sector, Travel Transport & Logistics and Data Analytics & Big data.

Awarded for the **third year:**

For Programme Management
#2 Consultancy in the UK
#1 Boutique Consultancy

Also recognised in:

Change Management, Management, Energy, Aerospace, Defence, Retail, Public Sector, Pharma & Life Sciences, Financial Services, and Healthcare.

Recognised as:

A UK Best Workplace

Independent accreditation via an anonymous employee survey.

Recognised as:

A UK Best Workplace in Consulting & Professional Services

and

A UK Best Workplace for Wellbeing

Based on feedback from the Project One team.

Committed to climate change:

Signed up to the **UN Race to Zero campaign** and UK Government sponsored **SME Climate Hub.**

We've **met our ambitious goal** to halve our carbon emissions by 2025 and are working towards **Net Zero Carbon by 2050.**