CASE STUDY

Process Improvement for Finance

CLIENT: LARGE CONSTRUCTION AND CONCRETE COMPANY

New organization with documented roles, increased automation and strong internal controls



WHAT YOU WILL READ

The challenge · The outcomes · How we did it · Competencies applied

THE CHALLENGE

- Consolidating two companies processes and creation of a shared service center
- Leadership change (new CFO)
- Issues with organization span of control, workforce turnover, lack of process automation
- Lack of process controls around cash management allowing for uncontrolled disbursements, inconsistent vendor terms
- Manual processes, inequitable work distribution and potential internal control gaps

THE OUTCOMES

- New organization with documented roles, increased automation and strong internal controls
- Organization Change Management including Consistent messaging
- Increased working capital, providing more flexibility to grow the business
- Adherence to company values throughout process; minimized business disruption



HOW WE DID IT

- Led series of workshops and employee interviews to understand existing processes and facilitate efficient process improvement and automation recommendations
- Refined AP process after developing a new disbursement review and approval process
- Designed options for organizational changes
- Directed change management effort for messages and announcements

COMPETENCIES APPLIED

Organizational Design, Capability and Change Management **Process Optimization**

Finance and Accounting Advisory

PHOTO

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DISCUSS A SIMILAR CHALLENGE: INFO@BOXLEYGROUP.COM