



Value Enhancement Program Management

Case Study

Background

Our client experienced an extraordinary disruption to the business stemming from an ERP implementation across the organization. Following a period of cleaning up and restating a full year of activity, it became clear that the impacts to the business far exceeded forecasts. VIP identified significant business deficiencies which eroded margins over \$60M.

S+H was tasked with developing a strategy in which a new FP&A function could support the business' execution of initiatives identified and developed through our analyses.

Objectives

- + Identify high level program initiatives which, if executed, will achieve desired returns
- + Develop forecasts of program execution and impacts of execution
- + Pop up a finance function to inform progress towards initiatives and general forecasting and planning requirements
- + Redesign and enhance the accounting function to ensure timely and accurate processing of transactions
- + Develop and program manage the timeline of tasking associated with each value enhancement initiative

Solutions

- + Identified deficiencies impacting the business and informed actions required to turnaround business performance
- + Informed expected impacts of value enhancement initiatives
- + Redesigned the accounting function to ensure timely and accurate processing of transactions
- + Managed the execution of initiatives until permanent employees were hired
- + Placed a VP of Finance who managed initiative execution to successful turnaround of the business performance

Manufacturing
INDUSTRY

4,500
EMPLOYEES

\$750M
ANNUAL
REVENUE

Successfully guided our client from a distressed state to a turnaround solution, including placing full-time permanent employees capable of completing the business turnaround.