

## Global Group Finance ERP Transformation

### THE CLIENT

Leading Global Financial Services Group listed on NASDAQ OMXS30, t/o £4bn, 18,900 Staff

### THE CHALLENGE

Group CFOs strategy was to transform the global finance organisation, including Finance IT, from a distributed model into a cohesive, performance driven, 'leaner and meaner' organisation. This required fixing the Bank's enterprise DW that had significant issues regarding timely data delivery and data quality, and, subsequently develop and implement a common financial ERP platform (Oracle / SAP) by re-programming the core systems, integrating business ledgers (+100), testing, training and finally rolling out common processes globally (+20 markets).

### THE SOLUTION

Having turned around the DW (mainly organisational, process and quality) which took 36 months, I was promoted to spearhead the Bank's £80m, 36-month ERP transformation programme to integrate Nordic, German and Baltic businesses on a common financial platform reporting to Group CFO.

- Controlled an £80m investment budget over 42 months by creating and charting a programme plan, designing and delivering the sense of urgency for change and building the future vision.
- Created a new Programme Organisation and Programme Management Team.
- Built a vision, strategy and programme plan and programme charter creating a common view and common working processes, control and improved efficiencies.
- Focused on establishing good understanding of the big picture (target picture and roadmap) and implemented proper controls and follow-up to drive the major programme forward.
- Relocated to Frankfurt to send a clear signal about commitment and accountability.

### RESULTS

- Delivered annual savings of £10m by migrating to one financial platform with common processes
- Reduced financial risk by enabling the daily reconciliation of P&L and Balance Sheet.
- Subsequently near-shored finance back-office and global headcount reduced from 500 to 350.
- Reduced the end of month process by 4 days, driving efficiency gains and improving financial data quality by automating the reconciliation of accounts.
- Improved the daily delivery of all management information (DW) from 92% to 99,5% on time.

### TESTIMONIAL

Director:

*Bjorn was responsible for the single most important programme within [the bank]. His strategic capabilities proved extremely important to create and deliver the sense of urgency for change, the right vision for future and the right team and organisational design to implement the required steps. I am thankful I had the opportunity to work with him*

