Fast track on priorities Credible leadership Business engagement vs HO







ERP Case Study: Ultra - Multiple ERPs

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- Ultra (FTSE 250) faced two profit warnings
 Focused on enhancing efficiency in inventory, project profitability, acquisitions, and customer growth

Achieved this through a digital core, standardised processes, while reducing costs













Situation on arrival

Disparate business units

There were 30 unintegrated, disparate business units across Ultra's business who did not work together, all of which had limited influence from head office

Federated operations

Each business had their own federated P&L, and the power to select their operational processes (finance, systems, central functions, etc.)

Failure -centric mindset

Ultra had been plagued with failed transformation programs, which led to a failure -first mindset from the C - suite down to operational employees

Poor integration of acquisition Ultra's growth strategy was acquisition -heavy (especially in US), with limited success in company integration

Underinvestment in core functions

There was significant, long -standing underinvestment in finance, IT, operations and projects

What I changed

Fixed core finance problems quickly

Designed and delivered global chart of accounts, a finance
TOM, and a business ERP at pace. Delivery took 1.5 years
against a target of 2.5 — 3 years, leveraging my CFO

against a target of 2.3 — 3 years, reveraging my Cro experience This enabled the CFO to sponsor the transformation and take the fight to the businesses

Focused on important verticals

- Ricese on Important verticals
 Placed heavy focus on finance, procurement,
 manufacturing, and projects
 Addressed cost problems and straight -through processes in
 finance, by moving from 'invoice -pushing' to full
 commercial financial support (margin optimisation)

- hanged the mindset
 Changed the failure -centric mindset through:
 Early, successful delivery at pace
 Became business -led rather than consultant -driven, enabling the businesses to buy into the strategy and execution of the program

(\bigcirc) Key achievements

Achieved full cycle transformation Program successful resulted in a full cycle of transformation over 4.5 years, from strategy through to operational delivery

Obtained full stakeholder buy -in

From an organisation that was resistant to change, we achieved full buy -in from the main board and the delivery operating teams



Reduced headcount with no operational impact Achieved a 20% reduction in headcount in Finance, Supply Chain, and Projects, without hindering program delivery

Made key operational changes
Ultra successfully transition to a digital -first approach, with one ERP, and set up a shared services function

Outcome: Ultra went from 2 profit warnings to a record share price in a period of 4 years and was ultimately purchased by Cobham as a result