

- Key enablers to success

   Ability to have difficult conversations
   Reset programme priorities / KPIs
   Finance focus to deliver cash flow





- Hired by Incora to implement an ERP system, but determined early on that the business was not ready
   The company was losing money and needed cash due to a decline in air travel

ERP Case Study: Incora - Multiple ERPs

















## Situation on arrival

Revenue loss due to Covid -19 Incora were facing a \$2bn revenue loss from customers in aviation due to Covid -19, necessitating a fast tumaround and margin increases

Private equity ownership

Private equity ownership resulted in increased focus on short-term goals and cash delivery, rather than long -term operational improvements

## Disparate business units

There were 3 unintegrated, disparate business units across Incora's business who did not work together

## Poor integration of acquisition

Incora's growth strategy was acquisition -heavy (especially in with US and UK), 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

# Focused heavily on finance verticals

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Placed heavy focus on priority issues, which in Incora's case
was finance
Addressed cost problems and straight -through processing
in finance, to mitigate a culture of 'invoice pushing' as
opposed to chasing customers for payment

- Introduced a new mindset

  Similar to other clients, Incora was plagued with previous program failures and had failure -first mindset

  Turned this around through early, successful delivery at pace, and becoming business -led rather than consultant -driven, enabling the businesses to buy into the strategy and execution of the program

Cash acceleration

Designed, delivered and implemented an order to cash system across both legacy systems and collected \$100m of delinquent debt

## $(\bigcirc)$ Key achievements

# Delivered finance transformation

Delivered finance transformation focusing on cash delivery and optimisation

Developed Order to Cash process
Developed global order to cash process with
balance scorecards / KPIS — focus on commercial
engagement with account action plans

Developed Procure to Pay
Established a global procure -to-pay system with
scorecards, KPIs, and digital tools for exception
management

Delivered Record to Report
Delivered global record to report with focus on implementing a common chart of accounts in OneStream, focusing on business reporting

Outcome: The overall impact was that Finance collected \$100m, and was able to target it's customers based on margin and cash flow. Platinum Equity have put the business for sale based on the turnaround