

Blue-Plate Consulting

Example Success Stories- Summary



INDUSTRY & COMMERCE

UK Generic Drug Manufacturer -

Transformed bottom-up budget process for cost and process management

TV Shopping Channel -

Strategy development and fundraise information resulting in deferment of fundraise.

Coffee Shops - Rejuvenated the financial reporting and accounting resulting in successful fundraise and settlement of outstanding tax liabilities.

UK Consumer Division of Global Computer manufacturer -

Project managed the implementation of web-trading store and transfer of manufacturing to a low-cost manufacturing base.



PUBLIC SECTOR

DLO- Re-engineering of failing financial management processes resulting in fully supported financial management re-engineered processes and MI.

MoD - Delivery of a practicable approach to determining the appropriate business processes and security infrastructure for new messaging system resulting in vastly reduced costs in the avoidance of unnecessary highly secure message infrastructure.



FINANCIAL SERVICES

Global Bank - Developed the capability to monitor finance function effectiveness on a global basis. Project Managed the speedy implementation of the finance function effectiveness KPIs & dashboard.

Global Bank - Recovered and reignited the stalled business case for a €100m+ transformation program resulting in enhanced efficiency savings of 25%.

Life & Pensions Insurer

- Development of methodology for statement of business requirements for administration systems ,enabling successful selection and implementation of new systems.

Global Insurer - Speedy integration of the finance function of an acquired insurer, enabling realisation of due diligence benefits at an accelerated timescale.

Asset Finance -

Designed the Target Operating Model for the integration and relocation to merge two finance companies, removing complexity and improving efficiency.

Innovative General Insurer-

Successful fundraise, business relaunch and updated operational infrastructure.



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Performance Results by Year

Periods	Profit (M)
2010	11
2011	15
2012	9
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Success Stories

Industry & Commerce



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UK Division of Global PC Manufacturer - Reduced costs, changes to distribution channels and successful Web-store implementation

Helping our clients achieve greater customer focus...



THE PROBLEM

A failed web-trading platform and high manufacturing costs resulted in uncompetitive personal computers.



WHAT WE DID

- Managed a multi-national team reviewing PC and laptop manufacturing costs.
- Financial modeling of distribution cost scenarios
- Project managed implementation of a bespoke web-store.
- Reviewed options for an OEM relationship



RESULTS

- Transfer of manufacturing from the UK to a European OEM
- Successful 'on-time' implementation of web-store within the consumer call-centre.

'I would like to thank you for the job you did on our direct business set-up in the UK. Your work has been more than valuable in a very difficult environment. The successful launch despite the technical issues was a challenge and we owe you a significant chunk of this success. It has been a pleasure working with you. We may have the opportunity to work together in the future.'

Coffee Shops- Financial & accounting disciplines

Rejuvenated Financial Reporting...



“Blue-plate was hired to rejuvenate our financial reporting, in short order, to pave the way for a capital raise. The extent of legacy issues required bringing in more experienced human capital, midway through, to meet the deadline. By the end of it, a thorough and first- rate job was done.”

Chief Financial Officer



THE PROBLEM

Failed accounting, financial and tax reporting processes.



WHAT WE DID

- Identified and rectified the reasons for failure.
- Trained the accounting personnel in use of the systems and accounting policies.
- Produced the financial forecasts for investors.
- Generated accurate and auditable VAT records.



RESULTS

- Additional equity investment and settlement of liabilities with tax authorities.
- Substantial VAT refund.



THE PROBLEM

Post soft-launch funding required for new TV craft shopping channel but no in-house capability to produce the business plan and financial forecasts required for investors and crowdfunding site.



WHAT WE DID

- Engaged with the channel management team and support staff to understand and document the business, growth, fulfillment and channel strategy, their differentiation, cost base, and technical environment.
- Researched the market size and growth, competition, success drivers for similar crowdfunding pitches, SWOT analysis.
- Engaged with the proposed crowdfunding site to submit a pitch application aligned with their requirements.
- Modelled the financial plans and forecasts.



RESULTS

- Production of full set of business plans and revised growth and channel strategy, financial and cash flow forecasts, pitch application.
- Deferral of the crowd funding pitch because of fuller appreciation of the near-term cash flow needs and the lack of commitment by angel investors to the crowd-funding pitch.

**TV Shopping Channel -
Business Plans and
financial forecasts for
Crowdfunding.**

**Deferment of
fundraise due to a
fuller appreciation
of the strategic
challenges and
financial
commitments
required from
angel investors**

**UK Pharmaceutical Manufacturer of generic drugs
-enhanced MI for cost and process management.**

Transformed Budget Process...



THE PROBLEM

- Top-down budget process with disengaged budget holders
- High UK labour costs
- Unable to flex budgets in line with production
- Lack of information for variance analysis and cost control
- A culture lacking in accountability and continuous improvement behaviours



WHAT WE DID

- Current state “AsIs” Analysis to mobilise the project and document the budget OpModel.
- Design of the “ToBe” state OpModel with the attributes of an improved and transformed budget process.
- Road Map and implementation plan for the ToBe OpModel
- Staff were interviewed and workshopped to ensure their full engagement and mobilization for change..



RESULTS

- A transformed bottom-up budget process owned by the budget holders
- Variance analysis that is meaningful and sensitive to production volumes.
- Ability to manage labour costs more effectively
- Accurate management information from the SAP Finance system, reducing reliance on error prone spreadsheets.



Success Stories

Financial Services



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Global Bank - Performance Measures - Finance Function Effectiveness

Working at pace in a complex environment...



“Soft skills coupled with good understanding of how the finance function operates in a very large organisation were very appreciated and certainly contributed to successfully complete the first phase of the Finance Dashboard project.”

*Global Head of Planning –
Finance Change – Global Bank*



THE PROBLEM

No capability to monitor finance function effectiveness on a global basis for 12 reporting entities.



WHAT WE DID

- Identified the KPIs and produced the KPI “bible”
- Produced the KPI dashboard heat map
- Handover of the “dashboard” to an offshore service centre



RESULTS

Speedy implementation of the finance function effectiveness dashboard.

**Global Bank Europe-
Igniting a stalled
business case....**

Innovation and challenge...



THE PROBLEM

Stalled business case preventing further progress with proposed investment of over €100m change program for European bank to integrate and migrate European subsidiaries onto a common platform



WHAT WE DID

- Obtained full engagement and support of the disaffected finance function
- Changed business case approach from bottom-up negotiation to top-down targeting of programme benefits
- Removal from business case of IT investment of costs that would be incurred if no change.
- Cascaded the business case into the planning process negotiating with and challenging the business unit managers to achieve the target benefits.
- Produced performance programme management KPIs



RESULTS

- Acceptance of the business case and recovery of the change program
- Potential benefits enhanced to efficiency savings of 25%+

Insurance - Strategy, recapitalization and operational infrastructure

Successful fundraise and strategy execution...



“Staggering persistence was required. We’d come so far and couldn’t give up. Blue-plate was always there.”



THE PROBLEM

Innovative general Insurer needed additional equity investment to finance system development and change in distribution channels.



WHAT WE DID

- Produced the Investor Information Memorandum
- Supported pitch deck presentations to prospective investors in Europe and the UK
- Managed Investor Due Diligence Processes
- Implemented the operational process & IT systems



RESULTS

- Successful investment by foreign insurer keen to expand into the UK.
- Business relaunched
- Updated operational infrastructure

Life and pensions assurer - IT Business Requirements for administration system,

Innovative thinking and practicable implementation



THE PROBLEM

- £20m failure of system implementation due to lack of statement of business requirements.
- Failure of attempts to devise a methodology to capture requirements at the business transaction level.



WHAT WE DID

- In 5 working days, developed a novel methodology for capturing and documenting business requirements (Mandatory & Desirable (MaD) listing) for an example transaction (Paid Up Policy).
- Provided the approach for evaluating a packaged pension administration system.
- Provided design principles and quality assurance to the business requirements process.



RESULTS

- The MaD listing methodology was adopted to document the business requirements for the project's 260 transactions.
- Successful selection and implementation of a pensions administration system that met the business requirements.



THE PROBLEM

- To realise the due diligence acquisition benefits at an accelerated timescale.
- Integrate the acquired finance function.



WHAT WE DID

- Designed the integrated Finance Target Operating Model and additional processes.
- Handover to implementation project manager
- Advised on timing and calculation of redundancies.



RESULTS

Speedy integration of finance function and realisation of due diligence benefits within the accelerated timescale.

**Insurance - Post
acquisition finance
function integration...**

**Post
acquisition
benefit
realisation...**

Innovative business model in a mature industry...



THE PROBLEM

To integrate and relocate two finance companies spread over 5 locations at a new location.



WHAT WE DID

- Process mapped the business units
- Determined appropriate Customer Value Propositions by engagement with customers and intermediaries.
- Designed the Target Operating Model
- Introduced the concept of Portfolio Management to the business model i.e. analysing the loan portfolio to identify economic trends and credit underwriting intelligence.



RESULTS

- A new best practice TOM and business model that was considered innovative
- New CVPs that improved the relationship with business introducers.
- Removal of costly complexity
- Simplified business model facilitating the implementation of a new leasing and asset finance system.
- Further consulting engagements in Europe.





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Public Sector



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Ministry of Defence-
Public Sector - Business
Processes for new
messaging system.

Innovative thinking and stakeholder management.



THE PROBLEM

New messaging systems required appropriate business processes to avoid costly and inappropriate security infrastructure for message types from non to highly secret.



WHAT WE DID

- Reviewed the communication processes from their platform origins through to the communication centres.
- Stakeholder management of a range of senior military and civil service personnel.
- Determined message types and their attributes
- Developed a taxonomy of attributes for message classification to indicate the required message security processes and infrastructure.
- Workshopped the application of the attributes to the typical message types.



RESULTS

- A practicable approach to determining the appropriate business processes and security infrastructure.
- Vastly reduced costs in the avoidance of unnecessary highly secure message infrastructure.

Defence Logistics Organisation Public Sector - Re-engineering of financial management processes

Enhanced operational performance



THE PROBLEM

Failing financial management processes



WHAT WE DID

- Identified the reasons for failure
- Project managed fixing of the problems.
- Managed the stakeholders within a complex environment and military/civil service organisation structure.



RESULTS

Fully supported financial management re-engineered processes and MI.

“They have truly added value and have never failed to transfer knowledge on project closure.”
Head of Resources .”

MoD DLO Air Environment