

Consulting profile

Harlaw Consulting is a boutique consultancy specialising in Purchase to Pay, Corporate Social Responsibility and Business Process Re-engineering. We offer guaranteed delivery by experienced consultants who have a deep knowledge / experience in their field and they have implemented numerous projects within their areas of expertise within FTSE100 companies.

Overview

We are experienced, accredited project managers with a record of success in project, programme, business, people, and operations management. We have worked on challenging projects and initiatives at senior levels of major global businesses. We therefore have a healthy appreciation of the need to tailor project design, planning, controls, communications and governance to the specific circumstances and to support these with strong leadership and tenacity. Our work has required international focus including extended periods in the Far East and mainland Europe. We are logical, pragmatic and 'hands-on' with the experience, energy, determination and people skills to successfully adapt to the challenge at hand. A key element of this is being strong but popular team-members and leaders, always seeking to leverage the experience, contributions and enthusiasm of others.

Profile

- Extensive experience of designing, developing and delivering projects, programmes and change to diverse global stakeholders.
- A proven track record of business management and people leadership.
- Organised, self-motivated, goal-oriented individuals with strong leadership capabilities.
- Rapidly understand new business systems and processes.
- Experience in negotiating, influencing and communicating via written reports, verbally and formal presentations at all levels, including internal and external stakeholders.

Typical Assignments

Business Process Re-Engineering

A client identified that their Management Information (MI) associated with all aspects of their business had proliferated over a number of years and was in need of extensive rationalisation.

Roles and Responsibilities:

- Running the project management office on behalf of the client – Project charter, business case creation & monitoring, planning, progress tracking and reporting, issue identification, ongoing risk identification and analysis, cost control, resource management, change management system and stakeholder communications.
- Developing the project design in conjunction with the client – MI Contract, MI Network, MI Timeouts, MI Six Sigma workouts, MI principles and MI Cost framework, governance process.
- Specifying and developing a tool to catalogue the MI that is being produced (MI Landscape) and the characteristics associated with the MI (Definition, frequency, es etc.).

Outcome : Reports reduced by 1500 allowing 25 FTE's to be released. MI inventory which has been challenged and governance process for ongoing operations.

Business Process Re-Engineering

The ICE project objective is to ensure that the client would comply with the requirements of the Sarbanes Oxley Act (SOX) section 404. SOX section 404 deals specifically with management's responsibility for establishing and maintaining adequate internal controls and procedures for financial reporting.

Roles and Responsibilities:

- Developing the project schedule and tracked projects and evaluation/remediation plans to ensure that they all maintained their schedules, and took corrective actions where necessary.
- Creating Stakeholder and Gatekeeper reporting mechanisms to ensure all relevant communities were abreast of project progress and issues.
- Ensuring that appropriate resources were in place for each stage of the project.
- Developing a lessons learned forum to ensure best practices were adopted during the project.
- Facilitating Process Mapping and data gathering workshops to identify existing controls, and identify process gaps. Facilitated the development of remediation plans to close the gaps and monitored gap closure progress.
- Completed 52 projects and over 150 sub-process's on time, and delivered assurance on these projects to the Stakeholders and Gatekeeper.

Outcome: Projects run to time and budget. Financial processes documented for the first time. Identification of control weaknesses and projects developed to rectify control weaknesses. Processes asserted that they are in control and SOX compliance achieved.

Purchase to Pay

A client required to develop and implement a standard procurement and payables process throughout their 10 European sites and 6 Business Units. The programme budget was \$4million with 20 personnel.

Roles and responsibilities:

- Running programme office using a fit for purpose programme management methodology.
- Ownership & delivery of the Change Management Process to support programme roll out.
- Creating & delivering an assurance process for projects handover into normal operations.
- Developing the P2P strategy for the European region.
- Identification of spend data and associated analysis.
- Implementing spend channels: web based ordering system for strategic in-directs, third party provider for non strategic low value spend and SAP for strategic spend.
- Delivering a procurement card solution for web based ordering, electronic consolidated invoicing for third party provider and Evaluated Receipt Settlement (ERS) for the strategic spend.
- Developing business rules to support the P2P system.

Outcome: Unified P2P processes across the European region. Visibility of spend and suppliers across the region. Freed up procurement professionals from transactional procurement to focus on higher value work and created an accounts payable centre for the region which reduced headcount from 42 down to 12.

Corporate Social Responsibility / Non Financial Management Information

A FTSE100 company was concerned with the integrity of their Non Financial Management Information contained primarily within their Corporate Social Responsibility report, as inaccurate / uncontrolled data disclosure could be viewed as poor management which could disproportionately impact their reputation. Additionally, they required the cost associated with data production and report generation to be significantly reduced.

Roles and responsibilities:

- Developing a fit for purpose Project Management Methodology.
- Leading the Project Management Office on behalf of the client and successfully delivered the programme under budget.
- Developing a toolset to identify the data quality associated with each metric and which metrics required most work (prioritisation).
- Developing a fit for purpose process to document the controls associated with each metric.
- Documenting the controls associated with each metric and identifying weaknesses within the processes.
- Monitoring gap remediation plans to ensure that control deficiencies were being addressed.
- Creating an internal assurance process for Financial Controllers to attest to the integrity of their metrics.
- Developing an assurance tool (risk based verification) in conjunction with the external auditors to successfully reduce the external verification fee by \$1 million.

Outcome: Integrity and Control of metric production. A toolset to prioritise metrics and a process to document controls. Assurance process for Financial Controllers to attest that their processes are controlled. Risk based verification process. Reduction in audit fee by \$1 million annually.

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Our mission: *To be the consultancy of choice within our niche markets, making our customers more successful by optimising their businesses.*