

Case Study

# Finance Transformation at



## THE BUSINESS

The Crown Estate manages a property portfolio with a value in excess of £7.3 billion, and in 2007/08 made a profit of £204m for the benefit of the tax payer. The portfolio encompasses prime residential and commercial property, ancient forests, farms, parkland, coastline and communities, The Crown Estate's role as employer, influencer, manager, guardian, facilitator and revenue creator is unique. The Crown Estate has two main objectives: to benefit the taxpayer by paying surplus revenue generated by its assets directly to HM Treasury; and to enhance the value of the estate and the income it generates.

## THE BUSINESS NEED

To enable The Crown Estate to support its strategic aims, finance and other back office processes and systems had to deliver enhanced efficiency and effectiveness, as well as providing timely, relevant and accurate financial and operational data to aid in decision support.

Systems and processes had developed over the years that supported the organisations objectives, but which were not now best placed to support the business going forward. Adventus were initially asked to review options with a view to potentially assisting in making any changes deemed necessary.

## THE ADVENTUS SOLUTION

### *Business Focused Selection*

We worked with The Crown Estate to look at issues and improvements in their finance, project, sales and purchasing processes. Improvements were identified, prioritised and implemented to return quick wins, but it was recognised that in the longer term a new Finance and Enterprise System was required to support the business. The Adventus approach to selecting new business applications is business focussed, and has been proven many times. An initial review of existing business practices and processes was undertaken and the results compared to 'best practice' which enabled new processes to support the organisations strategy to be identified. From this key requirements were used as part of structured demonstrations with short listed software suppliers. Agresso Business World was chosen as the preferred technical solution.

### *Structured Transformation*

A successful program to transform people, process and technology requires a number of components all to work together. Working with internal staff and through the experience of our project managers and consultants we led a successful change program at The Crown Estate, blending the following:

- Structured planning, and a proven project methodology
- Rigorous business and data analysis

"Adventus enabled The Crown Estate to deliver a complex and demanding business change project on time and within budget. Without the assistance of Adventus this would not have been possible."  
Kris Pressney,  
Project Sponsor

identify  
understand  
resolve

## Further Information

**Adventus** is a fast growing business and programme management consultancy formed in 2001. Our aim is to help businesses **Identify, Understand and Resolve** the complex business issues which they face today.

We have a first class team of consultants with backgrounds in leading consultancies and industry, bringing with them the skills and competencies needed to deliver real business benefit. We are passionate about what we do, and this is reflected in the success of the assignments we undertake.

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Adventus Ltd

- A focus on benefits
- A strong governance and sponsorship model
- A focus on change and communications management

### *Lifecycle*

Adventus successfully led the full implementation lifecycle from business analysis through to system design, build and technical testing; user acceptance testing; training; change and communications management and post go live support. The breadth of the processes covered was considerable and included purchasing, sales, project management and control, cash management and all financial reporting. This was wrapped in a workflow enabled authorisation and approvals process for all key business processes.

## KEY FINDINGS

- Strong project management with a focus on achieving milestones, and strong project sponsorship were vital to achieving project delivery;
- Enterprise systems formalise data and business rules. Their definition is vital to solution success
- A strong focus on change and communications management is time consuming but critical

## BUSINESS BENEFITS

- Agresso Business World selected and implemented on time and to budget.
- Improved control over purchasing and project spend (c£200m budget pa)
- Real time financial and supporting business information
- 30 Offices and 450 staff (including outsourced providers) sharing information and improving decision making
- Improved governance and control over business transactions
- Significant business benefits in the 'Sales-to-Cash' and 'Purchase-to-Pay' and 'Project Control' processes

## ADVENTUS CONTACT DETAILS

If you have any questions or require any further information about the business consulting services provided by Adventus then please feel free to contact Trudy Reynolds:

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