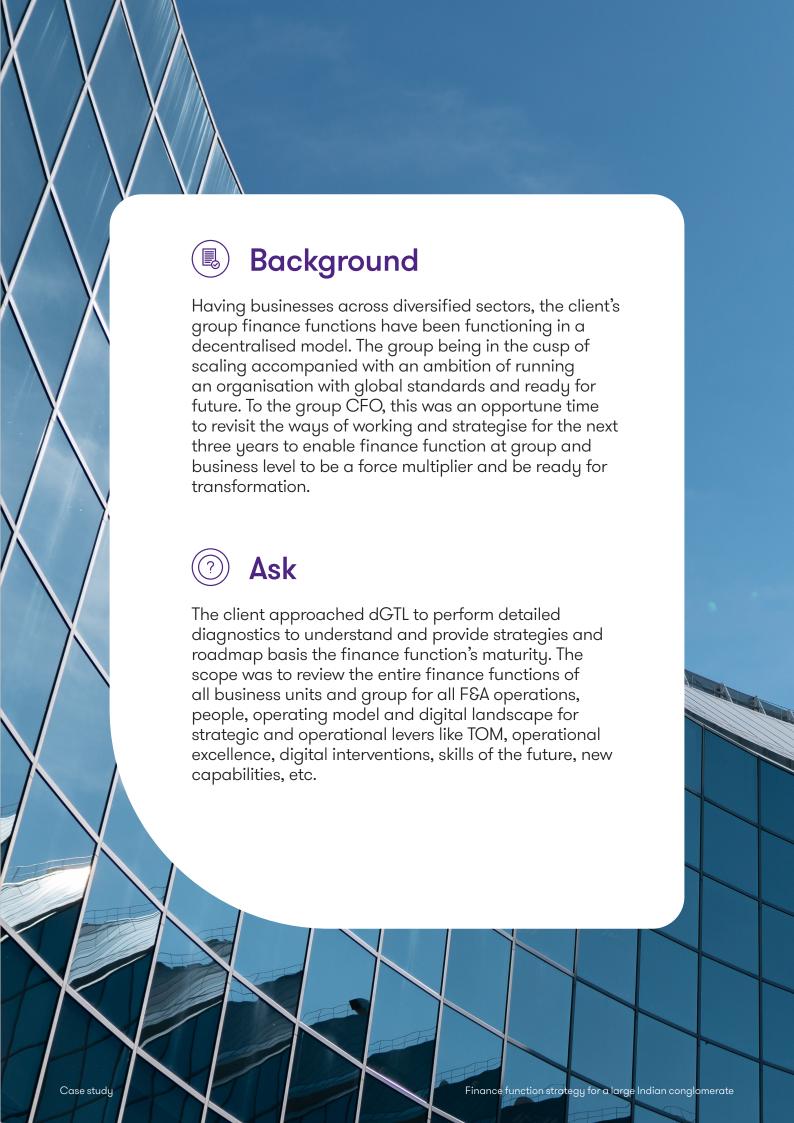




## Case study Finance function strategy for a large Indian conglomerate







## Our approach

Workshops and interviews with Business stakeholders and Finance stakeholders to understand touch points, pain points and desired service level from finance function

Assessment and evaluation of the finance function for centralisation, outsourcing, standardization, new capabilities, futuristic skills, performance management, operational excellence, digital interventions

All objectives converted to opportunities and initiatives with feasibility to succeed and were evaluated with alternatives



Finance maturity and skills assessment to peg the operational maturity of the function on all layers (people, process, technology, delivery model, data and performance, governance)

Drafted vision and direction to the future with specific goals and objectives for the layers following strategic themes





## **Benefits realised**

From the client's context, the result was discovering and removing myths around their operations and considerations for TOM:



Visibility and detailed transparency to the operations on ground



Insight on the group's maturity level and with specific gaps



Comparable data points with peers of all sizes and best practices followed



Opportunities identified for hygiene promotion, ways of working and digital mindset to lay the foundation for further transformation



Continuous improvement, process mining, SOPs and standard process practices were realized to be the bed rock for any further transformation



Data, Workflow, ERP with automated reconciliation emerged as technology investments that need to be made or leveraged over new age technologies or intelligent automation



Performance monitoring, KPI driven, control design and automation mechanisms for governance surfaced as must have to drive performance

© 2023 Grant Thornton Bharat LLP. All rights reserved.

"Grant Thornton Bharat" means Grant Thornton Advisory Private Limited, the sole member firm of Grant Thornton International Limited (UK) in India, and those legal entities which are its related parties as defined by the Companies Act, 2013, including Grant Thornton Bharat LLP.

Grant Thornton Bharat LLP, formerly Grant Thornton India LLP, is registered with limited liability with identity number AAA-7677 and has its registered office at L-41 Connaught Circus, New Delhi, 110001.

References to Grant Thornton are to Grant Thornton International Ltd. (Grant Thornton International) or its member firms. Grant Thornton International and the member firms are not a worldwide partnership. Services are delivered independently by the member firms.