

Corporate performance management

Introducing positive changes in corporate management

Our Services

Typical issues that must be addressed when managing a business touch on the activities of multiple departments in an organization or must be addressed across the entire organization.

Our main service lines in this area are:

- ▶ Analysis, improvement and implementation of changes in business processes
- ▶ Planning and implementation of organizational changes
- ▶ Optimization of staffing in an organization
- ▶ Supply chain assessment and optimization
- ▶ Investment decisions assessment
- ▶ Review of sales and marketing cost effectiveness

We work with top and middle management to suggest and mainly to implement improvements aimed at enhancing corporate performance. In joint teams involving client personnel we focus on making processes more transparent, optimizing organizational structure and supporting strategic decisions.

Our experienced consultants thoroughly and effectively analyze and improve **business processes** in the areas of purchasing, warehousing, finance, new product development and sales. We always look for ways of improving performance while maintaining the quality of internal controls. We then propose adjustments to the organizational structure to support the new processes. In our work we apply proven procedures for documenting and re-designing business processes as well as various methodologies and tools for data analysis, the proposal of multi-variant solutions and implementation support.

Together with our clients, we may assess the assumptions and conditions for further **business development** and, in the case of a key management decisions (e.g. outsourcing, selecting a new information system or other investment decisions), help draft a high-quality economic evaluation. In these cases, we apply our extensive knowledge of financial modeling by using complex planning and forecasting methods, such as strategic scenarios or the Monte Carlo method.

We also address other, less structured client issues which call for analytical support and implementation experience.

Our Approach

When executing projects in this area, we draw on years of experience in change implementation in organizations and place great emphasis on the preparation and viable introduction of change into the organization's daily routine. A key component of our approach is always to stress involvement of employees conducting a process, good communication and the gradual implementation of change.

Projects of this type are supported by a broad range of methodologies enabling, e.g. effective group analysis (mapping of processes in a joint team), group decision-making (workshops / supported by voting techniques), the simulation of proposed processes (appropriate software applications) or change support (communication plan, formulation of job descriptions).

Naturally, we rigorously apply the principles of project management to assure project controllability, delivery of the expected results and adherence to deadlines.

Our References

The management of a **leading organization** asked Ernst & Young to deliver a project to change its existing organizational structure in the Czech Republic. The advisory team first performed an analysis of the organizational structure in place, aimed primarily at mapping and describing processes, the organizational structure and the jobs performed. The team then held structured interviews involving most of the employees, the aim being to evaluate the division and scope of tasks/activities and to identify organizational strengths and weaknesses. The joint team then suggested a new organizational structure and, over the course of several workshops bringing in managerial staff from various levels, finalized the form of the new structure. Ernst & Young also helped implement this new organizational structure and supported the execution of the changes.

In connection with preparations for the acquisition of a **major energy company** by a strategic foreign investor, our team was asked to prepare a detailed analysis of the financial closing processes, a review of the introduction of IFRS reporting and to deliver a proposal for improvements to all related areas. Our team analyzed financial statement closing (and related) processes to identify areas subject to delays, inaccuracies or methodological inconsistencies impacting on the quality of the resulting financial statements. This wide-ranging analysis gave rise to the preparation of detailed process maps capturing the flow and sequence of primary activities and determining and prioritizing areas for improvement. We then proposed

solutions for the given areas and, together with the company's management, worked to resolve them in a manner corresponding to the foreign investor's deadlines and standards of quality.

We evaluated the functionality of the majority of operating processes related to sales, purchasing and ancillary activities for a **major development company**. After surveying these processes, we proposed, together with the client's employees, a number of changes to be made to processes often associated with necessary information system adjustments. Together with these process changes, we also assisted with an organizational structure adjustment and subsequently formulated job descriptions. We supported the implementation of these changes in connection with the standardization of many activities in the form of procedures and guidelines. A number of cases involved the drafting of detailed rules and templates and the directed discussion of new activities.

Ernst & Young

Assurance | Tax | Transactions | Advisory

About Ernst & Young

Ernst & Young is a global leader in assurance, tax, transaction and advisory services. Worldwide, our 167,000 people are united by our shared values and an unwavering commitment to quality. We make a difference by helping our people, our clients and our wider communities achieve their potential.

About Ernst & Young's Business Advisory Services

Businesses must continuously improve their performance and sustain that improvement in a rapidly changing business environment. Our business advisory professionals bring experience of working with major organizations to help you deliver measurable and sustainable improvement in the performance of your business. We assemble the right multi-disciplinary teams, use consistent and proven global methodologies and tools, and draw on the full breadth of Ernst & Young's global reach, capabilities and experience. And we work to give you the benefit of our broad sector experience, our deep subject matter knowledge and the latest insights from our work worldwide.

Contacts

Petr Knap

Partner

Tel.: +420 225 335 582

E-mail: petr.knap@cz.ey.com

Antonín Raizl

Manager

Tel.: +420 225 335 774

E-mail: antonin.raizl@cz.ey.com

Jaroslava Křížková

Manager

Tel.: +420 225 335 927

E-mail: jaroslava.krizkova@cz.ey.com

Ernst & Young

Karlovo nám. 10

120 00 Praha 2

www.ey.com/cz

© 2012 EYGM Limited.

All Rights Reserved.

Ernst & Young refers to the global organization of member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit www.ey.com/cz.

