HH

HAMPTON HEADWAY
SOLUTIONS

CLIENT RESULTS / GLOBAL FINANCE OPTIMISATION

Stronger control. Better global service.

Transforming finance operations for a global biopharmaceutical organisation through operating-model redesign, process optimisation and clearer service accountability.

THE MANDATE

Stabilise performance and create a scalable global finance operation.

Six shared service centres were realigned around capability and time-zone coverage, supported by targeted improvements across Order to Cash, Procure to Pay and Record to Report.

THE STARTING POSITION

Operational friction was affecting cash, control and customer service.

Fragmented responsibilities, inconsistent processes and limited demand visibility were creating persistent issues across the finance function and the wider business.

10% of accounts receivable overdue	**24%** of supplier invoices past due	**6** global shared service centres	**3** end-to-end processes transformed

WORKING CAPITAL	SUPPLIER SERVICE
Overdue receivables and unresolved invoice disputes reduced the time available for active collection.	Approval bottlenecks left valid invoices unpaid beyond their contractual due dates.
FINANCIAL CONTROL	**CUSTOMER FULFILMENT**
Key balance-sheet accounts, aged open items and intercompany differences lacked consistent resolution.	Late credit and compliance reviews delayed order release and contributed to late customer deliveries.

THE HHS RESPONSE

A strategic review connected the operational symptoms to capability, capacity, process ownership, workflow design and the allocation of work across the global network.

The resulting programme combined operating-model redesign, specialist teams, automation, policy changes, stronger controls and structured demand management through ServiceNow.

THE END-TO-END TRANSFORMATION JOURNEY

A coordinated plan rather than a series of backlog interventions.

The programme moved through six connected stages, from establishing the operational baseline to embedding a sustainable model for performance and continuous improvement.

01

SITUATION AND BUSINESS IMPACT

A connected set of finance issues was affecting the wider business.

Ten per cent of receivables was overdue, invoice queries distracted collectors and approval delays contributed to 24% of supplier invoices passing their due date.

Late reconciliations, aged open items, intercompany differences and delayed customer order reviews increased financial and operational risk.

02

DIAGNOSTIC AND STRATEGIC REVIEW

The review looked beyond the visible backlogs to the operating causes.

Process performance, demand, capability, capacity, controls and the allocation of work across six shared service centres were assessed.

The diagnostic exposed fragmented ownership, limited demand visibility and recurring upstream causes that operational teams could not resolve alone.

03

TRANSFORMATION PLAN

The design centred on capability, coverage and accountability.

Work was redistributed between centres to improve capability alignment and international time-zone coverage.

ServiceNow case management established a common control point for demand, ownership, ageing, service levels and repeat-cause insight.

IMPLEMENTATION BY WORKSTREAM

Immediate stabilisation combined with structural improvement.

Each workstream addressed current performance while building the capabilities needed to prevent the same problems from returning.

O2C / ORDER TO CASH

Protect cash and resolve customer issues earlier.

- Removed non-value-adding activity and refocused collectors on active collection.
- Created a dedicated query and dispute management team.
- Engaged the Global Process Owner on upstream query avoidance.
- Moved cash allocation to India and cash management to Guatemala for stronger time-zone coverage.
- Strengthened the management of credit and compliance reviews affecting customer orders.

P2P / PROCURE TO PAY

Improve flow, compliance and payment control.

- Introduced OCR to automate invoice capture.
- Implemented 'no purchase order, no pay' and electronic workflow approval.
- Applied materiality-based three-way matching.
- Strengthened payment security measures and visibility of approval bottlenecks.

R2R / RECORD TO REPORT

Strengthen close discipline and balance-sheet control.

- Introduced balance-sheet reconciliation planning and monitoring.
- Aligned capacity planning with reporting deadlines.
- Improved workflow issue tracking and resolution.
- Increased attention to aged reconciling items and clarified intercompany ownership.

GOVERNANCE AND CHANGE

Planning and monitoring disciplines gave leaders earlier sight of capacity constraints, overdue work and service risk. Case data supported prioritisation and escalation, while collaboration between process owners, service leaders, operational teams and business stakeholders linked day-to-day resolution with prevention.

THE RESULT

A more integrated, responsive and controlled finance operation.

The transformation moved the organisation beyond managing individual backlogs and exceptions. It established clearer accountability, better demand visibility and a stronger basis for continuous improvement.

01

Working-capital focus

Greater attention to overdue debt, active collection and earlier resolution of customer disputes.

02

Improved service flow

Better invoice capture, approval discipline, specialist processing and time-zone coverage.

03

Stronger financial control

More structured reconciliation planning, open-item management and intercompany accountability.

04

Sustainable performance

Root-cause insight, named ownership and consistent case management supported lasting improvement.

HHS PERSPECTIVE

Sustainable finance optimisation comes from aligning the operating model, processes, people, controls and technology around clear service outcomes.

DISCUSS YOUR FINANCE AGENDA

Where could global finance optimisation release value in your organisation?

enquiries@hamptonheadwaysolutions.com
www.hamptonheadwaysolutions.com

This case study describes work undertaken for an anonymised global biopharmaceutical organisation. Results are expressed qualitatively where verified post-transformation metrics are not available for publication.