



How do you merge three companies finance systems into one without impacting business continuity?

01 THE CHALLENGE

A groundbreaking finance transformation initiative was at the heart of a newly merged Australian payments organisation's strategy to harmonise and streamline its financial operations. The decision to implement Oracle's NetSuite as the universal General Ledger system marked a pivotal shift towards achieving operational excellence and financial integrity.

The integration of disparate financial systems and cultures into a cohesive finance platform presented a multifaceted challenge. Beyond the technical hurdles, the transformation demanded a significant shift in work practices, data handling, and reporting protocols. Employee apprehension towards new processes and the potential for operational disruption posed significant risks to the project's success.

02 THE SOLUTION

- We applied a comprehensive change management approach, focusing on three critical pillars: Communication, Engagement, and Training.
- We established open lines of communication, providing regular updates on the project's progress, milestones, and what changes to expect. This approach demystified the project and mitigated resistance.
- We implemented structured feedback channels allowing employees to voice concerns and suggestions, making them feel heard and valued throughout the transformation process.
- We delivered a thorough stakeholder analysis, identifying and categorising needs to influence the different groups within the organisation. Tailored engagement strategies were developed to ensure all voices were considered in the planning and execution phases.
- We recruited and trained a network of Change Champions across departments. These individuals played a crucial role in advocating for the change, providing peer support, and facilitating a smoother transition at all organisational levels.
- We designed and delivered customised training sessions targeting specific user needs and learning styles, ensuring everyone was equipped with the necessary skills and knowledge to use NetSuite effectively.
- We established a robust support system to address post-launch challenges, ensuring continuous learning and adaptation. This included regular check-ins, additional training sessions, and a dedicated helpdesk for ongoing technical and procedural queries.

03 THE RESULT

As a result of the focused change management approach several key achievements in the finance transformation journey were met:

- 100% adoption of the new Purchase Order System with demonstrated high user adoption rates ensured business continuity reducing duplicated processes.
- 100% adoption of expense and credit card reconciliation process with employees feeling more prepared and supported throughout the transition ensured business continuity and a reduction in duplicated processes.
- Clear organisation changes to designate Cost Centre Owners fostered a sense of unity and shared purpose across the merged entities, contributing to a stronger, more cohesive organisational culture.
- The successful implementation of NetSuite and a strategic Business Partnering Model, enabled more efficient financial processes, better decision-making capabilities, and laid the groundwork for future innovation and growth.