







Przemek Dzedzic SELECTED PROJECTS

	Page	[business]	[geography]	owner	[project/role]
BUSINESS TURNAROUND					
- Back to Profitability + SG&A reduction	3	EPC	[construction]	[MENA]	[PE -backed] [MENA CFO]
- Back to Profitability + Control Regain	4		[hotel/tourism]	[UAE/Oman]	[family-owned] [Reg. CFO]
- Back to Profitability + SG&A reduction	5		[fire/security]	[EMEA]	[NYSE listed] [EMEA FD]
FINANCE TRANSFORMATION					
- Regional Shared Service (SSC/BSC)	6	EPC	[construction]	[MENA]	[DAX listed] [SSC Head]
- Family Business Transf. + SAP implementation	7		[automotive]	[UAE]	[family-owned] [Group CFO]
- Finance Transformation + (SSC)	8		[security]	[South Africa]	[NYSE listed] [HQ-consult.]
M&A / PRIVATE EQUITY					
- Distressed (post insolvency) Company Stabilisation	9		[automotive]	[Global]	[PE -backed] [Group CFO]
- Post-Acquisition Integration	10	EPC	[fire& security]	[MENA, Turkey]	[NYSE listed] [MENA FD]
- Region Carve-out and Divestment	11	EPC	[retail]	[EMEA]	[PE -backed] [EMEA FD]
CRISIS MANAGEMENT					
- Control Regain	12		[fire suppres.]	[Russia]	[NYSE listed] [crisis FD]
- Control Regain (post fraud)	13		[fire/oil&gas]	[Azerb/Georg]	[NYSE listed] [crisis FD]
CORP. GOVERNANCE/AUDIT/CONTROLS					
- Sarbanes Oxley (SOX) implementation	14		[energy]	[EMEA+APAC]	[NYSE listed] [SOX Head]
- Internal Controls System/RCM	15	EPC	[engineering]	[MENA]	[PE - backed] [Int.Contr Mgr]
- Internal Audit Department Establishing	16		[batteries]	[EMEA]	[NYSE listed] [IA Head]
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- Control & Compliance	18	EPC	[fire/security]	[EMEA]	[NYSE listed] [Compl. Head]
OTHERS (collection, IPO, due dilligence, reporting)					

MY PROFILE

 = manufacturing

EPC = Engineering, Procurement, Construction

BUSINESS TURNAROUND

- **BACK TO PROFITABILITY & LIQUIDITY**
- **SG&A COSTS REDUCTION**
- **BACK OFFICE OPTIMISATION**

ORGANISATION

Global Engineering PLC (PE-backed) - €8b sales, 50k FTEs
MENA region: 8 countries, €400m sales, 2500 FTEs,

SCOPE

- Bring Region back to profitability and to positive CF
- Significantly reduce SG&A (and other back office) costs

POSITION/ TEAM

MENA Regional CFO – managing 125 FTEs: (SSC, Finance, Procurement, Legal, IT in all 8 countries)

GEOGRAPHY

Middle East & North Africa - MENA:

- UAE
- Saudi Arabia
- Qatar
- Kuwait
- Egypt
- Bahrain
- Jordan
- Tunisia

CHALLENGES

- Net loss in majority of countries
- regional SG&A > 14% vs target < 10%
- overoptimistic budgets
- negative BCF – poor cash management
- many low (negative) GM% projects
- no proper collection / credit control
- absence of structured reporting
- non standardized procedures across region, compliance risk inefficiency
- Stakeholder resistance to change
- High expectations from new PE owners for rapid EBIT / BCF improv.
- Low employee morale amid restructuring / performance pressure
- Currency devaluation /inflation pressure (EGYPT)
- Tight timelines imposed by turnaround objectives

ACTIONS

- Projects/sales portfolio analysis
- low/non profitable projects repair plan
- changing mgmt. mindset onto bottom lines (GM/ EBIT/BCF) not only top line
- building regional controlling function
- monthly meetings with countries GMs FDs & operations management
- proper (meaningful) reports to address other managers needs
- R2R, P2P, O2C process improvements
- FSSC creation + centralization
- Strengthen the control on planning + monthly forecasting
- Stronger control over AR collection

DELIVERABLES

Financial Stabilization & Performance Management

- Revised & realistic budget for the region, aligned with operational capacity and PE expectations
- Standardized monthly P&L reporting, (GM, EBIT, BCF tracking across countries)
- Regional financial dashboard with KPIs on GM%, SG&A %, working capital, and project-level profitability

SG&A & Cost Optimization

- SG&A cost review by function with FTE analysis & savings opportunities
- Cost-to-Serve model for shared functions (HR, Finance, IT)
- Overhead benchmarking & reduction action plan (to make SG&A toward <10%)

Commercial & Project Profitability Control

- Portfolio analysis of projects with low/negative gross margin
- Corrective pricing actions and exit strategies for non-viable contracts
- GM% calculator & project profitability review tool for commercial teams

Cash Flow & Credit Control

- Regional collection plan and credit control framework
- Cash Management dashboard – weekly visibility on collections, disbursements,
- Weekly CF forecasting template/procedure implemented
- BCF improvement roadmap for whole region

ACHIEVEMENTS

- **EBIT improved +€15M (from -€7M to +€8M)**
- **Overall GM improved, from 13% to 18%**
- **G&A (Admin costs) reduced by €2,5 M/year**
 - G&A reduced to 11% of sales and savings c.a. 1.5M/year on staff and €1M other savings.
- **BCF improved by +€20M**
- **Regional SSC set-up, Back-office centralization**
 - SSC creation, (P2P, R2R, O2C), for 8 countries, KPIs
 - accounting processes centralized, documented
 - finance personnel reduced by 55FTE (-35FTEs in finance, -10FTEs in procurement and -10FTEs in others) from original 125 FTEs
- **Improved sales/projects portfolio**
 - Reduced low GM projects (contract renegotiation or resigning from non-profitable projects)
- **Efficient process of forecasting/month-end reporting**
 - Involved operational managers in monthly performance meetings
 - Better forecasting quality (lower month-end variances)

BUSINESS TURNAROUND

- **BACK TO PROFITABILITY**
- **CONTROL REGAIN**

ORGANISATION

Global DMC PLC (Destination Management Company)
 - 4th Tour Operator in Europe

SCOPE

- Bring Region back to profitability
- Regaining control over the company operations
- Ensure clean Audit Opinion

POSITION/ TEAM

Regional CFO – managing 20FTEs

CHALLENGES

Financial & Accounting Function

- 5-month delay in purchase invoice booking
- Ineffective accounting department
- Errors in profitability calculation
- No proper reporting or controlling processes
- Qualified audit report in prior years

Planning, Budgeting & Cost Control

- Delays in budgeting and forecasting
- Lack of purchase price control

Process & Standardization

- Non-standardized procedures /processes
- Operational inefficiencies

Leadership & HR

- Lack of qualified finance resources
- Employee morale issues → high staff turnover
- Leadership and cultural misalignment

Structural & Market Constraints

- Time constraints for turnaround
- Market challenges affecting performance

GEOGRAPHY

Middle East:

- UAE
- Oman

ACTIONS

Data, System & Workflow Diagnostics

- Reviewed system usage logs and identified bottlenecks in data entry and approvals
- Mapped existing data workflows from source to reporting for AP, sales, and GL
- Identified obsolete master data and duplicated records
- Assessed ERP data quality using simple KPIs (error rate, record age, latency)
- Evaluated gaps in user adoption and training across finance and operations

Performance & Reporting Assessment

- Assessed existing reporting packs: completeness, accuracy, consistency
- Reviewed forecast/budget cycles: frequency, ownership, and integration
- Evaluated controlling maturity: variance analysis, cost drivers, planning logic
- Reviewed profitability models for structural flaws and cost misallocations

DELIVERABLES

Financial & Accounting Deliverables

- Cleared AP backlog & current invoice booking process aligned to <30 days
- Monthly closing calendar and checklists across all entities
- Fully reconciled balance sheets with documentation package
- Corrected prior-year accounting errors and finalized audit sign-off
- Policy manual for accounting procedures (AP, AR, GL, accruals, cut-off)

DATA Process & Workflow Optimization

- End-to-end review and redesign of data entry and approval workflows
- Updated SOPs for system use (sales order creation, profitability control, etc)
- Clean-up of obsolete or duplicated records in key modules
- Revised master data governance rules (naming conventions, hierarchy, categorization)
- System health KPIs (response time, error rate, transaction time benchmarks)

Operational & Process Optimization Deliverables

- End-to-end process maps (P2P, O2C, R2R) with standardized SOPs
- Initial automation tools (e.g., Power BI dashboards, Excel macros, RPA pilots)
- Quick-win list of process inefficiencies removed or restructured
- Steering committee structure with weekly cadence and action log
- KPI with linkages to operational and financial outcomes

Reporting & Performance Management Deliverables

- Group-wide budgeting and forecasting process (templates, calendar)
- Standardized management reporting pack (P&L, B/S, cash flow, KPIs)
- Monthly forecast with variance analysis and dashboard views
- Rebuilt profitability model with accurate cost allocations
- Controlling procedures implemented across countries

ACHIEVEMENTS

- **Operational savings (\$2m)**
 - high performing teams of data processing & accounting
 - establishing data driven decision making process
- **IT system gaps fixed**
 - cleaned data in the booking management system (IT),
 - recovered lost GM of \$1m (identified errors, that have not been recognised previously)
 - DATA governance process established
- **Resolved stalled (external) audit process; clean audit report issued**
- **Finance department professionalized & ready:**
 - for further fast business expansion
 - to be able to recognize issues
 - to react quickly and adequately for non-standard situations
- **Reduction of staff turnover by 20%**
- **5 months delay of invoice booking – reduced to 5 days (standard time)**

BUSINESS TURNAROUND

- **BACK TO PROFITABILITY**
- **SG&A COSTS REDUCTION**

ORGANISATION

Global fire & security company (NYSE Fortune -500) - \$10b sales, 69000FTEs, region EMEA – 11 countries, \$250M sales, 2300 FTEs

SCOPE

- Bring Region back to profitability target (10% EBIT)
- Significantly reduce SG&A (and other back office) costs
- Ensure SOX compliance is not compromised

POSITION/ TEAM

EMEA Regional FD –managing 45 FTEs

CHALLENGES

Structural & Organizational Challenges

- 12 legal entities operating across EMEA
- Lack of process standardization
- Poor procedures and internal controls
- Leadership misalignment across regions
- Resistance to change from local teams

Regulatory & Market Complexity

- Complex / varying regulatory requirements
- Diverse market conditions
- Operations in non-core markets with low or negative EBIT margins

Cultural & Human Capital Issues

- Leadership focused on sales volume instead of profitability and cash

Operational & Financial Pressure

- Operational inefficiencies impacting cost.
- Pressure for quick wins & EBIT improvement
- Pressure to quickly implement changes across multiple geographies

GEOGRAPHY

Europe:

- Sweden,
- Norway,
- Finland,
- Denmark,
- Poland,
- Czech,
- Hungary,
- Greece,
- France,
- Spain,
- Benelux

ACTIONS

- Assessed and benchmarked performance of 12 legal entities
- Conducted workshops with regional leaders to align on EBIT & cash goals
- Created cross-functional teams for AR recovery
- Conducted talent review and workforce planning across region
- Engaged with local teams to identify resistance points and secure buy-in
- Negotiated phase-out plans for loss-making clients and projects
- Reviewed and updated internal policies to meet corp requirements

DELIVERABLES

- New regional sales incentive scheme implemented (addressing GM% drop & collection issues)
- Sales portfolio rationalization model: methodology to exit unprofitable clients/projects
- Rightsizing roadmap created and executed (incl. FTEs and cost allocations)
- Collections task force and recovery strategy for aged receivables
- Leadership alignment framework rolled out (roles, KPIs, accountability)
- Performance dashboard for margin, cash, and sales tracking
- Standardized SOPs and control processes across 12 EMEA legal entities
- Implemented performance-based KPIs tied to GM%, DSO, and EBIT

ACHIEVEMENTS

- **Uplifting regional EBIT to 7% (\$10m)**
- **Stock level reduction by \$2m**
- **Reduced Stock provision level by \$750k**
- **Collection of \$4m long term overdue AR**
- **improved job costing**
- **Getting the region out of the HQ list of troublemakers.**
- **Standardized and simplified processes and procedures**
- **Loss-making projects/clients eliminated from sales portfolio**
- **Overstaff reduction (-200 FTEs)**
- **New motivational sales scheme to ensure sales reps responsibility, for:**
 - dropping the original GM%
 - collection problems

FINANCE TRANSFORMATION + SSC

Regional Shared Services Centre
 Implementation / Transition /
 Management / Continuous Improvement

ORGANISATION

Global Engineering PLC (PE-backed) - €8b sales, 50k FTEs
MENA region: 8 countries, €400m sales, 2500 FTEs,

SCOPE

- Professionalise family company – to make it ready for int. expansion
- Cleaning accounting issues after a year without CFO
- SAP HANA implementation in all 40 legal entities,
- cost control procedures, review/implementation

POSITION/ TEAM

Group CFO – managing 12 FTEs

CHALLENGES

Financial & Operational Control

- Non-reliable accounting records/lack of evidence, significant gaps in recording
- No proper month-end closing process of standardized reporting, KPIs, or forecasting routines
- Budgeting based on high-level, unrealistic figures with no operational anchoring
- No regular financial analysis or visibility into monthly performance

Liquidity & Cash Flow

- Severe cash flow issues impacting operations and supplier relationships

Ineffective SAP implementation

Leadership & Governance

- Owner's excessive micromanagement undermining accountability
- Lost accounting evidence, resulting in audit and compliance risks
- Chaotic, reactive decision-making with little coordination

Culture & Change Management

- Poor corporate culture with weak cross-departmental collaboration
- Conflicts and silos between departments
- Resistance to change and low engagement in transformation efforts
- Difficulty attracting and retaining qualified staff due to organizational instability

GEOGRAPHY

Middle East, Africa, Asia, North America :

- UAE
- Saudi Arabia
- Jordan
- Canada
- Tadjikistan
- Uganda
- Tanzania

DELIVERABLES

SSC Operating Model Documentation

- Operating model with functional scope, service lines, and org structure
- Clear RACI matrix defining roles between SSC, retained org, & business units

Transition & Migration Toolkit

- Transition plan by function and country (phases, resources, timeline)
- Knowledge transfer documentation and SOP handover,

Service Management Framework

- SLA catalogue with defined metrics, targets, and reporting cycles
- KPI dashboards for Finance, Procurement, and Sales Support functions
- Issue resolution/escalation framework/procedures

Workforce & Talent

- Talent acquisition plan for SSC staff
- Job descriptions for newly created and redesigned SSC roles
- Training materials on controls, processes, and shared services practices

Controls & Compliance Documentation

- Entity-level RCMS fully documented and stored in central repository
- Internal control policy manual tailored to SSC context
- Testing plan for key controls and quarterly compliance checklist

IT/Infrastructure

- Shared drive/knowledge base created for SOPs, policies, and templates
- Business continuity and disaster recovery procedures for SSC operations

ACHIEVEMENTS

SSC Launched and Fully Operational

- Established a regional Shared Services Centre (SSC) supporting 8 legal entities
- Centralized core back-office functions: Finance (O2C, P2P, R2R), Sales Support, Procurement, and Operations

Process Harmonization Across the Region

- Standardized / documented end-to-end processes across all countries
- Eliminated redundant local variations and embedded best practices

Strong Governance and Control Framework Introduced

- Designed and implemented regional governance and control check
- Risk Control Matrices (RCMs) deployed, with >70% controls centralized
- Elevated management awareness of risk and control through targeted training & communication

Performance Culture Established

- Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) rolled out and monitored
- Embedded performance management and continuous improvement mindset across SSC

Substantial Efficiency Gains & Cost Savings

- Headcount optimization:
 - Finance reduced from 85 → 50 FTEs
 - Procurement reduced from 25 → 15 FTEs
- Achieved €1.5M annual staff cost reduction
- Streamlined reporting, faster period closing, and improved data quality

FINANCE TRANSFORMATION

- BOOKS CLEANING
- PROFESSIONALISATION
- SAP IMPLEMENTATION

ORGANISATION

Producer of specialized armored vehicles for police, cash transport, special forces, Based in the UAE, with subsidiaries in Asia, Africa & North America. (40 entities with R&D, glass, steel, factories, shipyard, drones and cars assembly lines) - \$400m sales

SCOPE

- Professionalise family company – to make it ready for international expansion
- Cleaning accounting issues after a year without CFO
- SAP HANA implementation in all 40 legal entities,
- Establish cost control/reporting/analysis procedures,

POSITION/ TEAM

Group CFO – managing 12 FTEs

CHALLENGES

Financial & Operational Control

Non-reliable accounting records/lack of evidence, significant gaps in recording
 No proper month-end closing process of standardized reporting, KPIs, forecasting
 Budgeting based on high-level, unrealistic figures with no operational anchoring
 No regular financial analysis or visibility into monthly performance

Ineffective SAP HANA implementation

Lack of process alignment: SAP design did not reflect actual business processes,
Insufficient user training: Staff lacked training, data entry errors, system mistrust
Missing/misconfigured modules: functionalities not implemented / poorly configured
Transferred data inconsistencies: causing errors and duplication
Fragmented reporting: Key reports not generated from SAP, Excel consolidation
No change management: Users not engaged during implementation,
No stabilization phase: issues unresolved, SAP perceived unreliable

Leadership & Governance

Owner's micromanagement, chaotic & reactive decision-making / no coordination

Culture & Change Management

Poor corporate culture /weak cross-dept. collaboration, conflicts between departments
 Difficulty attracting and retaining qualified staff due to organizational instability

Liquidity & Cash Flow

Severe cash flow issues impacting operations and supplier relationships

TAX issues

set up CIT & VAT process and e-invoicing implementation,

GEOGRAPHY

Middle East, Africa, Asia, N. America :

- UAE
- SAUDI ARABIA
- JORDAN
- CANADA
- TADJIKISTAN
- UGANDA
- TANZANIA

DELIVERABLES

Financial Control & Transparency

- Restored transaction-level accounting integrity across 40 legal entities
- Implemented structured month-end closing process with ownership and timelines
- Designed and rolled out standardized budget, forecasting, and variance analysis models
- Introduced monthly financial performance reporting package (incl. KPIs)
- Introduced proper monthly VAT and CIT process

Process Standardization & Structure

- Full mapping and reengineering of core finance processes (O2C, P2P, R2R)
- Centralized and harmonized back-office functions to eliminate duplication
- Implemented consistent approval workflows, internal control checkpoints
- Developed group-wide SOPs with walkthroughs and ownership matrix

SAP Stabilization & Optimization

- SAP process review / correction of critical configuration gaps (GL, CO, assets)
- Defined new SAP reporting structure (cost centres, P&L, intercompany)
- Clean-up and governance of master data across finance modules
- Delivered post-implementation training and SAP user adoption program

Governance & People

- Introduced internal control framework across key financial areas
- Designed organization-wide KPI dashboards for management
- Created a finance function structure aligned with group governance

ACHIEVEMENTS

Financial Integrity & Reporting

- Cleaned and corrected accounting books for all 40 legal entities
- Completed delayed FY2023 audits
- Implemented standardized reporting processes and monthly performance reports
- Reconciled intercompany balances and eliminated historical mismatches
- Developed and rolled out comprehensive budget files for FY2025
- Implemented structured month-end closing and forecasting process

SAP & Digital Transformation

- Stabilized /fully implemented SAP S/4HANA modules (FI, CO, MM, PP, HR)
- Enabled real-time data analytics for finance and operations
- Digitized internal documentation and audit evidence across departments
- Improved overhead allocation accuracy via SAP-based analytics

Process & Cost Efficiency

- Standard costing system implemented with regular overhead review
- Introduced cost-per-unit visibility and internal benchmarking
- Built system for efficient resource allocation and cost monitoring
- Reviewed and optimized cost control structures
- Introduced performance-based incentives linked to real-time metrics

People & Organizational Setup

- Recruited and stabilized qualified teams in accounting and controlling
- Professionalized back-office departments (finance, admin, support)
- Introduced data-driven culture across finance and operations

POST ACQUISITION CONSOLIDATION , SSC IMPLEMENTATION

ORGANISATION

Global residential and electronic security provider
 South Africa - (\$650m sales - 8000 FTEs)

SCOPE

- Support to local CFO in launching SSC pilot after multiple acquisitions
- Diagnose profitability decline and propose corrective actions
- Design roadmap for standardization, cost reduction, and SSC implementation
- Act as HQ advisor to initiate governance, controls, and

POSITION/ TEAM

HQ-appointed Senior Finance Advisor, supporting regional CFO

CHALLENGES

operational

- Siloed operations across 6 independently run offices
- Inconsistent and inefficient processes across functions

Financial

- Duplicated back-office costs and unaligned support structures
- Declining GM% and EBIT significantly below target

controls

- Poor awareness of internal controls and risks

HR/people

- Difficulty attracting qualified mid-management talent
- Negative managerial attitudes and resistance to change

GEOGRAPHY

Republic of South Africa

- Pretoria,
- Johannesburg,
- Port Elisabeth,
- Cape Town,
- East London,
- Durban

DELIVERABLES

SSC Feasibility & Pilot Project Design

- Defined the strategic rationale for SSC (cost, scalability, control)
- Developed the SSC pilot approach and phasing
- Designed SSC functional scope and location
- Evaluated risks and transition bottlenecks
- Proposed changes to roles and responsibilities for regional CFO teams
- Mapped back-office duplication and identified optimal SSC process candidates
- Designed SSC pilot roadmap and organizational blueprint
- Defined transition plan, SLAs, KPIs, and change management approach

Profitability Diagnostic

- Root cause analysis of EBIT margin erosion and GM% decline
- Benchmarked FTE allocation & support cost structures
- Mapped duplicated functions across acquired entities
- Delivered corrective actions focused on margin discipline, pricing, and cost structure

Governance & Controls Framework

- Defined project governance model and steering cadence
- Advised on internal controls rollout (RCM templates, SOX-aligned policies)
- Conducted awareness sessions for regional finance managers

ACHIEVEMENTS

SSC Pilot Launched

- Pilot project executed with centralized O2C, P2P, and R2R processes
- KPI: Identified FTE synergies leading to \$2M/year potential savings

Defined and initiated EBIT improvement trajectory

- EBIT improved from +5% to +8%, following roadmap execution
- KPI: GM% recovery plan validated and approved for regional rollout

Handover & Local Ownership Secured

- SSC rollout transferred to local leadership with full toolkit, templates, and support
- KPI: Process transition executed with no disruption to Business-As-Usual

M&A

- POST ACQUISITION INTEGRATION
- DISTRESSED ORGANISATION STABILISATION
- DATA ROOMS \ DUE DILLIGENCE

ORGANISATION

Global producer of the Fluid Transfers systems: water, oil, air, cooling pipes, Break and clutch tubes, A/C lines, Supplier of the OEMs – VW/Audi, Mercedes, BMW, Porsche, (PE-backed company, €200M of €440M group), Mutares portfolio

SCOPE

- Following a 2+ year insolvency, group has been acquired (asset deal):
- Stabilize operations, restore fin. transparency, drive turnaround
 - Integrate with SFC Group (€450M), Prepare 3yr Business Plan

POSITION/ TEAM

Group CFO – managing 75 FTEs (Accounting, Finance, IT, Legal, SSC) dispersed in all countries in scope

CHALLENGES

- Net losses in GER, RSA, CHN
- Negative CF & cash shortages
- High-cost, interim shop-floor staff
- No sales team, no new projects
- No reporting, nor controlling
- Non-std O2C, P2P, R2R processes
- multi-currency complexity
- General resistance to change
- 3 different ERPs across group
- Fragmented, hard-to-access data
- Demotivated staff after 2 yrs insolvency

ACTIONS

- Month-end closing analysis
- Organized training for proper LucaNet (PE) reporting
- Weekly finance dept calls to share best practices across group
- Visited GER, RSA to assess processes & improvement areas
- Recruited key missing finance and operational staff
- Conducted staff efficiency analysis, incl. interim roles
- Performed detailed working capital analysis (AR/ AP/ Stock)
- CF forecast implementation

GEOGRAPHY

- GERMANY
- ROMANIA
- SOUTH AFRICA
- CHINA

DELIVERABLES

Finance stabilisation & control

- **Month-end closing process:** Reduced close cycle to 3-5 working days
- **Accounting clean-up:** Rebuild historical data, cleared backlogs, fix misstatements, ensured audit readiness.
- **Cash & liquidity control:** Set up daily/weekly cash reporting, 13-week cash flow forecast

PE reporting & transparency

- **Investor-ready reporting pack:** Consistent P&L, B/S, CF, KPIs per site; aligned with PE requirements.
- **Flash reporting:** Weekly oper. & fin. KPIs

People, Tools & Structure

- **Finance team assessment:** Identified gaps, reassigned roles,
- **ERP/data integrity:** Quick-fix existing systems (SAP, infosys), created patches (excel/power BI) to bridge gaps.

Strategic Planning Support

- **Business model review:** Challenged unprofitable lines, restructured entities.
- **M&A readiness:** Provided data for carve-out/disposal docs
- **Budget:** 3yr Business Plan / improvement measures, (100 days after acquisition)

ACHIEVEMENTS

- **Post-Insolvency Stabilization:** Stabilized a distressed group, acquired after 2 years of insolvency; re-established financial governance & trust with key stakeholders, & secured business continuity across entities.
- **Accounting & Reporting:** Rebuilt group reporting for CEO/PE; implemented Luca-Net; **reduced month-end close from 30+ to 5 days**
- **Production Cost Control:** Implemented proper cost allocation, variable cost tracking, stock controls.
- **KPI Dashboards:** Launched 15 financial/operational KPIs updated on a weekly basis.
- **Cash Flow & Working Capital:** Introduced 13-week rolling forecast ($\pm 5\%$ accuracy); reduced stock by €6M, extended DPO by 30 days.
- **Factoring Readiness:** Led lender engagement and scenario planning to prepare for €10M factoring line.
- **Budgeting & Planning:** Delivered group budget in 4 weeks; built **3-year plan**, forecasting €10M EBITDA uplift and 30+ performance initiatives.
- **Operational Efficiency:** Supported production streamlining, resulting in elimination of the 50 FTEs.
- **Data-Driven Decision Making:** Embedded data analysis across functions; developed tools (POWER BI) and trained users.
- **Exit Preparation:** Provided comprehensive financial, operational & legal data to the data room, as part of the initial exit readiness phase; ensured audit-proof documentation & consistency across entities.

REGIONAL FINANCE CONSOLIDATION

- REGION CONSOLIDATION
- NEW BUSINESS INTEGRATION
- GREENFIELD BUSINESS MODELLING

ORGANISATION

Global fire & security company (NYSE Fortune - 500) - \$10b sales, 69000FTEs. **MENA** – 9 countries, \$250M sales, 1300 FTEs

SCOPE

- **Full consolidation** of 4 divisions into a single regional platform.
- **Integration of newly acquired Turkey business**, aligning systems, processes, and reporting
- **greenfield business modelling** – business entering the region

POSITION/ TEAM

MENA Regional FD/deputy GM – managing 45 FTEs

CHALLENGES

Organizational Complexity

- Fragmented structure across 4 divisions with siloed operations / reporting lines
- Inconsistent financial governance across MENA countries
- Lack of unified regional finance leadership prior to the project

Post-Acquisition Integration (Turkey)

- No integration playbook for Turkey acquisition
- Misaligned ERP systems and inconsistent chart of accounts

Greenfield Model Design

- Need to balance scalability, compliance, and local market specifics
- Unclear regulatory and tax environments in some MENA countries

Data & Process Fragmentation

- No centralized master data governance
- Non-standardized P2P, O2C, R2R processes

GEOGRAPHY

MIDDLE EAST:

- UAE
- SAUDI ARABIA
- QATAR
- TURKEY
- IRAQ
- BAHRAIN
- OMAN
- KUWAIT
- LEBANON

Change Management & Stakeholder Alignment

- Lack of buy-in from local GMs focused on sales volume over profitability
- Tension between divisions competing for resources and operational autonomy
- High expectations from global HQ for rapid integration and value creation
- Limited change readiness among operational teams

Time & Execution Pressure

- Aggressive timeline imposed for consolidation and integration
- Concurrent initiatives (integration, restructuring, new business launch) creating bandwidth pressure
- Limited internal resources to run transition while supporting business-as-usual

DELIVERABLES

Regional Hyperion Consolidation Platform

- Transitioned financial consolidation /reporting from HQ (US) to regional level
- Developed a unified reporting structure across all 4 regional divisions (projects, retail, IT, security)
- Created cross-divisional visibility with customized reports and dashboards
- Aligned regional reporting cycles with Group deadlines

Post-Merger Integration Package

- Standardized accounting processes, reporting formats, & compliance rules
- SAP and HYPERION implemented with migrated legacy data
- Local teams aligned with Group policies and SOX controls
- Unified financial calendar and policy manual rolled out

Operating Model & Business Plan

- New business model prepared for Williams Fire market entry in the Gulf
- Pricing & margin analysis completed for UAE, KSA, and Qatar
- Business case presented and approved by global leadership

Forecasting & Performance Framework

- Full annual budget and rolling forecast process embedded
- Month-end closing checklists and ownership matrices implemented
- Forecast accuracy tracking and variance analysis setup

Regional Cash & Working Capital Management Framework

- Designed & implemented a 13-week rolling cash flow forecast across region
- Integrated P&L, balance sheet, and pipeline data for cash forecasting
- Standardized tracking of working capital metrics (DSO, DPO, inventory days) across all business units

ACHIEVEMENTS

Regional-Level Financial Transparency Established

- Regional teams gained direct access to divisional P&Ls and group-level consolidation logic
- Enabled performance comparisons, trend analysis, and timely decision-making within MENA
- KPI: Enabled monthly EBIT tracking across 4 divisions and 9 countries

100% Integration of Acquired Business (Turkey)

- Full alignment with Group chart of accounts, reporting logic, and internal controls within 4 months
- KPI: Integration completed 2 months ahead of internal schedule
- SAP and Hyperion implemented across all 9 entities

Financial Governance Strengthened

- Fast closing process (from 10+ to <5 days for monthly closing)
- Regional teams aligned to SOX and Group finance policies

Business Performance Orientation

- Shifted focus from revenue growth to EBIT & cash generation
- KPI: Forecast accuracy >90%, bottom-line accountability introduced in all reporting decks

M&A

- REGION CARVE OUT
- DIVESTMENT

ORGANISATION

Global fire & security company (NYSE Fortune - 500) - \$10b sales, 69000FTEs. EMEA – 11 countries, \$250M sales, 2300 FTEs

SCOPE

- carving out/disposal of some of the EMEA businesses

POSITION/ TEAM

EMEA Regional FD – managing 45 FTEs

CHALLENGES

Structural & Operational Complexity

- Carve-out involved 12 legal entities across multiple countries, each with distinct regulatory and operational frameworks
- Turnaround process still in progress, with unstable performance

2. Leadership & Workforce Disruption

- Local & regional management disoriented, lacking clarity on future roles & post-deal structures
- Employee anxiety & disengagement due to uncertainty surrounding job security ownership transition

3. Financial & Tax Risks

- Significant tax exposure / regulatory differences across jurisdictions

4. Timing & Market Constraints

- Deal executed under tight time pressure
- market conditions, (suboptimal moment for divestiture)

GEOGRAPHY

EUROPE:

- Sweden,
- Norway,
- Finland,
- Denmark,
- Poland,
- Czech,
- Hungary,
- Greece,
- France,
- Spain,
- Benelux

ACTIONS

Financial Structuring & Decision Support

- detailed financial analysis to identify BUs and assets suitable for divestiture
- Assessed future standalone P&L & CF impact for valuation & strategic scenarios
- Supported Group and external advisors with input for transaction design

Transaction Prep./ Due Diligence Support

- Prepared financial data for the Virtual Data Room (VDR) and investor review
- Collaborated with external consultants with Financial Analysis, Exit Strategy, CIM
- Participated in investor meetings and financial Q&A (support negotiation)

Business Continuity & Turnaround

- Continued turnaround efforts in parallel: standardization, cost controls, monthly closings
- Stabilized financial reporting. cleaned legacy issues to increase attractiveness of the entities
- Supported local teams post-disposal to ensure smooth transition and separation

DELIVERABLES

- Input to Exit Strategy Document and carve-out roadmap
- Financial Analysis & Valuation input (P&L, CF, assets, entity structure)
- Due Diligence data packages, prepared and validated
- Contribution to Confidential Information Memo
- Financial section of Transition and Risk Management Plans
- Monthly performance and cash flow reporting during carve-out period
- Post-exit financial handover materials and support documentation

ACHIEVEMENTS

- **Delivered clean and audit-ready financial data for 12 legal entities across multiple jurisdictions**
- **Supported the successful carve-out and sale of regional businesses while preserving sales and market continuity**
- **Managed triple-track execution:**
 - Transaction support
 - Continued operational turnaround
 - Maintain daily finance management
- **Stabilized monthly closings, introduced forecasting, and improved cost control during carve-out phase**
- **Maintained financial integrity under time pressure and high stakeholder scrutiny**
- **Enabled value realization for the Group through finance-led transparency and risk management**

CRISIS MANAGEMENT

- CONTROL REGAIN



ORGANISATION

Global fire & security company (NYSE Fortune -500) - \$10b sales, 69000FTEs, **Russia** - \$23m sales, 210 FTEs

SCOPE

- Control Regain (stabilize and professionalize finance functions)
- Getting Entity back on Track (restore financial integrity and operational transparency)

POSITION/ TEAM

Interim FD – managing 10 FTEs

CHALLENGES

Financial Processes & Controls

- Lack of structured month-end closing process
- Significant errors in group reporting
- Delays and inaccuracies in booking invoices and documentation
- No controlling tools
- Manipulation of books (ERP system backdoors)

Compliance & Governance

- Inadequate procedures & missing SOD
- Internal Audit failure
- forced entity closure RISK (compliance issues)

Organizational Culture & Management

- Weak corporate culture
- Disorganized & ineffective Mgmt
- Demotivated & disengaged staff

Awareness & Standards

- Low awareness of corporate standards in:
 - Accounting policies.
 - Compliance,
 - Financial reporting -
 - Controlling

GEOGRAPHY

- **Russia (Moscow)**

ACTIONS

- Performed full audit of processes and profitability
- Implemented structured accounting & month-end closing procedures
- Delivered team training on new financial procedures
- Designed and rolled out improvement roadmap
- Conducted in-depth sales portfolio analysis
- Ensured execution of strategic and financial plans
- Secured compliance across accounting, controlling, and forecasting
- Introduced SOX-aligned framework and enforced Group policy adherence

DELIVERABLES

- Documented accounting procedures and month-end processes
- Conducted financial staff training sessions and workshops
- Comprehensive process improvement roadmap
- Analytical report on sales portfolio
- Fully implemented SOX-compliant financial controls framework
- Updated and improved Group reporting structure
- Set of standardized procedures, walkthroughs, and testing documentation

ACHIEVEMENTS

- **Group reporting system rebuilt and streamlined**
 - reduction of closing time (from 15 to 3days) and reporting accuracy
- **Transparency in bookkeeping**
 - Elimination on ERP backdoor
 - Local bookkeeper had been able to enter the system using ERP back door to modify historical evidence. That backdoor then has been closed.
- **Positive Internal Audit follow up**
 - After 9 months new Audit have been performed by the TYCO IA, and the result was much better: assessment- Good (4 in a scale 2-5)
- **SG&A costs reduction by \$200k**
- **stock reduction by \$250k**
 - elimination of not required stock,
 - better control over stock,
 - reduced unnecessary purchases
- **standardized and simplified processes, procedures and controls (+ documentation, testing, walkthroughs)**
- **improved working Capital (+\$1m)**
- **New, permanent Financial Director hired & onboarded**

CRISIS MANAGEMENT

- **CONTROL REGAIN**
- **GETTING BACK ON TRACK**

ORGANISATION

Global fire & security company (NYSE Fortune -500) - \$10b sales, 69000FTEs, **AZERBAIJAN-** \$18m sales, 170 FTEs

SCOPE

- Control Regain (stabilize and professionalize finance functions)
- Getting Entity back on Track (restore financial integrity and operational transparency)

POSITION/ TEAM

Interim FD / Deputy GM – managing 10 FTE directly and a whole company

CHALLENGES

Compliance & Governance

- Large-scale internal fraud uncovered, involving falsification of documents and unauthorized contracts
- Entire local management team dismissed due to involvement in fraudulent activities
- Stolen company stamps used to fabricate backdated contracts and override controls
- Absence of basic internal controls, financial procedures, and compliance structure
- No controlling tools or mechanisms to monitor financial activities
- Deep-rooted culture of non-compliance and tolerance for misconduct
- Significant legal, financial, and reputational risk of entity closure in the Region

GEOGRAPHY

- **AZERBAIJAN**
- **GEORGIA**

ACTIONS

Immediate Stabilization & Control

- Assumed interim financial leadership following full management dismissal
- Secured financial systems and ERP access to prevent further tampering
- Initiated legal proceedings to challenge the validity of fraudulent contracts signed using stolen company stamps
- Suspended all ongoing contractual and payment authorizations pending review

Investigation & Damage Control

- Launched internal forensic review and transaction-level investigation
- Coordinated with Legal and Internal Audit to assess the extent of fraud
- Isolated and documented fraudulent contracts and financial manipulations
- Established legal basis for nullifying invalid transactions and contract

DELIVERABLES

Governance & Control

- Emergency internal control framework implemented post-fraud
- New approval matrix, access restrictions, and ERP usage controls
- Full retraining program for all staff on corporate procedures, compliance, and anti-fraud practices
- Updated accounting records and documented evidence trails

Compliance & Legal

- Legal case documentation for court proceedings against fraudulent contracts
- Fraud incident report and internal investigation summary
- Refined compliance protocols and whistleblowing mechanism
- Risk mitigation plan addressing operational, reputational, and legal exposure

Strategic Exit from Azerbaijan

- Exit Strategy Document
- Financial Analysis & Valuation Report
- Buyer Transition Plan with structured handover
- Stakeholder Communication Plan
- Post-Exit Report including residual risk assessment

ACHIEVEMENTS

- **Restored integrity of accounting and reporting across the Region**
- **Built internal control culture from scratch in a post-fraud environment**
- **Delivered full staff retraining, embedding compliance and ethical conduct**
- **Ensured full documentation and evidence for all transactions (transparency in bookkeeping)**
- **Standardized and simplified procedures and controls for finance and operations**
- **Successfully executed divestment of Azerbaijan entity with clean exit**
 - No residual liabilities left to Group
 - All strategic and financial documentation delivered to the acquirer
 - Group risk exposure fully mapped and mitigated
- **Regained stakeholder trust at Group level and with local regulators**

SARBANES-OXLEY (SOX) EMEA/APAC

- Implementation
- Management
- Transformation

ORGANISATION

Global Industrial Battery Producer - HQ in Reading (PA): \$3Bn revenue, 11000 FTEs

SCOPE

- Company just started to be quoted on NYSE and therefore, SOX implementation was required.:
- Full scope for production entities in EMEA & APAC (YEAR 1)
- Transformation from project to process (YEAR 2)

POSITION/ TEAM

SOX Director EMEA/APAC – managing 7 SOX auditors

CHALLENGES

Lack of Documented Governance: No written policies for finance, compliance, or operations despite a functioning business

Low Policy Awareness: Limited understanding of Group standards in accounting, and reporting

Missing Internal Controls:

- No Segregation of Duties (SOD) or documented approval workflows
- No Risk & Control Matrices (RCMs) or defined control ownership

ERP System Risks: Excessive access rights, no audit trails, and risk of post-closing adjustments

IT General Controls (ITGC) Gaps:

- No structured access provisioning, password policies, or change management
- Incomplete backup, recovery, and incident tracking procedures

Staff & Cultural Resistance: Country Managers reluctant to engage with what they viewed as “theoretical” or “non-operational” compliance efforts, diverting focus to commercial KPIs instead of governance

GEOGRAPHY

EMEA:

- UK,
- FRANCE,
- GERMANY,
- ITALY,
- POLAND,
- BULGARIA

APAC:

- AUSTRALIA,
- CHINA
- SINGAPOORE
- JAPAN

ACTIONS

- diagnostic of finance, IT, and compliance risk environments
- gap analysis vs PCAOB/COSO frameworks
- Control walkthroughs with process owners to validate current-state risks
- Identified of redundant/excessive ERP access rights
- Led regular steering committee sessions with IA and country managers
- Rewrote job roles and approval workflows to support segregation of duties (SOD)
- Initiated weekly task force meetings to monitor SOX progress & risk remediation
- Building consensus with resistant stakeholders (country managers) through tailored risk workshops
- Managed external consultants and auditors (e.g., EY) to validate program rollout
- Negotiated budget adjustments and resource reallocation with Group CFO to support control implementation

DELIVERABLES

- **SOX Framework Implemented** – incl. Risk/Controls Matrices (RCMs), process maps, and control libraries
- **Finance & IT Documentation** – all core processes, risks, and control activities formalized
- **ERP Controls Embedded** – SOD enforced, elevated access rights removed, audit logs active
- **IT General Controls Established** – system access, changes, and continuity now formally governed
- **Internal Audit Rebooted** – testing protocols, evidence templates, and remediation workflows
- **Localized Control Awareness** – SOX playbooks tailored per country to ensure adoption
- **Governance Culture Uplifted** – tangible risk examples used to overcome abstract resistance
- **Successful Remediation** – validated by post-implementation review and audit confirmation
- **OTHERS**
 - Standardized templates for RCMs, control documentation, test scripts
 - Trained local finance and IT teams on SOX principles, control ownership, and documentation standards
 - Mapped existing undocumented processes across accounting, controlling, and procurement

ACHIEVEMENTS

- **SOX Framework Successfully Implemented**
 - Full-scope SOX compliance achieved across 9 legal entities EMEA and APAC in Year 1
 - No material findings identified by EY during external certification
- **From Project to Process – Embedded Compliance**
 - Transformed initial SOX rollout into a standardized, repeatable compliance process
 - Ensured long-term sustainability of regulatory adherence and audit readiness
- **\$500K Annual Cost Reduction**
 - Streamlined control design: reduced key controls from ~300 to ~100 per entity
 - Lowered testing, maintenance, and audit costs by approx. \$500K per year
- **Internal Controls Department Operationalized & Scaled**
 - Built and matured a high-performing ICM (Internal Controls Management) function
 - Team now runs ongoing SOX, drives continuous improvement, and owns control environment governance

INTERNAL CONTROLS ENVIRONMENT

- **Risk/Controls Matrices (RCM)**
 - Implementation
 - Management

ORGANISATION

Global Engineering PLC (PE-backed) - €8b sales, 50k FTEs
MENA region: 8 countries, €400m sales, 2500 FTEs,

SCOPE

- After years of limited scope, the requirement of Full Scope RCM (Internal controls system) had to be met, for all 8 legal entities in the Region + regional HQ (MENA)

POSITION/ TEAM

MENA Regional internal controls/compliance HEAD

GEOGRAPHY

Middle East & North Africa - MENA:

- UAE
- SAUDI ARABIA
- QATAR,
- KUWAIT
- EGYPT,
- BAHRAIN
- JORDAN
- TUNISIA

CHALLENGES

Organizational & Cultural

- Weak corporate governance culture and limited management buy-in
- Low awareness across staff and leadership regarding the importance of risk and control systems
- Resistance to change and perception of internal controls as a “compliance burden”

Technical & Structural

- Fragmented, non-standardized internal controls across 8 entities and regional HQ
- Lack of existing documentation, testing, or monitoring of risk/control environments
- Segregation of duties issues, particularly after SG&A cuts & regional transformation

Operational

- Limited internal resources to support project roll-out
- Tight timelines imposed by audit and compliance deadlines
- Need to run the project in parallel with broader regional restructuring

ACTIONS

Design & Planning

- Defined project roadmap for implementing full-scope RCM across all MENA entities
- Coordinated with Group Risk & Internal Audit to align approach with global standards
- Mapped entity-level risks, controls, and process flows to identify gaps

Execution

- Designed and implemented Risk Control Matrices (RCMs) for each legal entity and the regional HQ
- Conducted documentation, walkthroughs, and control testing with local teams
- Introduced central control framework tailored to regional realities

Change Management & Training

- Delivered introductory workshops and practical training for staff and directors
- Set up internal controls ownership model across all functions
- Explained the project’s benefits in clear terms: how it helps reduce risks, prepares for audits, and strengthens governance.

DELIVERABLES

RCM Implemented & Assessed

- Full-scope RCM implemented in 8 entities + regional HQ; validated by Internal Audit without material discrepancies

RCM Transformed into Ongoing Process

- Control framework embedded into monthly/quarterly/yearly operations and audit preparation cycles

Risk Awareness Expanded

- Full organization (incl. directors) trained on risk and control concepts, driving improved governance behaviour

Efficient Internal Controls Department (ICM)

- Regional ICM (internal control management) team established and operational, overseeing control testing, documentation, and continuous improvement

ACHIEVEMENTS

- **Transitioned the region from “limited scope” to full RISK CONTROL compliance across 9 entities**
- **Built a functioning, sustainable and efficient internal controls process positively assessed by the corporate Internal controls department and recognized by Internal Audit**
- **Significantly increased risk awareness across the organization (especially within the local Board of Directors), reducing compliance exposure**
- **Strengthened the region’s control maturity during a period of major organizational transformation**
- **Positioned the region for smoother audits, improved investor confidence, and scalable risk governance**
 - Internal controls and risk oversight will still be effective as the organization grows (more legal entities, new systems, more transactions)
 - A governance model (policies, procedures, accountability) that can be replicated or extended across new regions or business lines
 - Clear ownership and reporting structures that don’t rely on a few individuals but are institutionalized

INTERNAL AUDIT DEPT - EMEA

- Creation
- Management
- Transformation

ORGANISATION

Global Industrial Battery Producer - HQ in Reading (PA): \$3Bn revenue, 11000 FTEs

SCOPE

Internal Audit Department for EMEA, to be created from scratch, as company just started to be quoted on NYSE

POSITION/ TEAM

Head of Audit EMEA – managing 5 Internal Auditors

GEOGRAPHY

Manufacturing:

- UK,
- FRANCE,
- GERMANY,
- ITALY,
- POLAND,
- BULGARIA

Sales offices: remaining 30 EMEA countries

DELIVERABLES

Established EMEA Internal Audit department, incl.:

- Department structure and reporting lines
- 5 auditors hired (ACCA, CISA, CIA, IT audit)
- Audit budget and resource plan
- Audit methodology (incl. IT audit coverage)
- Documentation standards and audit procedures
- Risk mapping framework
- Technology/tools implementation
- Ethical standards framework
- Performance monitoring systems

Audit Execution & Risk Assessment

- Risk-based Internal Audit Plan covering key processes
- Completed internal audits across selected entities/plants/regions
- Detailed Audit Reports with findings, root causes, & recommended corrective actions
- Risk Register or updated Enterprise Risk Management (ERM) overview
- ICFR testing documentation

Internal Controls & Governance

- Control framework mapping and maturity assessment
- Segregation of Duties (SoD) analysis and risk matrix
- Updated process documentation and walkthroughs for key controls

CHALLENGES

- No existing Internal Audit function
- Weak corporate governance and control culture
- Non-standardized, fragmented internal control systems
- No formal risk & control management (no documentation, testing, or analysis)
- Parallel SOX implementation required across multiple entities
- High complexity: 6 full-scope and 30 limited-scope entities across EMEA
- Delayed projects start and tight implementation timeline

ACTIONS

- Assessment of needs
- Development of Audit charter:
 - Purpose,
 - Authority
 - Responsibilities
 - Reporting lines
- plan (staff, processes, budget)
- building risks map based on SOX
- hiring team of auditors
- budgets and audit plans
- ensuring independence from operational management

ACHIEVEMENTS

- **Built audit credibility with management and Audit Committee**
- **Raised awareness of IA's strategic value in the following areas:**
 - Fraud prevention,
 - Performance reviews,
 - Advisory role
 - Risk Assessment
 - Strong control environment
- **Alignment with NYSE-level corporate governance requirements**
- **Embedded culture of continuous improvement in audit approach and execution**
- **Delivered fully risk-based internal audit coverage across priority areas within limited timeframe**
- **Strengthened overall control environment across EMEA through increased risk visibility**
- **Identified high-risk control gaps in procurement, inventory, and financial reporting — supported rapid remediation**

INTERNAL AUDIT

- Senior Manager – Global Audit

ORGANISATION

Global automotive company designing and manufacturing automotive components, (seating, interior systems, emissions control technologies)

SCOPE

- Internal Audit Execution
- Internal Controls and Risk management
- Governance and compliance support

POSITION/ TEAM

Internal Audit Senior Manager managing the teams of Internal Auditors on the projects

GEOGRAPHY

- EUROPE
- ASIA
- AFRICA
- AMERICAS
- AUSTRALIA

CHALLENGES

Limited Time, High Expectations

- Need to deliver insights quickly
- Short runway to build credibility with senior leadership and auditees
- Balancing quick wins vs. building a sustainable audit environment

Incomplete and Weak Control Environment

- Operating in a legacy environment with outdated or undocumented controls
- Gaps in risk registers, no recent audits, or no audit trail in ERP systems
- Weaknesses, especially in post-merger or multi-plant setups

Stakeholder Resistance

- Management resistance to audit scrutiny, as governance was historically weak
- Cultural pushback from production or plant-level teams, unfamiliar with internal audit protocols
- Navigating local sensitivities while auditing across multiple geographies

Fragmented Data & Processes

- Disparate ERP systems, manual workarounds, inconsistent process execution
- Difficulties in extracting meaningful data from finance, procurement, sales
- Reliance on oral knowledge or informal procedures in remote or smaller sites

Team Constraints

- Junior audit team lacking methodology
- Limited cooperation from local finance/operations (resource shortages and fear)
- Need to train or upskill local staff while running audits

DELIVERABLES

Audit Execution & Risk Assessment

- Risk-based Internal Audit Plan covering key processes
- Completed internal audits across selected entities/plants/regions
- Detailed Audit Reports with findings, root causes, & recommended corrective actions
- Risk Register or updated Enterprise Risk Management (ERM) overview
- ICFR testing documentation

Internal Controls & Governance

- Control framework mapping and maturity assessment
- Segregation of Duties (SoD) analysis and risk matrix
- Updated process documentation and walkthroughs for key controls
- Control testing templates and methodology (standardized for global use)
- Remediation Tracker with timelines, responsible owners, follow-up structure

Advisory & Change Support

- Internal Audit input into ERP, supply chain, or restructuring programs
- Fraud risk assessment and whistleblower process review
- Audit Committee updates or board reporting packs
- Update/refresh of Audit manual & procedure toolkit for future IA team use

Updated/Improved Audit Procedures and Tools

- Audit planning templates
- Work paper templates
- Issues and Action Tracker creation
- Reporting templates
- Increased reliance on the data analysis instead of the substantial testing

ACHIEVEMENTS

- Delivered fully risk-based internal audit coverage across priority areas within limited timeframe
- Identified high-risk control gaps in procurement, inventory, and financial reporting — supported rapid remediation
- Built audit credibility with management and Audit Committee despite initial resistance
- Created sustainable audit processes and tools used beyond interim engagement
- Increased awareness and ownership of internal controls across finance and operations
- Reduced repeat findings and audit backlog from prior years

CONTROL & COMPLIANCE EMEA

ORGANISATION

Global fire & security company (NYSE Fortune -500) - \$10b sales, 69000FTEs. Region **EMEA** – 11 countries, \$250M sales, 2300 FTEs

SCOPE

- Ensuring controls are in place
- Reduce Internal Audit findings,

POSITION/ TEAM

EMEA Compliance Senior Manager

GEOGRAPHY

EUROPE:

- Sweden,
- Norway,
- Finland,
- Denmark,
- Poland,
- Czech,
- Hungary,
- Greece,
- France,
- Spain,
- Benelux

CHALLENGES

Fragmented Processes & Tools

- Global rollout - dealing with inconsistent process definitions, outdated ERP/GRC systems, and low adoption across regions

SOX Risk & Segregation of Duties (SoD)

- Ensuring robust SoD, aligning controls under Sections 302/404, and avoiding bottlenecks in shared or multifunctional roles

Audit Point Backlog (“PYs”)

- Addressing previous-year internal audit findings and preventing repeat issues demanded rigorous remediation and tracking.

Documentation & Evidence Management

- Collecting process descriptions, walkthroughs, control test evidence, and maintaining version control across teams was complex and manual-heavy

Change & Stakeholder Engagement

- Implementing standardized controls and databases required buy-in from process owners and executives and overcoming “compliance fatigue.”

Audit Coordination

- Aligning internal stakeholders with internal/external auditors, preparing for visits, and ensuring timely responses under pressure.

DELIVERABLES

Controls & Risk Database Implementation

- Built and deployed a regional controls and risk database to centralize RCMs, process flows, test evidence, and issue logs
- Ensured database accessibility for finance, audit, and compliance stakeholders across EMEA
- Integrated control testing schedules, remediation tracking, and version control into a single platform

Remediation & Audit Readiness

- Cleared internal audit backlog and closed prior-year findings
- Trained process owners on control execution and documentation standards
- Conducted root cause reviews of recurring audit issues

Monitoring & Reporting

- Deployed control effectiveness dashboards and issue trackers
- Coordinated internal and external audit cycles with real-time tracking
- Introduced compliance heatmaps and quarterly reporting packs

Stakeholder Management & Change Enablement

- Conducted control awareness workshops across the region
- Built collaboration model with country finance teams and group compliance
- Engaged senior leadership on risk exposure, driving culture change

ACHIEVEMENTS

- **Internal audit findings backlog reduced by over 80% across 11 countries**
- **Achieved 100% on-time audit readiness for both internal and external audits**
- **Implemented a fully operational regional risk/control database, improving visibility, ownership, and audit readiness**
- **Embedded a repeatable, efficient control testing process across EMEA**
- **Closed multiple ERP access loopholes and SoD violations without business disruption**
- **Standardized control documentation across all legal entities**
- **Drove compliance culture uplift – operational teams began owning control execution and self-assessments**
- **Increased audit pass rates and stakeholder confidence, removing region from “watchlist”**



PRZEMEK DZIEDZIC

Interim CFO

Transformation Director

- **Big-4 & ACCA**-qualified Finance Executive | **Group/Regional CFO / Finance Director**
- **International** experience across global PLCs in both mature and **emerging markets**.
- Maximizing the value of **Private Equity**- and **Family-owned businesses** by managing Finance, Operations, IT, Procurement, and Compliance functions during periods of **transformation, change, or crisis**.
- With a track record of leading **globally dispersed, matrixed** teams, bringing a **pragmatic, hands-on** approach to **solving complex challenges**.
- working across **Europe, MENA, and APAC** with a deep understanding of financial governance, **cross-cultural** dynamics, and regulatory/**currency nuances**.

- Stepping into organizations during **business-critical moments**—often with **urgent needs and limited internal capacity**. Operating with full budget and P&L accountability, I focus on driving **measurable financial and operational results**.

- Open to **interim CFO / Transformation** roles across **Europe, Middle East, Africa & APAC**

EXPERTISE:

FINANCE MANAGEMENT:

- Strategic Planning, Execution
- Budgets, Forecasts, Actual P&L, BCF
- EBIT, Cash Flow, Working Capital
- FP&A, Statutory/Group Reporting

BUSINESS TURNAROUND / TRANSFORMATION:

- Stabilizing distressed businesses.
- Rapid turnarounds (6-12 months)
- Immediate reporting building (proper /meaningful reports, quick preparation)
- Optimisation of:
 - Portfolio evaluation (sales)
 - Gross Margin (operations)
 - Back-office costs (SG&A)

PROCESS IMPROV / AUTOMATION

- reviewing and optimizing financial /operational processes to enhance accuracy, efficiency and speed.
- Workflow streamlining
- Best practices implementation

SSC CREATION, TRANSITION, LEADING

- Strategic planning & execution
- Project & Change management
- IT technology
- Cultural Sensitivity
- Performance Metrics – KPIs, SLAs
- Continuous improvement

LEADERSHIP:

- Multi-site/Multi-cultural /Team Building
- Talent Mgmt., Mentoring & Coaching
- Developing high-performance culture
- Rapid assesment & rebuilding of teams

CHANGE MANAGEMENT:

- addressing staff concerns,
- facilitating cultural alignment
- operational processes streamlining

PROJECT MANAGEMENT:

- proper process planning, roadmaps
- execution of efficient resources allocation

END-TO-END M&A:

- Strategic planning, due diligence,
- Transaction planning & execution
- Post-deal integration, restructuring
- Carve-out, divestment/exit

DIGITAL TRANSFORMATION:

- BI/Data Mgmt., SAP, CRM & ERP implement.
- KPIs Dashboard / Big Data fin. analysis
- data driven decision making

PRIVATE EQUITY DYNAMICS:

- Reporting to PE boards, understanding their specific KPIs (IRR, ROIC)
- Familiarity with PE short-term aggressive growth objectives/timeliness
- Managing high-pressure expectations
- Value based decision making
- Result oriented approach
- Monitoring Value Creation plans

CORPORATE GOVERNANCE & COMPLIANCE:

- Internal Audit, SOX & Compliance
- Risks management and internal controls

IT SYSTEMS

- SAP (ECC, HANA), Oracle, 1C
- HYPERION (HFM), SAP@cons
- Power BI, VISIO
- ACL+ SQL (data analysis)
- Excel (VBA, Power Pivot, what-if analysis)
- Word, Power Point, MS Access

MANAGED DEPARTMENTS:

Finance

- Accounting
- Reporting/Consolidation
- Treasury
- Shared Services:
 - P2P
 - O2C
 - R2R

Others

- Procurement
- Legal
- IT
- Compliance
- Intern. Controls
- Risk/SOX
- Internal Audit

QUALIFICATIONS

- ACCA (2004)
- CISA (2007) - IT Audit
- 6 Sigma (2011) - green belt
- Accounting Standards:
 - US GAAP
 - IFRS/IAS
- Audit & Internal Controls Standards
 - GAAS
 - SOX (PCAOB, COSO, COBIT)

INDUSTRIES

- Engineering,
- Construction,
- Automotive,
- Energy,
- SSC/BPO,
- Infrastructure,
- Manufacturing,
- Consumer Products,
- Oil & Gas,
- Tourism and Hospitality,
- Fire and Security,
- Technology,

REGIONAL SCOPE

Europe	MENA	Asia Pacific
UK	UAE	Japan
France	KSA	Australia
Spain	Qatar	China
Sweden	Kuwait	Singapore
Finland	Bahrain	
Norway	Egypt	Others
Italy	Tunisia	Russia
Poland	Oman	Azerbaijan
Czech	Turkey	Kazakhstan
Hungary	Iraq	Tajikistan
Greece	Lebanon	South Africa
Benelux		Tanzania
Germany		Uganda
Denmark		

WORK EXPERIENCE

Interim Projects since Oct 2023

- Group CFO - PE-backed automotive
- Group CFO - Family owned automotive

TK Elevator 09/2018 - 08/2023

- Middle East CFO/Head of SSC

Interim Projects 2014-2018

- Interim CFO – tourism/hospitality
- Interim CFO – B2B consulting
- Fin Director – Oil & Gas support
- Interim Int Audit. – hotels

TYCO international 2008-2013

- Middle East Finance Director
- Transf. /SSC Project Head - South Africa
- Global Ops. Finance Director - EMEA
- Financial Director (Russia & Central Asia)
- Control & Compliance Snr Manager EMEA

Faurecia 2007-2008

- Global Internal Audit - Senior Manager

ENERSYS Corp. 2005-2007

- Head of Internal Audit EMEA
- Head of SOX implementation EMEA

Ernst&Young, Deloitte 1999-2004

- Senior Auditor

LANGUAGES

- English - fluent
- Russian - fluent
- French - proficient
- Polish - native

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