

### **Background and Problem**

A rapidly growing national restaurant chain recognised that all development within the organisation had been focussed on the customer offering within the restaurants, and that the Finance function and certain operational processes within the business were not as efficient as they could be.

One such problem was that the finance system in place did not have adequate functionality to cope with the size of the business which had grown at 25% per year for the previous 5 years. This resulted in many reports having to be produced and constantly updated for regional and individual restaurant managers on spreadsheets, and for the Board in order to provide the level of data they required to effectively manage their business units.

The finance function felt they needed to recruit a further 3 people within the finance team to manage the current workload.

### **Actions Taken**

- ◆ All processes and workflow within the finance department was documented to understand what work was currently being done and what difficulties each person was encountering
- ◆ End users were consulted over what their business requirements were from the finance department in terms of management information
- ◆ A gap analysis was performed to identify where the current systems and processes did not meet the needs of the business
- ◆ Research was conducted, which included visiting many finance software suppliers in the UK with a view to understanding the current products on the Market and where processes could be further streamlined and automated
- ◆ A tender document was produced and sent to 6 suppliers for the supply of a new finance system, and then presentation were made to the team from the 3 short-listed suppliers, until one supplier was chosen to implement the required solution.

### **The results**

- ◆ The system specified and implemented not only met the needs of the business as it currently stood, but allowed for the rapid growth of the business.
- ◆ Document management systems were included within the process to reduce the amount of manual work performed by the staff wherever possible to allow them to focus on value added controls and information that the business had always wanted to produce or analyse but had never had the time or resource to do so.
- ◆ This had the further benefit that the 3 extra staff that the company thought were needed to managed current workloads were no longer required.
- ◆ Automation of reports within the finance system rather than cumbersome spreadsheets lead to less errors, and having the information available to restaurant managers to view over the intranet reduced the number of queries coming into the department
- ◆ Increased satisfaction with the speed of being able to access management information regarding individual restaurants, and the ability to custom request data from within the system was of a huge benefit to regional and individual restaurant managers who felt that they could react to information and trends much faster than previously.

**If you want to find out more about any of the areas covered in this case study  
and how we can support your business – contact us today.**