

What if you could...

...reduce costs, improve customer service levels, enhance regulatory compliance and engage your workforce safely and rapidly?

With Proudfoot, you can.

Having previously delivered more than €100M in operational improvements for Lafarge, the CEO of Lafarge Africa called on Proudfoot to support their post-merger integration with Holcim in Nigeria, a critical market.

Teaming with Proudfoot, the LafargeHolcim Nigeria integration team developed their integration roadmap to ensure Day-1 readiness and realize the benefits identified from synergy potential.



LafargeHolcim

"The benefits tracking system is an excellent tool, we have adapted it as best practice for all of Lafarge Africa"

– EVP Transformation

"The support of Proudfoot was highly appreciated to achieve the objectives and meet the deadlines"

– CFO



A TRANSFORMATIONAL APPROACH

1

The CEO's Vision:

Support the internal integration team to achieve day-1 readiness and develop the 100 day plans.

Establish a robust measurement system to track the benefits realized from identified synergies.

Ensure the delivery of the identified synergies.

Design & implement the back office shared service centre (SSC), within 6 months, with efficient new procure-to-pay (P2P) process in place.

2

Our Approach:

Phase 1: Day 1 Readiness. Develop the Integration Team capabilities while establishing a joint end-to-end PMO across all business functions including operations, procurement, finance, sales & marketing, and HR, to execute the 100 Day Plan & realize the benefits.

3

Phase 2: Measurement. Design, develop & implement a robust benefits evaluation methodology underpinning all 100 day plans, including agreement to the measurement approach and weekly tracking of results for real time program management and course correction as required.

4

Phase 3: Design and Implement. Re-engineer the P2P process and design the first Shared Service Center of it's kind in Africa for finance, IT and procurement functions, including identifying and locating in Lagos.

REMARKABLE RESULTS

The project ensured the business achieved 100% Day-1 Readiness and delivered on-target bottom line P&L improvement ahead of schedule.

€82M

Synergy potential identified and planned across the long term horizon

€6.6M

Annualized benefits delivered within Year 1. vs. a target of €3.1M

100%

Day-1 readiness achieved

3 / 5

3 Legal entities with 5 cement plants successfully merged

0%

Delay in set-up of Shared Service Center & on-schedule delivery achieved

28%

Headcount reduction in procurement through new P2P process

Proudfoot