

**What if you could** Improve your competitiveness by reducing your HQ G&A costs in 12 weeks?

**With Proudfoot, you can.**

Given the poor levels of economic growth across many parts of Europe, the Country CEO of a **world leader in building materials** was faced with a challenging situation in his market. Prices and volumes were under pressure, and were to remain so in the foreseeable future. Having started a strategic review of the SG&A organization and its cost, the company had failed to deliver the targeted savings in this area of the business.

Targeting 5 M€ for that year, setting a platform for a total of 25M € in 5 years, this leader needed an **accurate assessment** of status quo on planned benefits and a clear implementation plan to deliver the targets committed to the Group.

Proudfoot had managed several cost and competitiveness programmes across the Group, and was asked to support this program.

The areas of scope included central functions such as Accounts Receivables/Accounts Payables, Customer Service, Expenses Management, Safety, Internal Improvement, Training, IT and Purchasing.

### A TRANSFORMATIONAL APPROACH

An Agile Programme Methodology was applied to work concurrently between the Internal Task Force and the Divisional Directors in order to accelerate results by:

- 1 Performing a Rapid Analytics Review which enabled a clear view on the current status of initiatives planned, and allowed a Solution Design Roadmap to accelerate the implementation of actions necessary to capture the expected financial impact.
- 2 Implementation of GPEM, a HR tool used to increase flexibility cross business units and cross- functional areas for the 7500 people on scope.
- 3 Review of main cost categories across all areas, and improvement and/or redesign of processes to ensure productivity improvements across administration areas.
- 4 Design and Implementation of Management tools, supported by a Management Training and On-the- Job Coaching program, for area managers and area supervisors, to improve active management of work force and optimize cost through improved efficiency.
- 5 Active management of vacation process to release existing provisions due to a large holiday backlog.

## Proudfoot PROOF POINTS

Building Materials  
- SG&A Efficiency

### REMARKABLE RESULTS

The 12-week program brought the management team back on track with previous objectives. A sustainability program was implemented at the end of that period, with regular reviews on the advancement of initiatives to ensure full delivery of program outcomes, both operational and financial.

5M€

Initial targeted benefits delivered within 6 months of the program

↑ 14%

Additional benefits identified and delivered above initial plan

"We are impressed by your capacity to implement and put in place a "Coup de Boost". After previous projects in operational areas, we wanted to try your methodology on the SG&A costs, and it was the best decision. We need to continue working with you and your methodology as it really succeeds."

- Chief Executive Officer

Proudfoot