

Finance and Administration

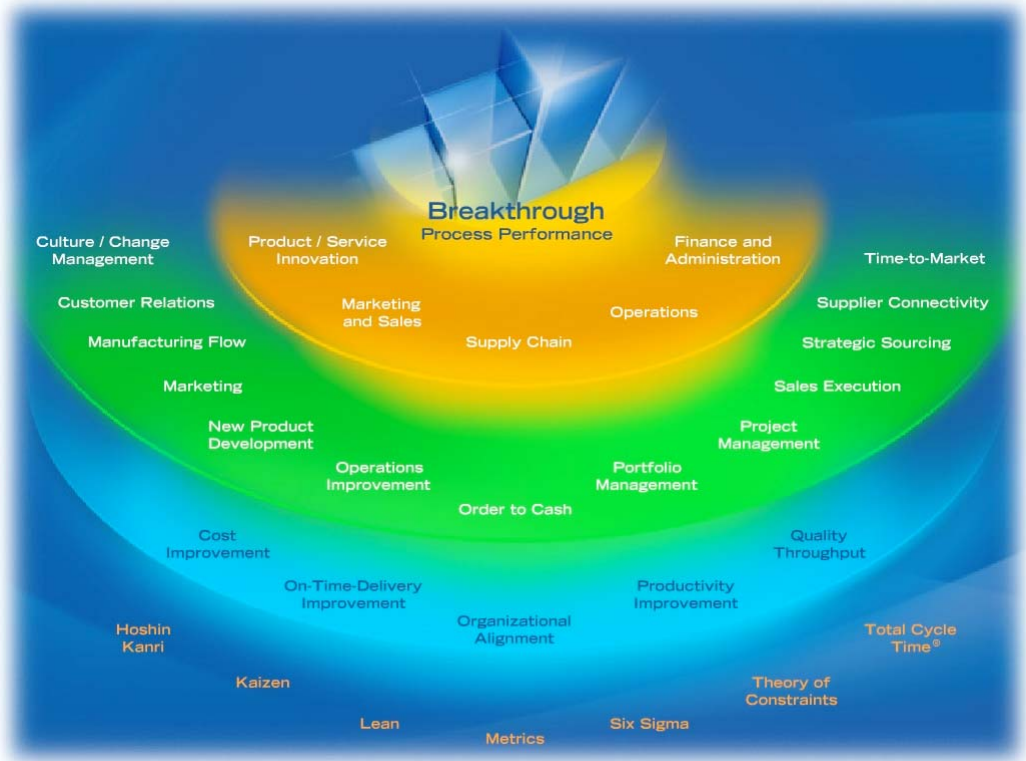
“The Thomas Group process has introduced measurement that drives process change to improve quality, cycle time and cost. It drives cross-functional action and facilitates team building.”

~COO Aerospace Manufacturer

Finance continues to evolve in today’s highly competitive marketplace. Company CEOs and CFOs are under increased pressure to improve performance, deliver enterprise-wide profit improvement, and increase shareholder value. Within finance organizations, cost reduction has been a constant focus—inherent in the very nature of the function. Companies can redefine the role of finance and administration by transforming it from a backward-looking, number-crunching organization to one that is future-oriented and focused on providing value through deeper analysis and insight.

Our Approach

Through Process Value Management, Finance and Administration can be more focused on the on-demand enterprise where business processes are integrated end-to-end within an organization as well as outside the network with key partners, suppliers, and customers. On demand can turn fixed costs to variable and can reduce them through efficient global transaction processing, with processes and systems integrated across the enterprise. All these improvements give the company's CFO and other finance executives more time to set and monitor strategy and policy.



Our finance and administration resultants address:

- Finance transformation
- Finance analytics
- Finance applications and infrastructure
- Finance specialty services

Applying the Process Value Management methodology can make Finance and Administration on demand happen for your company by implementing process improvements that unlock business value and help you develop the attributes of an on demand business. These attributes include:

- An improved rapid sense-and-respond capability by seamlessly embedding process into technology
- Finance transformed into a virtual organization through new technology advances
- Effective information management as the finance function's core competency
- A strengthened fiduciary role for finance and administration in managing risk and opportunity

Thomas Group has many years of experience of implementing change in organizations' Finance and Administration functions to drive enterprise-wide profit improvement.

Components of Finance and Administration


Well defined and aligned processes and procedures will increase Finance and Operations program efficiency, enabling Breakthrough Process Performance. Thomas Group's solutions to improve results, whether focused on a single activity or an entire enterprise, focus on process. Finance and Operations solutions address:

- Culture and change management
- Operations improvement
- Order to cash
- Sales execution
- Strategic sourcing

Culture Change Management

Cultural change management is a form of organizational transformation that is, at times, a radical and fundamental form of change. It involves the changing of basic values, norms, and beliefs among stakeholders in order to improve organizational performance. Companies today understand that improved processes can lead to better performance also need to understand cultural barriers that may exist that keep change from taking place. Unless companies identify and repair cultural barriers along with process barriers true organizational transformation cannot take place.

Barriers are often hidden and embedded in a company culture, for example; how many people must sign off on a decision and what is the amount of time allotted for a reasonable reply? Organizations may ask who is the real owner of a process, particularly when it crosses five functional groups. New product development faces culture change problems if an engineer, presented with a breakthrough idea from the outside, is stonewalled because they can not take credit.


The Thomas Group culture change agents use Process Value Management to allow and the organization to determine if a barrier is related to a subject matter, process, or cultural position. Once identified, the company needs to be very clear about what changes and new behaviors are required throughout the change management process through an implementation plan. 

Operations Improvement

Operations improvement is an umbrella term to describe a series of processes used to improve performance; but more specifically improve asset productivity, reduce costs, identify and eliminate wastes, improve quality, and better plan.

Analyzing and improving operations can help an organization sort out the problems (people, systems, workflow, and information), find the root cause, and develop a course of action to eliminate the issue. Success lies in not only focusing on enterprise-wide systems and organizational structure, but also by delving into the specifics by analyzing workflow, information, and job issues.




Often, organizations, trained in one problem-solving approach, use this approach on every problem. Process Value Management methodology provides a variety of improvement tools which are selected based upon the organization's goals and constraints, including: Lean manufacturing principles, basic Six Sigma techniques, Kaizen, Theory of Constraints and Hoshin Kanri. 

Order to Cash

Order to cash means everything in the path from the customer order until the receiving organization has the money in the bank. Effective order-to-cash processing builds competitive advantage by accelerating revenue cycles, optimizing cash flow, and enhancing customer relations. More broadly, it is a more efficient way to think about linkages and how those linkages work in your organization.


Managing the sales order process means ensuring orders are delivered on time, payment is collected quickly, and revenue recognition conditions are met. For large companies this involves thousands of transactions a day. Last-minute orders, incorrect changes to master data, and inappropriate returns can result in thousands of dollars in lost revenue. Even small mistakes, such as over-extended credit and incorrectly recorded receivables can add up and cause serious concern when financial statements are reviewed. Identifying and stopping mistakes is the challenge.

An effective order-to-cash process is a strategic priority when it comes to improving the bottom line. Process Value Management provides rules-based order-to-cash processing which optimizes workflow to reduce costly errors, decrease receivables and DSOs, increase collections, and enhance customer experience. Additionally, automating the order-to-cash process can create millions of dollars in savings by lowering the number of touch points involved at each step of the process. 

Sales Execution

Sales execution includes all business processes for the sale of goods and distribution to the customers. An effective sales execution operation allows a sales force to close deals by developing and refining the customized infrastructure and tools necessary for a company to achieve its business goals. Sales execution processes help an organization align itself with the buyer's decision-making process.



The Process Value Management methodology provides a holistic approach to running the sales operation, allowing executives to define successful sales cultures based on continuous performance improvement. Using appropriate business improvement tools, processes, and metrics, a company can provide visibility into sales performance, and empower the sales operation to achieve measurable results. 

Strategic Sourcing

Strategic sourcing is a process that helps companies analyze how they purchase products and services to lower costs, improve profits, and improve their supply chain. Strategic sourcing recognizes that people, including innovative suppliers, are a valuable part of an organization and focuses on reducing waste or non-value-added costs.

While most organizations implement strategic sourcing initiatives for the purposes of saving money, other reasons include improving supplier performance and minimizing risk.



Companies gain a significant competitive advantage by strengthening their procurement practices and policies. Through Process Value Management (PVM), companies understand current and future requirements and develop a strategy to procure required goods and services. PVM applies analytical tools and a fact-based approach to negotiate contracts with suppliers, defines key performance indicators, and puts a process in place to monitor and measure suppliers' performance. 