

CASE STUDY

This case study outlines Thrive Consulting's support for a global professional services organisation with UK headquarters and Indian offshored facilities to transform its finance function into a business-led, insight-driven partner.



Our Client

Our client was a global professional services organisation with a long-established UK base and an extensive offshored finance operation in India. Following years of structural change, system rollout, process tweaking and management change, the finance function had become disconnected from the corporate goals, fatigued, and reactive.

Key financial milestones were routinely missed, collaboration between teams had deteriorated, and investment in firefighting activities was rising without ever addressing root causes. Access to insight, inconsistent leadership behaviours, and low morale had eroded stakeholder confidence and hindered Finance's ability to add strategic value.



The Problem

Four interrelated challenges had begun to constrain Finance's ability to operate at its full potential:

- **Data without insight:** Large volumes of information were being produced, but without consistent governance or interpretation. Reports often lacked clear commercial context, limiting confidence in financial outputs and slowing decision-making.
- **Leadership and capability gaps:** Variability in experience and confidence across the leadership team weakened delegation, diluted accountability, and left teams uncertain where ownership sat.
- **Strategic misalignment:** Finance activity had drifted toward process and efficiency rather than insight and growth, creating a reactive posture and weakening its connection to the wider corporate strategy.
- **Siloed working:** Collaboration across UK and with offshore teams had eroded over time. Differences in communication styles, expectations, and ways of working led to duplication, frustration, and inconsistency in delivery.

The result was a function working hard but not always pulling in the same direction - producing high volumes of data, yet struggling to generate the clarity, confidence, and cohesion needed to drive business value.



Our Solution



Thrive Consulting delivered a comprehensive diagnostic and transformation roadmap, aligning people, process, structure, and systems.

Our approach balanced immediate stabilisation with long-term cultural and operational improvement. We:

- **Reconnected Strategy and Purpose** by re-establishing the Golden Thread between corporate goals and finance activity, ensuring every role understood its contribution to success.
- **Redesigned the Target Operating Model** to clarify the ownership between transactional, control, and insight functions, enabling focus and accountability.
- **Strengthened Data Governance** through a cross-functional Data Council, appointed data owners, and simplified metrics into 8 collaborative KPIs and 5 SLAs.
- **Developed Leadership Capability** by embedding delegation frameworks, succession planning, and leadership coaching to rebuild confidence and alignment.
- **Introduced Agile Ways of Working** by replacing reactive "wash-ups" with structured Lessons Learnt Reviews, Agile stand-ups, and cross-site improvement sprints.
- **Enhanced Communication and Storytelling** as we supported Finance leaders to shift from data presentation to insight-led narrative, improving trust and engagement.

The Outcomes



100% month-end deadlines achieved in the 6 months following - delivered with full compliance to group reporting timelines.



34% reduction in firefighting overheads achieved with stronger process ownership and 'right-first-time' delivery, reducing rework and reactive effort.



Enhanced management review quality with structured insights and consistent storytelling replacing data-heavy packs. This enabled more effective, forward-looking discussions.



Clearer connection from corporate goals to delivery insight via leadership focus and improved management cadence to ensure objectives become actionable outcomes and meaningful business insight.

Our Client Says:

"We were drowning in data but starving for insight. Thrive helped us see what mattered and gave us a structure that turned noise into clarity. The function feels connected, capable, and confident again."

(CFO, UK&I)

"This transformation roadmap has reignited confidence - not just within the immediate leadership and management teams, but also across our Group stakeholders. We're now delivering results on time, supported by real insight and visible progress."

(CEO, UK&I)

We bring structure and assurance to transformation programmes - restoring confidence, capability, and control to accelerate recovery and long-term growth.

To discuss further contact:

Matt Gascoigne: 07894 005 551

matt.gascoigne@thriveconsultants.co.uk

www.thriveconsultants.co.uk