



# National gas utility company

Developing and driving Day 1 readiness plan for new CFO function



## Client challenge

The client needed to combine and align separate finance, business services and corporate teams into a single, unified CFO function for Day 1.

KPMG was brought in to develop a robust operating model that maintained operational control and supported business continuity. We also need to mitigate the operational risks arising from a new finance leader and team, complex and in-flight data landscape, limited bandwidth for separation activity, documentation gaps (e.g. reporting landscape) and dependencies on other business areas.

## Our approach

We advised finance leadership on the separation strategy and supported the development and monitoring of detailed plans to achieve agreed milestones. As part of this, we developed and implemented a robust project governance framework and meeting cadence, ensuring coverage of all sub-function areas with an appropriate level of senior management to enable effective stakeholder input and quick decision making.

Our team planned, aligned stakeholders and developed target documentation to support the discussion and resolution of complex deal issues and ensure Day 1 continuity e.g. mid-month financial reporting approach, re-aligned delegation of authority policy, manual controls review.

We also provided robust challenge to our client's plans to ensure completeness of GT&M separation, and all dependencies identified. In addition, we provided dedicated support to operational cutover to ensure effective management of complexities around data, resourcing, phasing (e.g. dress rehearsals), and impact assessments before, during and post-cutover.

## Benefits for the client

Our client achieved successful operational cutover with minimal hyper-care activity required. There was full alignment with other business functions and external requirements ahead of operational and legal separation. Our integrated, practical approach delivered finance continuity on Day 1, while minimising disruption to business-as-usual operations.

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