



Harpers Environmental

Harpers Environmental, a privately owned and leading environmental services company based in Yorkshire invested heavily in its asset base, H&S and customer service.

Executive Summary

Buchanan Holley was introduced to the company resulting from a sudden gap in the management team. Harpers had grown successfully; however, there was increasing turbulence and pressures building around a poor ERP system implementation having a detrimental impact.

Challenges

- Resolving ERP issues and associated impact on financial reporting and lack of relevant management information.
- Managing software vendor and costs while addressing implementation issues.
- Supporting finance staff due to pressures within the costing and work in progress areas.
- Getting the business back on track from a planning, financial and control perspective.
- Restoring stakeholder confidence
- Fulfilling FD role and contributing to board decisions through period of change and pressure.

Interim FD support - change management - ERP system troubleshooting

Results, Return on Investment

- ✓ The business required a solution to the sudden departure of the MD/FD and appointed BHL to support.
- ✓ The business was able to start addressing the immediate issues while removing the pressure to go into a time-consuming recruitment process and unknown timeline.
- ✓ Delivering immediate leadership of the finance function and supporting the board.
- ✓ Reviewing failures in the existing system and identifying solutions and actions to get the systems aligned with business requirements.
- ✓ Working closely with finance and operations staff/management to implement remedies to the company business system
- ✓ Working diligently with the software house and maintaining a positive relationship ensuring development costs were managed and contained.

Summary

A timely intervention restoring confidence ensuring the business system and finance function was once again fit for purpose. Buchanan Holley delivered a successful project avoiding the potential write off of a high value systems investment.