



the
innovative
executive

making enterprises more effective

“... a critical addition to an organisation, I have no hesitation in recommending him, where improving business effectiveness and performance is paramount.”

Allan Revers, Director - Finance Shared Services, Novar plc

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The Innovative Executive

Business Change Specialist

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Who is the Innovative Executive?

The Innovative Executive uses fresh thinking and best practice to resolve business critical issues with strategic solutions which add value and mitigate risk.

As The Innovative Executive, Keith Baker works with clients to manage transformation and business change initiatives.

Why Work with the Innovative Executive?

Keith identifies and implements strategies that improve business effectiveness and performance. To achieve this he draws on his wide management experience which allows him to operate both as an analyst and implementer of solutions.

Key specialities:

- **Change Management** – driving through change to deliver improved performance
- **Project Management** – successful project implementation using PRINCE2 principles
- **Relationship Building & Communication Skills** – managing & influencing clients to achieve goals
- **Financial Management** – ability to manage diverse international activities from start-up to maturity

Keith is a qualified accountant (FCCA), as well as being a MSP and PRINCE2 registered practitioner. He is also a Member of the IMA Institute.

What are the benefits of working with an interim executive?

Here are some of the key benefits:

- **Return on investment** – implementing solutions that add value and mitigate risk
- **Speed** – delivering work quickly and for as long as required
- **Expertise** – competent and seasoned knowledge and experience

- **Objectivity** – clear perspective to ensure success of assignment
- **Accountability** – focus on delivery of solutions to client specifications
- **Effectiveness** – able to manage and add value in difficult situations
- **Commitment** – able to undertake assignments from beginning to end

How Does the Innovative Executive Work?

Keith's approach is to:



Keith Can:

- Solve business critical issues by stimulating fresh thinking to:
 - Accelerate business benefits using innovative solutions and best practice
 - Analyse complex problems using a logical and pragmatic approach
 - Achieve step changes in capability by providing collaborative leadership

Client Case Study 1

Public/Private Partnership – Audit Recovery

Situation & Challenges

Client: A joint venture partnership between a private global services organisation and two local government councils. The partnership provides a one-stop-shop for information & services to the public, as well as internal resources for Finance, HR and IT services to the two councils.

Challenges: During the course of the 2005/06 external audit, a number of process issues and control weaknesses were identified by the Audit Commission in respect of fixed assets which needed to be rectified to meet the compressed 2006/07 annual accounts timetable.

Situation: The value of the fixed asset portfolio was £1.9bn as at 31 March 2007 and the number of fixed assets transactions for the twelve months ending on that date was in excess of 22,000.

Why was Keith Baker brought in?

The client selected Keith Baker for this project as he has a track record of identifying business process improvements and developing plans that mitigate risk.

Keith's Approach

Keith consulted with various line managers and developed a rigorous plan that delivered a sustainable step change in capability and addressed the financial control issues.

He then undertook the following actions in accordance with the plan:

- Validated a sample of fixed asset transactions for each asset group
- Checked that the controls around data capture and management reporting
- Ensured that nominated staff understood their roles and responsibilities in understanding fixed assets transactions and could resolve any new issues
- “Got behind” the capital transactions to assess the underlying business processes
- Reviewed and amended internal capital accounting policies
- Ensured compliance with 2006/07 SORP

Outcome

A few months after the year end, the 2006/07 annual accounts were signed in accordance with the statutory timetable.

The Audit Commission's report on the external audit identified:

- High standard of audit working papers
- Increased knowledge of staff in responding more fully and ably to auditor queries
- No material errors in accounts
- Unqualified audit opinion

Client Case Study 2

Commercial Change Programme – Finance Shared Services

Situation & Challenges

Client: A FTSE 250, UK-based, international and multi-divisional industrial group.

Challenges: To implement a Finance Services Centre (FSC) for its UK based Intelligent Building Systems (“IBS”) operations and the UK Corporate Head Office, with an investment cost of c. £3m. The key objectives for the FSC were to provide:

- Highly effective decision making support to business management
- Highly efficient transaction processing, accounting, credit control and financial reporting to the businesses
- Improved services at lower cost, with a focus on customer requirements and the ability to leverage for future business growth

Situation: The IBS business operated from several geographical locations, used multiple sets of business processes and different ERP platforms.

Why was Keith Baker brought in?

The client selected Keith Baker for this project as he had prior experience of Shared Services implementations and managing change to deliver improved performance.

Keith’s Approach

Keith collaborated extensively with the various operational teams to complete a knowledge capture review of existing business processes. He then worked with functional experts to develop a new set of improved processes across a range of financial and related business activities. He subsequently led an initiative to resolve complex issues within the P2P cycle.

He undertook the following actions to achieve the desired goals:

- Documented new processes and mentored FSC teams in their application
- Drafted end user documentation for core business processes
- Analysed and documented business processes for non-core activities
- Managed routine reporting of FSC performance management and process conformity
- Identified process improvements to improve workflow
- Delivered prototype for electronic invoice solution to automate P2P invoice processing and reduce manual processing volumes by 40%
- Introduced P2P initiatives to achieve >95% first time supplier invoice matching

Outcome

The FSC went live on schedule, providing accounting, transaction processing and business reporting services to IBS and Corporate HQ using the new business processes.

The following outcomes were achieved as a result of Keith’s work.

- New processes and controls reviewed by Deloitte Internal Audit Services and assessed as best practice
- Improvements to workflow from implementing new processes accepted by key business stakeholders
- Key suppliers agreed to electronic invoicing and to absorb any implementation costs

Client Feedback

“His financial, best practice and change management skills plus an ability to work with people at all levels within multiple business locations and disciplines, were key factors in achieving the desired goals”

Allan Revers
Director, Finance Shared Services
Novar plc

“During the period we worked together I learned a lot from Keith, particularly how to successfully lead the strategy and business case to modernise the back office function in a public services organisation. His knowledge and expertise were invaluable to the success of the project.”

Stephen Bowsher
Corporate Accounting Manager
London Borough of Merton

“Keith played a pivotal role in the planning of and integration of the ENS UK Finance function into the European Shared Service Centre. His ability to make change happen, communicate effectively and improve process conformity was key attributes to the success of the project.”

Andrew Greenwood
European Finance Director
Equant Network Systems

“It’s not necessarily easy to bring a specialised subject, such as Finance, to a level at which the layman can understand, but Keith managed that extremely well and was also a source of reliable and well informed advice.”

Roger Sturman
ISP Contract Manager
Serco plc

“Keith successfully managed the smooth transfer of our French finance function from Paris to Woking. He combined his change management skills with his finance expertise to develop innovative solutions that enhanced our business processes and contributed to the bottom line. I was very pleased with the value he added to the business.

Jonathan Moritz
Finance Director, Pattonair Limited
Division of Umeco Group plc

“Keith did a great job managing and improving our internal processes at time of major organizational change in connection with the merger of two US Fortune 500 publicly traded companies. He was able to step into a very fluid situation and quickly add value thereby supporting the success of the management team.”

Nick Malden
VP Finance – Europe
Duracell Global Business Management Group

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