

**What if you could ...
integrate a new
business and hit the
ground running on day
one?
With Proudfoot, you can.**

Having previously delivered more than €100M in operational improvements for the client, the CEO of the client's Africa region called on Proudfoot to support their post-merger integration within Nigeria, a critical market.

Teaming with Proudfoot, the client integration team developed their integration roadmap to ensure day-one readiness and realize the benefits identified from synergy potential.

"The benefits tracking system is an excellent tool. We have adapted it as best practice for all of the region."

– EVP Transformation

"The support of Proudfoot was highly appreciated to achieve the objectives and meet the deadlines."

– CFO

Transformational Approach

A joint client–Proudfoot team worked closely on a three-phase transformation process:

Phase 1 – Day-one Readiness:

- Develop the integration team capabilities while establishing a joint end-to-end PMO across all business functions, including operations, procurement, finance, sales and marketing, and HR, to execute the 100-day plan and realize the benefits.

Phase 2 – Measurement:

- Design, develop, and implement a robust benefits evaluation methodology underpinning the 100-day plan, including agreement to the measurement approach and weekly tracking of results for real-time program management and course correction as required.

Phase 3 – Design and Implement:

- Re-engineer the P2P process and design the first Shared Service Center of its kind in Africa for finance, IT, and procurement functions, including identifying and locating in Lagos.

Remarkable Results

The project ensured the business achieved 100% day-one readiness and delivered on-target bottom line P&L improvements ahead of schedule.

€82M Synergy potential identified and planned across the long-term horizon

€6.6M Annualized benefits delivered within year-one vs. a target of €3.1M

100% Day-one readiness achieved

3 / 5 Three legal entities with five cement plants successfully merged

0% Delay in set-up of Shared Service Center and on-schedule delivery achieved

28% Headcount reduction in procurement through new P2P process