

EBS brings Greencap together with NAV

Greencap Limited recognised that its financial reporting systems were holding back productivity and profitability. Compiling monthly board reports could consume more than 30 days. Greencap selected Microsoft Dynamics NAV as an enterprise-wide financial management system and can now run organisation-wide reports on critical issues such as resource utilisation, project profitability and financial performance in seconds.

Executive summary

Rapidly-growing ASX-listed company Greencap Limited recognised in 2010 that its diverse financial reporting systems were holding back productivity and profitability. Compiling monthly board reports across the company could consume more than 30 days of productive time. After a three-month evaluation, Greencap selected Microsoft Dynamics NAV from Melbourne-based Evolution Business Systems (EBS) as an enterprise-wide financial management system. Today, after a 14-month planning and deployment program, Greencap can run organisation-wide reports on critical issues such as resource utilisation, project profitability and financial performance in seconds.

Business problem: Uniting multiple separate companies with a single system - Dynamics NAV

Greencap Limited, a public company listed on the Australian Securities Exchange, provides risk management services in every state of Australia and in South East Asia.

Greencap Limited (ASX:GCG) provides consulting services in relation to a range of risk management services including Occupational Health and Safety, Property Risk Services, Business Continuity Management, Sustainability, Environmental Services, Hazardous Materials Risk Management, Contaminated Site Management, Fire Safety Engineering and incorporates training and web-based solutions. The company operates through its subsidiaries in Australia and South East Asia.

With more than 400 professional, technical and engineering staff located in 16 offices, the group services more than 5000 business and government entities. This diversity of clients and services allows Greencap to live up to its claim of "protecting people, property and environment".

In 2010, Greencap began the activity of uniting its separate subsidiaries in Australia and Asia - which had been acquired over previous years - with a single enterprise-wide financial management system.

Greencap Group Financial Controller Andrew Cridland said the initiative aimed to solve three major problems. "Each

business Greencap acquired had its own system for managing projects, invoicing and reporting," he said.

"The main problem was the inability to run a single report across the entire organisation. To publish a report, we had to collect the data from the various regions and compile a consolidated version. In an environment of critical business decisions, this was inefficient and labour intensive. We needed a system that would provide immediate real time access to information."

"Another issue was each region had its own method to measure project profitability and staff utilisation. We



"Greencap estimates that Microsoft Dynamics NAV has saved more than \$130,000 annually through greater timesheet compliance and entry efficiency, invoicing processing, improved administrative workflows and reduced paperwork. "

Earl Eddings, Group Managing Director, Greencap Limited

NAV gives Greencap a tailored solution

were comparing apples to oranges because the underlying calculations were different. The goal was to standardise these concepts across the group so management could begin to drive efficiencies."

"The other problem was the disparate administrative functions. We had finance staff around the country who barely knew each other. This model is not conducive to growth. Having an integrated single system has given us the platform to reshape the team into a collaborative group who can support each other. This means that the system and team can quickly adapt to meet our future needs."

"At the very heart of the project was the desire for one system, one project costing methodology, one measure of staff utilisation and one team working together to produce a single version of the truth."

Technology solution: Integrated organisation-wide system with "a single version of the truth"

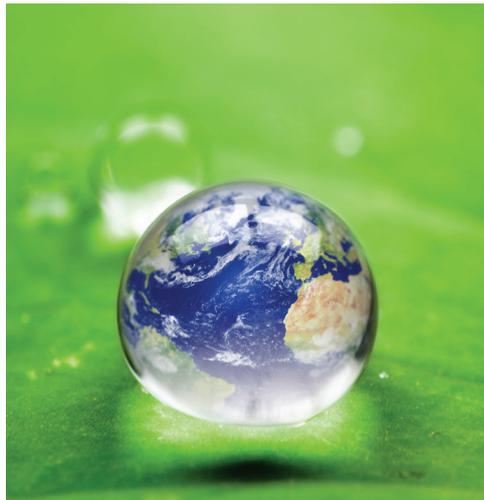
Dubbed Project One, the initiative began by identifying financial management systems that could meet Greencap's needs. The primary criteria for choosing the right product were end-to-end integration, usability and the ability to evolve to meet future needs.

After a three-month evaluation, Greencap selected Microsoft Dynamics NAV, provided by Melbourne-based business management software specialist Evolution Business Systems.

Mr. Cridland said EBS had stood out as a supplier through its proactive services and problem-solving. "The strength of EBS lies in a combination of accounting and IT experience – a perfect blend when designing and rolling out an ERP system. It also meant we could understand each other" he said.

"EBS offered Microsoft Dynamics NAV, giving us the credibility of a big company that will continue investing in their software. Our company uses many Microsoft products, so NAV offered us familiarity as well as integration with our existing tools like Internet Explorer, Office and SharePoint."

Another important factor was accessibility. With more than 400 consultants working all over the country and overseas, we needed a way for them to complete timesheets, invoicing and reporting without being in the office. We required a simple yet effective way for all staff to access the system simultaneously with nothing more than a laptop/tablet



and an internet connection.

"EBS addressed this requirement by building us a .Net web portal - our NAV Portal - so now our people can enter their timesheets and create invoices from Internet Explorer, at a fraction of the cost of a full Dynamics NAV licence. The ability to enter timesheets and run reports via a central Web portal, available 24/7, has allowed us to collect real time data on business performance, which has been invaluable."

"Initially, we envisaged the portal as a screen for entering timesheets and preparing invoices. But it is now a complete management portal that allows us to run real-time reports on how our projects, staff and business are performing."

After six months of planning and development during the first half of 2011, Greencap and EBS progressively rolled out Microsoft Dynamic NAV through the group, starting with SA, NT, WA and Queensland in July 2011 and concluding with Victoria in February 2012. "A phased approach allowed us to take stock, re-evaluate and change approach as needed," said Mr. Cridland.

Mr. Cridland said Microsoft Dynamic NAV had exceeded Greencap's expectations. "It's an amazing transformation over the past 12 months, he said. "We have gone from no centralisation and no integration to having an integrated organisation-wide system. It's a single version of the truth that can be centrally managed."

"Our next milestone is to extend the full suite of functionality to our operations in Indonesia and Singapore. We already have the capability to run reports that include Asia. However, we know Dynamics NAV has the capability to further enhance international operations by handling multi-country and multi-currency solutions. Dynamics NAV gives us a path to grow in any country and still maintain a single system."

"EBS has been fantastic for Greencap: A larger vendor might not have been as committed to make this project work for us and a smaller vendor would not have been able to. When you're an EBS client, it feels like you are their only client."

Peter Mitchell
Group Commercial Manager
Greencap Limited

Mr. Cridland said the collaborative approach between Greencap and EBS resulted in a tailored solution that exceeded expectations. "The EBS work ethic was one thing I definitely appreciated," he said.

"It meant we could rely on them. Our deadlines were tight, there was a lot of work to do and we were able to meet those deadlines because EBS went the extra mile."

"EBS was able to understand our ideas and refine them based on their NAV experience. This meant we could build a solution that continued to meet the needs of the various stakeholders and provide the enterprise-wide visibility that we required."

Business benefits: Improved compliance, greater transparency and \$130,000 pa in savings

Greencap Group Commercial Manager Peter Mitchell said Microsoft Dynamic NAV was proving itself as a critical platform for the business. "It provides opportunities for us to analyse where our revenue is coming from," he said.

"By centralising the business into one financial framework, Dynamics NAV can tell us how our consultants are delivering and it allows us to perform analytics that identify the quality of the revenue. Timesheet compliance is significantly enhanced since the NAV portal. The 'missing timesheet report' is easy to use and provides a quick snapshot for management to follow up on non-compliance."

"Dynamics NAV also helps with our management of projects. At any point during the project, we can send out invoices. While this was possible previously, such progress payments were not consistent. Now time is measured, allocated to projects and project managers have clear visibility of

NAV a single version of the truth

their projects. They can connect with clients, identify where project risk exists and manage the project accordingly."

Microsoft Dynamics NAV has also reduced the time required for month-end reporting by at least a week - from more than 21 days to a "hard close" date of 3 days after month's end. Also, Greencap's senior executives no longer have to wait for subsidiary companies to file individual reports: Using the NAV Portal developed by EBS, they can run company-wide performance reports at any time from anywhere.

Another benefit delivered by Microsoft Dynamics NAV is the elimination of inter-company invoicing. By NAV providing company-wide visibility of available resources, Greencap can allocate those resources throughout the group efficiently without cumbersome paperwork. As well as allowing for more accurate project quoting, it reduces the need to draw on external resources to deliver projects.

Dynamics NAV also provides complete visibility of timesheets entry compliance, which was not possible with former timekeeping systems. Greencap can now run a single report on timesheet reporting, which allows it to manage the issue of non-compliance by exception.

Greencap estimates that it has saved more than \$130,000 annually through greater timesheet compliance and entry efficiency, invoicing processing, improved administrative workflows and reduced paperwork. The company believes its non-monetary benefits will deliver additional value.

Mr. Mitchell said Dynamics NAV provided great transparency. "It's a clear pool now," he said. "Dynamics NAV gives us a true reflection of our work in progress. We can now rely heavily on our work in

progress reports. Also we now have the ability to refine our quoting with accurate resourcing and accurate costs."

"It has also made consultants become truly a part of our business. For example, we recently looked at utilisation of all our skills across the country for a project in Sydney. We found staff whose utilisation was down, so we were able to bring them into that project without disrupting the group's overall productivity."

"This benefits Greencap both in terms of productivity and profitability. Because we can view utilisation across the board, by state, by business, by unit. We can see sectors that are weakening and sectors that are strong, so if we move utilisation by five or 10 per cent, we will significantly contribute to profitability."

Mr. Mitchell said NAV was already delivering far more than originally expected. "To be fair, we thought we would get a financial tool to help us improve our resource utilisation," he said.

"We've discovered Dynamics NAV is a much more powerful analytic tool that allows us to now start asking different

questions about which clients we are dealing with and how we deal with them."

"We can look at project profitability, we can see horizontally what we are doing for our clients, in which states. Rather than taking a piecemeal approach, we now have a more holistic view of our relationship with clients. We are achieving a 360-degree view of our clients, without a CRM."

"Dynamics NAV also helps Business Development by revealing the true cost of winning new business. After using Dynamics NAV to analyse some of the tenders we'd have originally applied for, we haven't proceeded: Unless we have a better than 50/50 chance of winning the work, it's not worth the investment."

Mr. Mitchell said EBS had been fantastic for Greencap. "A larger vendor might not have been as committed to make this project work for us and a smaller vendor would not have been able to," he said.

"EBS is a nice fit for Greencap, which is a \$65-\$70 million business. EBS has demonstrated a 24-hour support capability. When you're an EBS client, it feels like you are their only client."



Andrew Cridland, Group Financial Controller Greencap Limited and Peter Mitchell, Group Commercial Manager, Greencap Limited

More about Evolution Business Systems...

Evolution Business Systems (EBS) specialises in business management solutions that give you the freedom to focus on your business. EBS does this by automating your core business processes and integrating your specialist business applications to deliver the right business management solution. With deep expertise in leading financial applications including Microsoft Dynamics NAV and Arrow Financials, EBS works beside clients to ensure their

software solves problems rather than creating more.

EBS has a detailed implementation strategy that is tailored to customers in terms of timelines, requirements, risks and responsibilities as well as project variations and external requirements. While it does not sell or support hardware or site network environments, EBS informally partners with selected specialists in these areas to provide clients with a "total solution".

To discover more about Microsoft Dynamics NAV, contact EBS

'making it happen'

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