



BUSINESS PROCESS OUTSOURCING

SUCCESS STORY

Client: Large Publicly Traded Midstream Company

SNAPSHOT

INDUSTRY
Midstream

SIZE OF ORGANIZATION
Fortune 500 Company

IMPACTFUL RESULTS

The business process outsourcing initially supported a \$350MM acquisition and costs approximately \$1.8MM. The outsourcing supported the scaling of the business over a two-year period and the business completed a successful IPO approximately 2 years later with a market cap of \$4B.

OPPORTUNITY

Company purchased two integrated gathering and processing systems with approximately 1,900 miles of pipeline, gathering from approximately 3,500 wells across two states. They needed to outsource all finance and accounting and information technology functions to support the operations of the assets they purchased and be able to scale with additional acquisitions. The acquisition included field personnel only and no support functions beyond the 90 day transition services agreement.

DESIRED OUTCOME

Within the 90 day Transition Services agreement a technology platform, finance, accounting, treasury, reporting and all other back office functions had to be created to manage the newly acquired assets and be able to scale as additional acquisitions were made.

CUSTOM SOLUTION

Technology infrastructure and business applications to support the field operations were stood up to support the business rapidly without interruption during the cutover from the selling company successfully in the 90 day period.

Sirius developed a fully functioning finance and accounting organization which was able to meet all operational reporting needs, financing support, transaction processing, financial statement preparation, and internal controls.

COST REDUCTION INTERIM SERVICES

SUCCESS STORY

Client: Major Retailer

SNAPSHOT

INDUSTRY
Retail

SIZE OF ORGANIZATION

Multi-national, billion-dollar company

IMPACTFUL RESULTS

- Provided a clear direction and roadmap for the organization to establish control over indirect spend, and identified \$40M in available savings.
- Restored Ariba Contract Management to full operating capability.
- Delivered \$4Million in negotiated savings on \$32 Million of addressable spend for key, high risk services.

OPPORTUNITY

In order to achieve control over \$450M in indirect spend, the leadership team quickly recognized a lack of tools and resources as the roadblock to accomplishing their goals.

DESIRED OUTCOME

Reduce cost and improve corporate financial performance.

CUSTOM SOLUTION

- Following analytical reviews of the organization, processes and the spend, Sirius Consultants established a roadmap to enhance capabilities and deliver the results the leadership team sought.
- Org and Policy recommendations optimized the resources of the team.
- Standardized templates, methods, and SLA's became the hallmark of a robust Competitive Sourcing and Contracting capability.
- Capitalized on initiatives to mitigated risk for key services and concurrently reduced cost.
- Renovated and re-implemented Ariba's RFP and Contract Management Application for upstream Sourcing processes and documents.
- Established a 6-month implementation plan for Ariba's Downstream P2P Application including consolidation of multiple, fragmented legacy systems.

TECHNOLOGY IMPLEMENTATION

SUCCESS STORY

Client: Super Major/Global Oil

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
Billion dollar company

IMPACTFUL RESULTS

Sirius brought deep experience to the project that allowed the client to successfully design, develop, and troubleshoot a broad range of functionality that was required for the global business. Senior architecture team members played a crucial role in helping to deliver one of the largest ETRM implementations to date (1B+ USD).

OPPORTUNITY

One of the largest ETRM implementations to date required key SME and technical skills to deliver critical new functionality necessary for a comprehensive implementation.

DESIRED OUTCOME

Provide a high level of business and system expertise that would alleviate constraints and risks for major deliverables on the project. The engagement encompassed front to back deal lifecycle management with integration to all outside operational and accounting systems.

CUSTOM SOLUTION

Sirius Solutions provided resourcing to several critical areas of the project and acting as a functional architect for the overall solution. Functional specialties such as Products Scheduling, OpenLink Endur System configuration and development, and integration.

Sirius also provided key relationship strategy support to help the client navigate the software vendor around questions on licensing and expertise coming from the vendor.

TECHNOLOGY IMPLEMENTATION

SUCCESS STORY

Client: Major Oil Producer

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION

Multi-national, billion-dollar company

IMPACTFUL RESULTS

Sirius' expertise helped the implementation to move forward on time and on budget; ensuring success, while also limiting the impact to the client's employees day to day operational roles. This also helped increase confidence between the business and technology which had been hindered by missed deadlines and communication challenges.

OPPORTUNITY

Client had chosen to implement Allegro for risk management and scheduling. The project needed resources in key areas to provide business subject matter expertise for front, mid, and back office domains of the initiative.

DESIRED OUTCOME

Add important capabilities and expertise to the onsite team to reduce burden on client employees and to ensure that all requirements were determined and met.

CUSTOM SOLUTION

Partnering with a boutique Oil-SME consultancy, Sirius' ETRM team provided business leadership across a variety of functional areas of the project: front office, scheduling, back-office and accounting.

Sirius also took a role in managing the overall delivery and ensuring all team members were delivering according to plan.

QUORUM QDO - DATA MIGRATION

SUCCESS STORY

Client: NYSE-Mid-Stream Energy Company with Upstream assets

SNAPSHOT

IMPACTFUL RESULTS

Client now has a fully integrated distribution system that integrates with all software and is in sync with their ERP, the system of record. Having the systems sync ensures that billings, revenues, and royalty payments are all correct, avoiding errors. The project also resulted in a decreased FTE need for data to be input into multiple systems.

OPPORTUNITY

The client's E&P revenue distribution system was not integrated with their Enterprise Resource Planning (ERP) systems.

DESIRED OUTCOME

Client wanted their Division of Interest software to be integrated with their ERP and Land System in order to sync all common information covering company working interest, net revenue interest, and royalty interests.

CUSTOM SOLUTION

Sirius was asked to lead the data conversion portion of the migration from BOLO to the Quorum Division Order distribution system (QDO).

The team led and performed the data cleansing prior to migration.

Sirius performed all data mapping tasks from the legacy ERP to QDO for both the division order and the revenue regulatory reporting.

Team participated in integration testing, user acceptance testing (UAT), and issue resolution as a result.

Team participated in training and final go-live for a successful implementation.

TECHNOLOGY – LAND DATA SOLUTIONS SERVICES



SUCCESS STORY

Client: Fortune 100 Energy Company

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
1,000 - 5,000 Employees

IMPACTFUL RESULTS

Analyzed over 30,000 contracts to ensure all contractual terms were accurate and all obligations were captured in the new contract system. Ensured the newly documented lease provisions were incorporated into accounting to safeguard that working interest partners were being billed correctly and royalty owners were being paid correctly. Sirius created and automated the KPI tracking system that is now being utilized across the client's entire land contracts function allowing the client reporting with oversight into progress and accuracy at each desk.

OPPORTUNITY

Client was concerned with the accuracy of the lease contracts. Data errors were found in the client contract software creating the risk of losing leases and acreage position due to stale or inaccurate data.

DESIRED OUTCOME

Accurate data captured and documented in the new land /contract system for more than 30,000 lease contracts

CUSTOM SOLUTION

Sirius utilized a multi-disciplined team of attorneys, landmen, land administration, and technology consultants to review existing contract data in the legacy contract system, in physical paper files, as well as various online repositories to ensure a copy of each contract was located and analyzed.

Sirius implemented a project management structure with reporting of key performance indicators (KPIs) to monitor the progress of the project, by desk, by week keeping the project on track and the client informed.

The team reviewed large amounts of data, provided legal interpretations for client approval, and then made corrections via mass data uploads to a new contracts system.

TECHNOLOGY TREASURY SYSTEM IMPLEMENTATION



SUCCESS STORY

Client: Diversified international food, ingredients and retail group operating in 50 countries

SNAPSHOT

INDUSTRY

Food / Retail

SIZE OF ORGANIZATION

10,000 + Employees

IMPACTFUL RESULTS

The project was quickly restructured and a sound management team was put in place to ensure that the project met its delivery timelines and achieved its expected benefits. Future project deliveries were re-structured to better support the client's business and a support model was rolled out to keep the system running effectively for the treasury group, inclusive of training of in-house staff and SME support to keep client costs down.

OPPORTUNITY

Due to a change in treasury vendor as well as operational structures inside the firm, it was decided that a new system and operational structures should be put in place in order to fully account for both treasury operational requirements as well as commodities market risk assessment.

DESIRED OUTCOME

Ability to effectively execute desired treasury operational framework as well as have transparency to commodities exposure in an increasingly turbulent market.

CUSTOM SOLUTION

Sirius joined after the initial project kick-off to support vendors that were not able to bring an effective solution architecture to the client.

In addition to the solution architect, Sirius brought in assistance with data integrity/migration and a number of development tasks.

Teaming with another management consultancy, Sirius assisted the client in changing the delivery model and planning for future delivery and integration of software tools.

TECHNOLOGY SUPPORT

SUCCESS STORY

Client: NYSE traded distributors of petroleum in the East and Mid-West of the United States

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
Billion dollar company

IMPACTFUL RESULTS

Sirius changed the dynamic between the technology and business management teams without having a significant budgetary uptick. As a result, when a future issue arose around technology support for the business, the technology management team was able to leverage their contract with Sirius to quickly resolve the problem and point the business in the right direction in a timely manner.

OPPORTUNITY

Maintain and customize a niche logistics and risk energy trading system while meeting business requirements and insulating the client from a challenging talent market.

DESIRED OUTCOME

99.9% uptime of trading systems, the ability to keep business users satisfied with the systems and advisory around best practices for the system and navigating the software vendor relationship.

CUSTOM SOLUTION

Sirius Solutions was able to leverage resources with site specific experience as well as a network for team members who could bring immediate product knowledge strength to the table. This new team was able to immediately resolve some long-standing issues, create a better trust relationship with the business leadership and create opportunities to reduce technology overhead for the future.

For any larger product onboarding or system reviews, a SME from the consulting team at Sirius was leveraged on a part-time basis, bringing the client the expertise they needed but without paying for full-time assistance.

TECHNOLOGY PERFORMANCE IMPROVEMENT



SUCCESS STORY

Client: Fortune 500 Company and Largest Generator of Electricity from Natural Gas and Geothermal Resources.

SNAPSHOT

INDUSTRY

Renewables & Environment

SIZE OF ORGANIZATION

200 to 500 Employees

IMPACTFUL RESULTS

Minimized data errors from interfaced systems. Confirmation & Settlements team utilized full functionality on day 1 of go live. Implementation of new system did not disrupt daily activities.

OPPORTUNITY

Energy trading Deal Clearing department required assistance with implementation of Allegro, new ETRM system.

DESIRED OUTCOME

Successful transition from current ETRM system to new Allegro ETRM system.

CUSTOM SOLUTION

Compared deal entry, confirmation, and settlement processes in current ETRM system and the Allegro ETRM system.

Recommended process changes to capture current requirements in Allegro.

Tested new system and processes to ensure full functionality.

Provided written documentation of any new or revised procedures.

PROCESS IMPROVEMENT — AUTOMATION



SUCCESS STORY

Client: Total Safety, Downstream General Contractor, Turnaround & Fabrication Services Company

SNAPSHOT

INDUSTRY
Public Safety

SIZE OF ORGANIZATION

11 to 50 Employees

IMPACTFUL RESULTS

The organizational change management allowed the adoption rate to grow rapidly. The end results were an online new hire submission process where each local, acting as a company representative, could submit new hire information electronically and reduce duplicate data entry. We enabled the client to take ownership of the end product and shift to a new universal culture focused on customer service excellence and collaboration with the business.

OPPORTUNITY

Replace a paper-based Human Capital Management System. The project encompassed the employment life cycle beginning with onboarding to compensation, then to development and ending with separation.

DESIRED OUTCOME

Transition from a primarily manual, paper-based process and a 30+ year old application dependent on legacy technology to a more robust platform that would manage 60,000+ field workers across 25 companies, while being comprehensively governed and managed according to the Jones and Taft-Hartley Acts.

CUSTOM SOLUTION

Business processes were defined through the assessment of policies and procedures.

A transformation plan was developed that focused on process alignment with systems integration and migration milestones.

Sirius provided strategic advisory services, organizational change management and program management for the integration of the solution.

CASH ACCELERATION

SUCCESS STORY

Client: Multi-National Industrial Services Company

SNAPSHOT
INDUSTRY
Industrial Services

IMPACTFUL RESULTS

The engagement improved DSO by 10 days, captured \$6MM in revenue leakage, reduced non-billable overtime 25%, re-billable credit memos reduced by 50%.

\$6MM

In revenue leakage captured

OPPORTUNITY

Client had days sales outstanding “DSO” of 62 days causing delays in cash and increasing the debt.

DESIRED OUTCOME

Reduce DSO and improve cash flow to reduce debt to use for expansion purposes.

CUSTOM SOLUTION

Identified root causes of delays from opportunity to order, order to cash and the development of execution roadmaps to remediate the causes of delays.

A multi-disciplined team was used to develop and implement the plans including, subject matter experts in operational effectiveness, process improvement, billing, accounts receivable, and cash applications, payroll, and technology.

CASH ACCELERATION

SUCCESS STORY

Client: Oil Field Services – Waste management

SNAPSHOT

INDUSTRY

Waste Management

SIZE OF ORGANIZATION

33,000 employees nationwide

IMPACTFUL RESULTS

In the first 90 days post project, the client has seen a decrease in DSO from 104 days to 85 days. Based on the improved process, the client was also able to cut the number of full time employees needed in the Order to Cash process. The project lasted 12 weeks, costing the client \$167K.

OPPORTUNITY

The client had Days Sales Outstanding “DSO” of over 110 days which was increasing each month. Sirius Solutions was hired to review and recommend changes to the Order to Cash Process to enhance the collection of the receivables.

DESIRED OUTCOME

The CFO wanted to increase cash flow by decreasing DSO, and document the Order to Cash Process for multiple locations. The client also plans to grow through acquisitions and wanted a scalable Order to Cash process to handle the planned growth.

CUSTOM SOLUTION

Sirius Solutions deployed a multi-disciplined team including colleagues with expertise in project management, internal controls, process improvement and management reporting.

An analysis of the existing processes was performed which allowed the team to identify the root causes of the high DSO. Recommendations were then made to management to standardize and improve the processes. The recommendations that provided the highest impact in the shortest amount of time were implemented by the Sirius Solutions team.

Management reports were also created to allow the Sales and Accounting organizations better insight into DSO giving them the tools needed to manage the improved process.

The Sirius Solutions team documented and trained the client’s staff on the new processes and left the client with additional recommendations to implement to improve the process further.

LAND/JV RECEIVABLE PROJECT – CASH ACCELERATION



SUCCESS STORY

Client: Fortune 100 - Multinational Oil and Gas Company

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
Over 20,000 Employees

IMPACTFUL RESULTS

We cleared ~\$397 million to date off the AR accounts and suspended revenues with a team of 10 over a period of 4 months. Sirius trained the client's employees on the methodology used for discrepancy resolutions and best practices for them to utilize on future acquisitions.

OPPORTUNITY

Due to a prior year acquisition, the client had little historical working interest (WI) data to enable the billing of well costs to the various Joint Venture partners. Outstanding accounts receivable dollars were pending recoupment due to stale data.

DESIRED OUTCOME

Clear ~\$500 million in well costs and settle accounts receivable balances with partners.

CUSTOM SOLUTION

Sirius provided a multi-disciplined team comprised of Landmen, lease analysts, division order analysts, and joint interest consultants.

All available databases and legal documents as well as years of emails were used to correctly build the historical data needed to bill Client partners the backlog of well costs.

Negotiated with Client partners directly to resolve questions and discrepancies in regards to the changing WIs and joint interest billing (JIBs).

Resolutions were handled quickly and efficiently under Client's Land & Accounting Department supervision.

After ensuring quality work was done on the JIB side, team updated the net revenue interests (NRI) discrepancies related to the same properties.

COST REDUCTION

SUCCESS STORY

Client: NYSE – listed family of MLP companies, Midstream Industry

SNAPSHOT

INDUSTRY
Midstream

SIZE OF ORGANIZATION
5000 employees

IMPACTFUL RESULTS

Delivered more than 170% of the initial goal for current year reductions and delivered overall approximately 190% of desired cost reduction targets.

190%

Desired cost reduction targets

OPPORTUNITY

Reduce cost due to the impact from commodity price decline on revenues.

DESIRED OUTCOME

Company desired a reduction in cost by \$10 million within 60 days for the current year and decrease cost an additional \$10 million on a run rate basis within 90 days.

CUSTOM SOLUTION

Developed program that first adjusted fixed cost, second adjusted third party spend and implemented a flash report system for cost control to ensure the results occurred.

Applied Sirius Solutions unique multi-disciplined approach leveraging cross functional expertise related to technology, business operations, supply chain, internal controls and financial reporting.

FINANCE ORGANIZATION OPTIMIZATION – COST REDUCTION



SUCCESS STORY

Client: NYSE & NASDAQ: Oil Field Services Company

SNAPSHOT

INDUSTRY

Oil Field Services

SIZE OF ORGANIZATION

Multinational Fortune 100

IMPACTFUL RESULTS

Project cost of \$273,000 and took approximately a quarter resulting in cost improvements of 12% and savings on an annualized basis of \$16.5 million.

OPPORTUNITY

After multiple acquisitions, synergies in operations had not been realized, and the company wanted a plan to centralize and optimize finance.

DESIRED OUTCOME

Create scale and efficiency in the finance and accounting organization.

CUSTOM SOLUTION

Identified redundant tasks and evaluated responsibilities with respect to the functional level assigned thereto. We did this across the following functions: Invoicing, Accounts Receivable, Accounts Payable, Cost Accounting, and Corporate Accounting.

Applied a multi-disciplined team model to streamline and normalize processes.

Developed output based reporting to measure performance of the functional desk in the department.

FINANCIAL TRANSFORMATION — COST REDUCTION



SUCCESS STORY

Client: Public Oil & Gas Offshore Exploration Company

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
100 to 200 Employees

IMPACTFUL RESULTS

Because Sirius delivered the desired dynamic, repeatable reporting to senior management, the client's goals of lowering costs, optimizing production and focusing on low-risk, high return projects were achieved. The efficiencies created via the project helped the client align operations with the realities of today's market, and maintain cash and overall liquidity levels that gives them the ability to execute their strategic plan.

OPPORTUNITY

Management team suffering from a lack of information to analyze and make business decisions. Financial and operational accounting were not supplying enough real-time information. Management was not confident in their financial reporting.

DESIRED OUTCOME

Client wanted to lower costs, optimize production and focus on low-risk, high return projects. They wanted best accounting practices around all operational and accounting processes and reporting including drill down capabilities and dynamic, repeatable reporting at senior management desks.

CUSTOM SOLUTION

Deployed a multi-disciplined team from our Energy practice which included technology, financial, and process subject matter experts in the upstream space to develop and implement the solution.

Developed the roadmap for execution of the desired results.

Documented all processes in the financial and operational accounting organizations by desk.

Established a reporting hierarchy and imbedded it in their accounting and production reporting software.

Upgraded client's accounting software and rolled out best accounting processes and procedures.

Automated manual, repeatable processes reducing time spent on tasks and creating efficiencies.

Created dynamic, repeatable reporting with drill-down capabilities to enable analysis at every level of the operated and OBO assets, for eg. Lease Operating Statement down to the producing reservoir.

COST REDUCTION OF COMPLIANCE

SUCCESS STORY

Client: NYSE: Oil Field Services Company

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
4,500 Employees / 640MM

IMPACTFUL RESULTS

Successfully lowered the cost of compliance while significantly improving internal controls. In only the second year of SOX compliance, lowered cost from \$5.2 million to \$1.8 million and by year 3 cost reduced to \$600,000.

OPPORTUNITY

Company was addressing first time SOX compliance resulted in significant cost overruns (total cost of 1st year SOX compliance of \$5.2 million) and had experienced several material weaknesses and a large number of significant deficiencies.

DESIRED OUTCOME

Reduce number of material weaknesses and significant deficiencies and improve efficiency of compliance program.

CUSTOM SOLUTION

After a thorough analysis determined the issues were not a lack of controls but rather a lack of proper risk mapping and controls documentation.

Streamlined the reporting process and trained the appropriate personnel on the types of documentation required to be provided to the external auditors. This facilitated testing and communication to the external auditors.

The new scalable, repeatable and efficient program created a more valuable impact to the business.

COST SAVINGS

SUCCESS STORY

Client: Independent Global Commodities Merchant

SNAPSHOT

INDUSTRY

Commodities

SIZE OF ORGANIZATION

Global organization

IMPACTFUL RESULTS

Recovery of tax savings for prior years \$500K+ across multiple states. Recognition of immediate savings \$350K on an annual basis across multiple states. Addendum to existing affiliate company contracts resulting in immediate annual savings of \$75K short term, and projected to \$200K+ annually (when benchmarked to growth projections for that period).

OPPORTUNITY

Many regulatory jurisdictions offer specific exemptions and rate reductions with regard to Oil and Gas Severance Tax. Severance tax had been overpaid since the client's process for calculating and remittance of Severance Tax did not include an analysis to discern eligibility for these exemptions and rate reductions.

DESIRED OUTCOME

Mitigation of risk associated with improper statement of tax expense in financial statements.

Reduction of operation cost thru proper application of tax administrative code and establishment of best practices and internal controls. Sustained revenue growth and increased shareholder value.

CUSTOM SOLUTION

Performed critical analysis of severance tax history (for the period eligible for tax refund), with specific inquiry to identify opportunities for tax reduction and exemption. Analysis through current period, provided go-forward protocols to continue reduction in tax liability, as allowed.

Scope of analysis included marketing costs, ROI determination for qualifying assets, and tax reimbursement. For gas wells, additional analysis to determine exemptions related to high cost gas exemptions and low producing wells.

Trained Revenue Accounting Staff and JIB Accountants on proper accounting treatment of transactional activity related to severance tax and allowable deductions to support continuity of new processes and procedures.

E&P PROCESS IMPROVEMENT — COST SAVINGS



SUCCESS STORY

Client: NYSE – listed Exploration and Production client

SNAPSHOT
INDUSTRY
Oil & Gas

IMPACTFUL RESULTS

Project cost of \$275,000 saved the client more than \$10 million in production costs while also accelerating production revenues.

OPPORTUNITY

Drilling wells in the Eagleford Shale under day rate drilling contracts.

DESIRED OUTCOME

Reduce the time to drill each well and get production to market earlier.

CUSTOM SOLUTION

Deployed multi-disciplined team comprised of a Six Sigma Black Belt, a process improvement specialist, and an energy industry financial expert to assess the drilling operations and key processes to determine cycle times and procedural efficiency.

Redesigned, implemented and trained the drilling operations team on the changes to key processes to improve drilling time cycles and eliminate waste.

M&A SCALE AND INTEGRATION — COST SAVINGS



SUCCESS STORY

Client: Diversified Energy Company

SNAPSHOT

INDUSTRY

Utilities/Retail

SIZE OF ORGANIZATION

5000 to 10,000 Employees

IMPACTFUL RESULTS

The company achieved their revenue target while the cost of the finance and accounting organization was estimated at approximately (\$65-74MM) centered with strategic objectives.

OPPORTUNITY

The client was experiencing high growth due to organic and inorganic business strategies. They did not want to double the cost of the finance organization (existing cost \$50-60MM) as the revenue doubles (\$10-20B).

DESIRED OUTCOME

CFO wanted to create scale across the finance organization.

CUSTOM SOLUTION

We partnered with McKinsey to benchmark the finance organization. We advised on the evaluation, recommendations, and strategic vs. non-strategic areas of the finance and accounting organization and developed the five implementation plans to create scale.

The areas selected were acquisition integration, financial planning and analysis, finance technology, management reporting, and procure to pay. The implementation effort of various areas was accomplished in three to six months.

The multi-disciplined teams consisted of experts in the clients industry, functional experts who have run these functions in departments of relevant organizations, process improvement experts, technology experts with experience in infrastructure, IT operations, master data, ERP, and specialized business systems for unique functions

STRATEGIC PROCUREMENT — ORGANIZATION & COST SAVINGS



SUCCESS STORY

Client: Leading global provider of data-driven marketing and loyalty solutions

SNAPSHOT

INDUSTRY

Data Analysis

SIZE OF ORGANIZATION

5,000-10,000 Employees

IMPACTFUL RESULTS

Created strategic roadmap for delivery of savings opportunities/value generation through implementation of Category Strategy and Supplier Relationship Management frameworks

\$1.3 Billion

Identified addressable spend by category

\$20 Million+

Identified and prioritized savings opportunities

OPPORTUNITY

Client required consulting and operational support in the area of Strategic Procurement focusing on the development of an organizational framework and strategic roadmap in the areas of Spend Analytics, Category Strategy and Supplier Relationship Management (SRM).

DESIRED OUTCOME

Assist in buildout of Strategic Procurement organization by engaging in the interview process to identify a Sr. Manager, Strategic Procurement and Category Strategist roles. Identify addressable spend, prioritize opportunity for cost reduction/value generation by leveraging spend analytics. Establish a category strategy framework that emphasizes Spend Analytics and Category Intelligence and train Strategic Procurement Organization to implement the framework. Establish a Supplier Relationship Management framework and train Strategic Procurement Organization to implement the framework

CUSTOM SOLUTION

Organizational Development

- Defined and developed a Category Strategist role

Performed Spend Analytics to identify and prioritize opportunity for cost reduction/value generation

Established a Supplier Relationship Management framework

- Developed four (4) step process to implement an SRM program
- Identified initial suppliers for SRM program implementation and trained client team in implementation steps and program development

Developed Category Strategy framework

- Performed data consolidation and spend analysis
- Conducted Category Segmentation and market research to define repeatable process and identify data-based Category Management strategies by category

SUPPLY CHAIN – SUSTAINABLE SPEND MGMT., COST SAVINGS



SUCCESS STORY

Client: Nation's Largest Chain of Quick Serve Restaurants

SNAPSHOT

INDUSTRY
Restaurant

SIZE OF ORGANIZATION
10,000+ Employees

IMPACTFUL RESULTS

Developed a business case and strategic roadmap for standing up an Indirect Procurement organization for sustainable spend management.
Project took 6 weeks with 2 Consultants at total of \$50,000.
ROI = \$16,950,000

\$700 Million

repeatable and addressable Indirect Spend

\$17 Million

In savings opportunities

OPPORTUNITY

The new head of Supply Chain needed assistance quantifying the total indirect spend, identifying opportunities for cost reduction and developing the business case for centralizing the management of indirect spend.

DESIRED OUTCOME

Quantify the value of Indirect Spend by spend category and business segment (Corporate, Company Store, Franchise Store). Identify and prioritize opportunity for cost reduction/value generation by leveraging spend. Define the organization and infrastructure required to manage indirect spend in a sustainable way.

CUSTOM SOLUTION

Spend Analysis

- Analyzed AP spend data for Corporate and company operated stores.
- Segmented spend by supplier and spend category.
- Reviewed key contracts to evaluate pricing, contract scope, T&Cs.

Organizational Assessment

- Determined the organizational capabilities.
- Developed an organizational design to sustain the solution.

Opportunity Assessment

- Identified opportunities to reduce costs and improve supplier performance.
- Developed sourcing strategies to achieve cost reduction.
- Prioritized opportunities by value, impact and ease of implementation.

SUPPLY CHAIN — COST SAVINGS

SUCCESS STORY

Client: Leading global provider of data-driven marketing and loyalty solutions

SNAPSHOT

INDUSTRY

Data Analysis

SIZE OF ORGANIZATION

5,000-10,000 Employees

IMPACTFUL RESULTS

Created strategic roadmap for delivery of savings opportunities/value generation through implementation of Category Strategy and Supplier Relationship Management frameworks

\$1.3 Billion

Identified addressable spend by category

\$20 Million+

Identified and prioritized in savings opportunities

OPPORTUNITY

Client required consulting and operational support in the area of Strategic Procurement focusing on the development of an organizational framework and strategic roadmap in the areas of Spend Analytics, Category Strategy and Supplier Relationship Management (SRM).

DESIRED OUTCOME

Assist in buildout of Strategic Procurement organization by engaging in the interview process to identify a Sr. Manager, Strategic Procurement and Category Strategist roles. Identify addressable spend, prioritize opportunity for cost reduction/value generation by leveraging spend analytics. Establish a category strategy framework that emphasizes Spend Analytics and Category Intelligence and train Strategic Procurement Organization to implement the framework. Establish a Supplier Relationship Management framework and train Strategic Procurement Organization to implement the framework.

CUSTOM SOLUTION

Organizational Development

- Defined and developed a Category Strategist role

Performed Spend Analytics to identify and prioritize opportunity for cost reduction/value generation

Established a Supplier Relationship Management framework

- Developed four (4) step process to implement an SRM program
- Identified initial suppliers for SRM program implementation and trained client team in implementation steps and program development

Developed Category Strategy framework

- Performed data consolidation and spend analysis
- Conducted Category Segmentation and market research to define repeatable process and identify data-based Category Management strategies by category

OIL & GAS SEVERANCE TAX RECOVERY — COST SAVINGS



SUCCESS STORY

Client: Independent Global Commodities Merchant

SNAPSHOT

IMPACTFUL RESULTS

Facilitated formalization of accounting practice between client company and third party accounting service. Recovery of tax savings for prior years \$500K+ across multiple states. Recognition of immediate savings \$350K+ on an annual basis across multiple states. Addendum to existing contracts between affiliate company resulting in immediate annual savings of \$75K short term, and \$200K+ annually (contingent upon company projected growth within 5 years).

OPPORTUNITY

The client utilizes 3rd party accounting service for revenue recognition and revenue regulatory compliance process. Severance tax is grossly overstated due to lack of knowledge regarding regulatory statutes and tax administrative code.

DESIRED OUTCOME

Mitigation of risk associated with improper statement of tax expense in financial statements. Reduction of operation cost thru proper application of tax administrative code and establishment of best practices and internal controls. Sustained revenue growth and increased shareholder value.

CUSTOM SOLUTION

Review of workflow and transactional activity from point of production thru Revenue Recognition.

Performed critical analysis of severance tax history for prior years to current.

Verification of regulatory rates and valuation of tax basis determination.

Verification of proper application of regulatory incentives contingent upon administrative tax code for each state.

Establishment of best practices thru documentation of desk procedures and internal controls.

Trained Revenue Accounting Staff and JIB Accountants on proper accounting treatment of transactional activity related to severance tax and allowable deductions.

Assessment of workflow automation in ERP system.

PROCURE TO PAY PROCESS IMPROVEMENT — COST SAVINGS



SUCCESS STORY

Client: Publicly Traded, MLP in the Midstream Industry

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
500 to 1000 Employees

IMPACTFUL RESULTS

Cost savings in excess of \$13
Million per year SOX
Compliance

OPPORTUNITY

Procure to Pay Process Improvement. Lack of internal controls and segregation of duties issues. Manual and non-standard processes across 9 business units. Poor visibility to spend and outstanding payables. Slow to pay suppliers creating business disruption. Opportunities to reduce spend with strategic procurement.

DESIRED OUTCOME

Design a robust Procure to Pay Process creating efficiencies through automation, improving internal controls and enabling cost reduction through strategic procurement and supplier management.

CUSTOM SOLUTION

Current State Assessment (People, Process, Technology)

- Reviewed and documented the current state environment
- Benchmarked against best practice and identified gaps
- Identified and prioritized key opportunities for improvement

Spend Analysis and Opportunity Assessment

- Analyzed AP Data, segmented spend by category and supplier
- Identified and opportunities to reduce costs by aggregating spend, consolidating suppliers and leveraging competitive markets
- Launched sourcing events in high opportunity / high priority spend categories

P2P Design

- Defined P2P policies, processes, organization, and KPIs
- Developed technology requirement and selected a P2P workflow tool
- Developed and launched P2P implementation plan and a 3 year strategic roadmap

ENTERPRISE HIERARCHY ALIGNMENT – TRANSITION SERVICES



SUCCESS STORY

Client: Fortune 100 - Multinational Oil and Gas Company

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
Multinational Fortune 100

IMPACTFUL RESULTS

Delivered approved Enterprise Hierarchy Alignment over a single weekend with zero down time, zero lost data, and no direct impact on systems or end users. The client restructured again 6 months later with alignment to a different Enterprise Accounting and Reporting Applications at which time Sirius repeated the original project delivering a 2nd Enterprise Hierarchy Alignment with identical results.

OPPORTUNITY

Subsequent to multiple acquisitions client reorganized operation structure into 4 operational areas supported by a 3 tier hierarchy in each area resulting in a total of 150 entities. Determine impact of an asset population exceeding 15,000 instances across all operational applications for hierarchy alignment. New Enterprise Hierarchy required to align with Enterprise Accounting and Reporting Application

DESIRED OUTCOME

Verify proposed Enterprise Hierarchy Alignment across 4 operational areas and secured common utilization. Implement Enterprise Hierarchy Alignment in identified applications with minimal impact on systems availability and end user involvement.

CUSTOM SOLUTION

Evaluated proposed Enterprise Hierarchy Alignment and secured agreement with 4 operational areas

Assembled a team of 30 internal and external specialist supported by another 20 test participants for creation and delivery of the approved Enterprise Hierarchy Alignment

Identified a total 67 applications in use across all entities, narrowed this to 20 applications utilizing a hierarchy structure with 9 applications requiring alignment

TRANSITION RISK REDUCTION

SUCCESS STORY

Client: Multinational Banking and Financial Services Holding Company

SNAPSHOT

INDUSTRY

Financial Services

SIZE OF ORGANIZATION

Over 10,000 Employees

IMPACTFUL RESULTS

Provided stability for the client during the wind-down phase to reduce risk, eliminate costly errors and to maintain day to day operations before and after the divestiture.

OPPORTUNITY

Energy trading product control and settlements department required assistance after physical trading book was sold.

DESIRED OUTCOME

Smooth transition during the wind down and novation period after many banking personnel transitioned to international commodity trading company or were laid off.

CUSTOM SOLUTION

Team of product control and settlements analysts provided support to the banking management team.

Support crossed commodity product lines and included crude oil, refined products, natural gas, and power.

Lent consistency to the team during a period high turnover of permanent employees.

TRANSITION RISK REDUCTION

SUCCESS STORY

Client: Electric Utility Company

SNAPSHOT

INDUSTRY

Energy

SIZE OF ORGANIZATION

1000 to 5000 Employees

IMPACTFUL RESULTS

Provided stability for the client during the scale-up phase to reduce risk and to maintain day to day operations pre and post close of the transaction.

OPPORTUNITY

Power company purchases group of power plants from electric and gas company.

DESIRED OUTCOME

Fully prepare finance departments within the trading organization to ensure a smooth transition.

CUSTOM SOLUTION

Multi-disciplined team engaged by power company's Chief Accounting Office to provide support in the commodity accounting, settlements, fixed assets and corporate accounting departments.

TRANSITION RISK REDUCTION

SUCCESS STORY

Client: Energy and Infrastructure Business Management Company

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
500 to 1000 Employees

IMPACTFUL RESULTS

Provided stability for the client during the scale-up phase to reduce risk and to maintain day to day operations after the commencement date of the new agreement.

OPPORTUNITY

Refiner entered into a long-term supply & offtake agreement with an investment bank which had a large impact on the trading organization.

DESIRED OUTCOME

Fully prepare all departments within the trading organization to ensure a smooth transition.

CUSTOM SOLUTION

Multi-disciplined team analyzed the agreement's requirements and established new processes and system requirements.

Team fully documented new procedures and trained the staff.

TRANSITION RISK REDUCTION

SUCCESS STORY

Client: Independent Global Commodities Merchant

SNAPSHOT

INDUSTRY

Global Commodities

SIZE OF ORGANIZATION

500 to 1000 Employees

IMPACTFUL RESULTS

Substantially reduce risk for Independent Global Commodities Merchant and while allowing the company settlement's team to maintain day to day operations as transaction close date neared.

OPPORTUNITY

Trading company purchases physical oil business from Multinational Financial Services Corporation

DESIRED OUTCOME

Smooth transition of trade data from Multinational Financial Services Corporation to Independent Global Commodities Merchant to avoid costly errors

CUSTOM SOLUTION

Three-member team engaged by CCI's Settlements department to fully reconcile trade data between companies.

Project was completed on-time and with accuracy to enable a smooth transaction close by end of year.

TRANSITION RISK REDUCTION

SUCCESS STORY

Client: Natural Gas Liquids Company

SNAPSHOT
INDUSTRY
Energy

IMPACTFUL RESULTS

Provided stability for the client during the transition phase to reduce risk, eliminate costly errors and to maintain day to day operations.

OPPORTUNITY

Commodity Accounting department required assistance after company was acquired by Natural Gas Liquids Company

DESIRED OUTCOME

Smooth transition during the transition period as Company personnel shifted roles.

CUSTOM SOLUTION

One Director and one senior-level consultant supported the Company management team in Commodity Accounting.

Lent consistency to the team during a period high turnover of permanent employees.

BUSINESS PROCESS APPROACH TO COST OPTIMIZATION IN GOVERNMENT



SUCCESS STORY

Client: Chihuahua State Government. Chihuahua Mexico

SNAPSHOT

INDUSTRY

Government

SIZE OF ORGANIZATION

More than 30,000 employees

IMPACTFUL RESULTS

In a short period of 3 months, the analysis revealed potential savings of more than 25% of the total state budget by redefining the responsibilities, expenses and program structure and budget of all the current government initiatives

At least **25%**

expected Government budget reduction

Status:

Government implementing recommended quick win changes

OPPORTUNITY

Government of the State of Chihuahua, Mexico was looking for opportunities to reduce expenses and optimize budget in order to control actual deficit. The initial approach of the government was a personnel reduction representing 20% in personnel cost yet maintaining the actual functional structure shape.

The government also needed to proceed quickly since the time span to complete the reduction was only the remaining period of the current administration.

DESIRED OUTCOME

The desired outcome was to find other ways to reduce expenses in addition to the initially planned personnel reduction throughout the organization

CUSTOM SOLUTION

Applying business process alignment concepts, it was possible to find more than 40 quick wins and at least 3 long term projects that would assure at least a reduction of expenses of 25% of the total government budget. Among the recommendations given to the state government were the consolidation of secretaries from 9 to 4, reducing the control span of the Governor to improvement management, rationalization of government programs, standardization of common processes between the different secretaries, standardization of government IT applications and the creation of a Shared Services organization to improve internal services and enhance services to citizens.

START-UP & ACQUISITION INTEGRATION TRANSITION SERVICES



SUCCESS STORY

Client: PE Start-up Energy Company with Upstream assets

SNAPSHOT

INDUSTRY
Energy

IMPACTFUL RESULTS

Client acquisitions became ultimately short-term projects utilizing repeatable processes which translates to faster conversions. Sirius interviewed, selected, and trained client personnel on all disciplines and tasks so that the outsourced roles and acquisition integration could be handled in-house by client. Transition services fees were held to a minimum due to implementation of best practices for acquisition integration.

OPPORTUNITY

Client was a start-up on the fast track acquiring producing properties and needed quick turnaround on integrating the assets into their software. Client did not want to pay more than a month in transition services to the seller.

DESIRED OUTCOME

To create standardized Asset Integration processes to enable Land, Land Administration, Finance, Operational Accounting, and Production reporting to get acquisitions on-boarded into their software solutions and respective areas without affecting base business. Client also wanted to outsource back office positions.

CUSTOM SOLUTION

Sirius deployed a team of 4 which consisted of multi-disciplined consultants in the operational accounting, land, and technology disciplines.

Project Management methodology was set up with a project plan and timeline along with weekly reporting to management and the stakeholders.

Client began with a ~500 well, ~2000 lease acquisition, quickly followed up with a ~1000 well, ~7000 lease acquisition, and then a ~250 well, 1000 lease acquisition.

Sirius leveraged on existing methodologies for data hierarchy creation, data cleansing using external databases and regulatory websites, and reusable extract/load programs and conversion templates..

Sirius outsourced complete back office until client was ready to bring roles in-house.

TRANSITIONAL SERVICES

SUCCESS STORY

Client: Large Private Equity Company

SNAPSHOT
INDUSTRY
Private Equity

IMPACTFUL RESULTS

Client was able to successfully settle with all vendors and customers within a month of purchase as well was able to effectively schedule power with ERCOT

OPPORTUNITY

Large Infrastructure focused Private Equity company purchased Co-Generation Plant.

DESIRED OUTCOME

Develop operational support plan for separating out Co-Generation Plant from Seller. Provide transitional services (operational as well as back office) until customer is in a position to manage acquired asset on a stand alone basis

CUSTOM SOLUTION

- Designed and implemented new Invoicing and Settlement processes/systems
- Integrated the Plant Control devices with the Plant's Energy Manager/QSE
- Developed new Scheduling and Real-Time Monitoring Portal
- Developed and managed the IT Transition Roadmap
- Transitioned the plant into a stand-alone entity
- Transitioned all Hardware and Operational Software/Applications
- Transitioned all Telecom Accounts and Services

TRANSITION & TRANSPARENCY

SUCCESS STORY

Client: Global Energy Merchant

SNAPSHOT

INDUSTRY
Oil & Gas

SIZE OF ORGANIZATION
10,000 + Employees

IMPACTFUL RESULTS

Achieved transparency with respect to swap recordkeeping and reporting. Smoothed the transition for the Regulatory Reporting department and ensured reporting deadlines were met.

OPPORTUNITY

Energy trading compliance department required assistance with daily monitoring of trades sent to swap data repository (SDR). Regulatory Reporting department required assistance while absorbing new tasks from Dodd-Frank implementation team.

DESIRED OUTCOME

Timely deal entry and swap data repository reporting.

Seamless transition of new reporting tasks from Dodd-Frank implementation team to Regulatory Reporting team.

CUSTOM SOLUTION

Created a daily scorecard to track deal entry and SDR reporting timelines.

Created process to escalate issues.

Trained with Dodd-Frank implementation team, assisted with implementation of new reporting processes, and documented desk procedures.

RESTRUCTURING & REORGANIZATION SUPPORT



SUCCESS STORY

Client: Financial and management consulting firm, specializing in turnaround and crisis management

SNAPSHOT

INDUSTRY

Management Consulting

SIZE OF ORGANIZATION

50 to 200 Employees

IMPACTFUL RESULTS

Client is now able to provide their clients with quick results for reporting and filing of required bankruptcy/restructure federal forms. Data is no longer manipulated manually, thus reducing manual keying errors and duplication of creditor information.

OPPORTUNITY

Client needed a faster and more technological approach to manage and create bankruptcy filings. Specifically the populating of required federal forms which were currently being entered manually, generating errors, into Adobe .pdf forms. Also needed assurance of a database capacity for multi-million lines of data and capability of dynamic, repetitive reporting and filings.

DESIRED OUTCOME

Generation of required federal forms: 206Sum, 206A/B, 206D, 206E/F, 206G, 206H, 207. Automated for quick turnaround and reconcilable to company's accounting systems with dynamic (repeatable) reporting capabilities and high data capacity.

CUSTOM SOLUTION

Sirius team of two created a dynamic tool which provided all required forms in the exact image required by the US Trustees

Tool was backed by a SQL database able to house multi-million lines of data

Tool provided reconciliation and verification capabilities which tied to each restructuring company's general ledger, master & code files, and financial statements.

Tool included ad hoc dynamic reporting capabilities which could be updated with the push of a button.

RESTRUCTURING SUPPORT

SUCCESS STORY

Client: Offshore Exploration

SNAPSHOT

INDUSTRY
Upstream

SIZE OF ORGANIZATION
300 Employees

PUBLIC/PRIVATE ENTITY
Publicly Traded

IMPACTFUL RESULTS

25-50% cost

**reduction on traditional
hourly restructuring rates.**

**Automated reporting reduced
the time to complete from weeks
to minutes by reducing manual
entry into spreadsheets.**

**Ad hoc data requests were
enabled from the automated
reporting systems to quickly
facilitate negotiations and
provide accurate information to
meet court request.**

OPPORTUNITY

The client needed to be able to quickly fill requests for data from management, attorneys and courts while continuing to meet day-to-day obligations during Chapter 11 restructuring.

DESIRED OUTCOME

Maximize efficiencies within the accounting system to automate data requests while minimizing costs and errors associated with manual compilation.

CUSTOM SOLUTION

Systematically segregate pre- and post-petition accounts payable so that court-directed release of funds can be easily tracked and monitored.

Automation of bankruptcy reporting:

- 13-week rolling cash forecast
- Unsecured Creditor Reporting
- Executory Contract Reporting

Automate process for transfer of data from historical legal entities to new post-emergence structure.

Automation for creation of journal entries required for fresh-start accounting and collapse/ consolidation of balance sheet information.