



COMMSIGNIA – KEEP UP WITH THE GROWING TEAM

commsignia

Commsignia is a scale-up that develops **smart on-board units for cars**. They have a Hungarian subsidiary 100% owned by an American parent company.

After the first bigger investment and industrial success, our client and their team were ready to scale up the development and production activity, and while they had the money for it, the process wasn't that simple. They faced **several financial challenges** around **invoice handling** and issuing, **money transfer** and CF questions, and they also needed a **reliable controlling system** to meet the investors' expectations of **monitoring the KPIs** from month to month. They decided to find an experienced, professional team who can **find the main solutions in a relatively short term and effective way**.

This is when Invendor started its six-month interim management project to cover the CFO role. At the beginning of the project, we defined the main points - like **making a comprehensive one-year financial plan, developing a consolidated controlling and reporting system, or establishing a money transfer structure** - in order to finance the development cost of the Hungarian entity by the investment that had been injected into the American entity. Besides these points, our client also needed an experienced professional, who can **manage the day-to-day issues** like **making the new finance processes clear for the finance team and other employees**. That's why one of our experienced consultants started to work as an interim CFO at the company three days a week. During the field work our consultant created questionnaires to find out the nature of the main issues the team was facing and helped to manage the daily operation on the field of finances like invoice handling, forecast day-to-day cash flow challenges, and helped the new finance assistant to understand the basic tasks. After the first two months, one of our senior consultants also joined the project to help with **documenting and implementing all the new rules and processes from the new cost coding system to the new travel policy and expense rules**. After we made a comprehensive **transfer-price risk analysis** we decided which solutions would be best for the client for inter-company money transfer, then we moved on with **financial planning and process questionnaires**. Evaluating these, we started to define which field the client needed help with the processes and we also figured out the type of tools we can use to **implement these new solutions**. After

a discussion with the client, instead of implementing a new ERP system (like SAP), we decided to extend the current use of the google business tools, such as forms and spreadsheets. We realized that they would be too much to handle at the same time, and we knew that these **new tables and methods would be necessary for further steps in the future** in order to implement an ERP. The main field we focused on was **order and incoming invoice approval and recording, outgoing invoicing and monitoring, travel expense recording and petty cash movement recording**. We found that these processes cover 90 percent of the crucial financial issues they faced in both entities. By implementing new rules and frames for the processes, we also created a basis for the new controlling and reporting system. After we made the basic master tables designed by documented rules it was much easier to generate the new reporting structure to **see how the numbers change through the months**.

After a successful test and implementation phase the internal financial processes became more effective and verifiable. Our client agreed that they were ready to take the next step by handing over the responsibility of maintaining the new structure to our newly hired CFO.

commsignia