

# Budget Control and Financial Consolidation System

Client    Subsidiary of a national telecommunications operator  
Role     Business Analyst, Project Manager  
Period   August 2008 — August 2010

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## CONTEXT

A 6-month planning cycle meant annual budgets were obsolete before approval and management saw financial performance months late. For a company positioning for acquisition, weak controls and opaque reporting were a direct liability in due diligence.

## APPROACH

Framed budgeting as a management control loop rather than a software purchase: agreed standard financial definitions and approval rights first, then automated consolidation from operational data — accepting reduced local autonomy for group-level comparability and control.

## OUTCOME

Compressed Subsidiary of a national telecommunications operator's budget-planning cycle from 6 months to 2 months (3× faster) by replacing manual, department-by-department coordination with a standardized, automated control system.

- Planning cycle: 6 months → 2 months (3× faster).
- Manual consolidation replaced with automated, auditable transaction linking — reporting in 2–3 weeks instead of 2–3 months.
- Standardized definitions across all departments, supporting acquisition due-diligence readiness.

## KEY RESULT

Cut the budget-planning cycle from 6 months to 2 months (3×) by standardizing financial definitions and replacing manual consolidation with an automated, auditable control system.