



## ASIA PACIFIC CASE STUDIES

Independent project consultants assisting businesses through periods of change, transition or crisis.

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## INDEPENDENT PROJECT CONSULTANTS ASSISTING BUSINESSES THROUGH PERIODS OF CHANGE, TRANSITION OR CRISIS.

Robert Half Management Resources operates in 140 of the 360 Robert Half offices worldwide and is the premier provider of senior-level accounting and finance professionals on a project basis. Many of our account executives have an accounting or financial background and this experience places them in a unique position when matching talent to projects most effectively. Robert Half Management Resources leverages 60 years of experience in financial recruiting to provide the highest quality service to clients and candidates.

Businesses turn to Robert Half Management Resources for access to an extensive network of financial professionals with competencies in a range of accounting disciplines, and they remain with us because of our dedication to quality service. Typically our independent project consultants have many years of comprehensive experience, thrive on applying their knowledge in a variety of settings, and value hands-on problem solving. In addition, many of them have Big Four experience and are able to draw upon their public accounting tenure or backgrounds as financial executives in private industry.

Our latest International Financial Directions Survey showed that 79 percent of the respondents in all participating countries claim that their company is planning special projects.

The top five most common are:

1. Electronic invoicing
2. Development of risk management policies
3. Implementation/upgrade of Enterprise Resource Planning (ERP)
4. Changes to internal audit function
5. Outsourcing of IT processes/services.

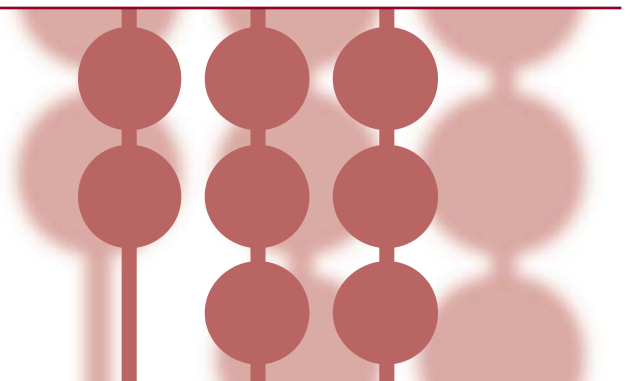
Independent project consultants can help you to deliver these projects as planned.

The main advantages of working with project consultants are:

1. They are objective and independent
2. They bring experience from other companies and industries
3. They have specialist knowledge
4. They are a flexible, cost effective alternative to a consulting firm.

This project portfolio gives a series of examples of how Robert Half Management Resources' independent project consultants have helped companies successfully complete a wide array of projects.

For more information and contact details, please visit [www.roberthalf.net](http://www.roberthalf.net)



The following business functions are representative of the management and project functional areas that we service. If you want to learn more about any of our past and current projects, or if you want to find out how Robert Half Management Resources can help you and your company, please visit our website at [www.roberthalf.net](http://www.roberthalf.net)

#### **FINANCE**

- Performance measurement and reporting
- Financial planning and analysis
- Consolidated financial reporting
- Budgeting/forecasting
- Strategic planning
- Mergers and acquisitions
- Business valuations
- Inventory planning and reporting
- Business integration
- Business process re-engineering

#### **ACCOUNTING**

- Cost accounting
- Revenue recognition
- Leasehold improvements
- Discontinued operations
- Support shared service centre implementation

#### **TREASURY AND CASH MANAGEMENT**

- Treasury management
- Cash flow management
- Credit facility analysis

#### **TAXATION**

- Transfer pricing
- Sales tax
- Corporate and individual income tax
- Property and real estate tax

#### **AUDIT AND COMPLIANCE**

- Internal controls review
- Regulatory compliance and reporting
- Sarbanes-Oxley compliance
- Basel II compliance
- Year end audit preparation
- Internal audit
- Forensic accounting
- SAS 70

#### **INFORMATION TECHNOLOGY**

- Financial systems implementation and conversion
- Financial systems project management
- IT audit
- Human resources systems management
- Payroll systems management
- Financial systems report writing
- Data integrity and data testing
- ERP project management

#### **SAMPLE LINE FINANCE ROLES**

- Chief Financial Officer
- Finance Manager
- Controller (Financial/Business)
- Business Planning Manager
- Cost Accountant
- Accounting Manager
- Compliance Officer
- Internal Audit Manager
- Senior Accountant

# SARBANES-OXLEY IMPLEMENTATION PROJECT

## BUSINESS SITUATION

Due to rapid growth in the Asia Pacific region, the client operations in this region had only recently come into scope for SOX due to reaching sufficient materiality levels. A project team was quickly assembled towards the last quarter of the year to assist with documenting material controls and to undertake initial testing prior to year end, using pre-existing documentation and risk assessments.

## PROJECT SCOPE

Reporting to the client's Internal Controls Director, our independent project consultant supervised a group of six consultants to ensure the company operations in ASEAN would meet SOX requirements and pass the external audits without any material deficiencies, within a very short time span.

The phases included:

- Undertaking special investigations
- Roll out of Sarbanes-Oxley specific software, including delivery of training and assistance with quarterly self assessments
- Alignment of company procedures with internal controls requirements and SOX flowcharts
- IT implementation support to meet SOX requirements
- Client employee training and coaching
- Search, selection and handover of responsibilities to permanent Internal Controls Manager APAC.

The independent project consultant quickly determined that existing internal controls documentation was incomplete and rapidly developed the required flowcharts and obtained process owner sign off on all required processes.

Testing was undertaken to identify a number of key deficiencies surrounding cash controls and accruals processes. The independent project consultant investigated risk exposure from the deficiencies, assisted with remediation through the training of key personnel, and recommended improvements in internal controls including segregation of duties and writing system specifications for key exception reports to assist management in reconciling application interfaces.

## LOCATION:

Singapore

## INDUSTRY:

Energy

## REVENUE:

Over US\$ 4 billion

## CLIENT'S RETURN ON INVESTMENT

The client was extremely pleased to pass the year end external audit attestation without any surprises for two consecutive years, to a large extent due to the team's effort and the effective management of all stakeholders in the process, including the external auditors.

**LOCATION:**

United Kingdom / China

**INDUSTRY:**

Software

**REVENUE:**

US\$ 50 million

**CLIENT'S RETURN ON INVESTMENT**

The independent project consultant successfully set up business controls within the timeline and budget. The SAP solution was proposed and accepted by the board as the most applicable software for the requirements of the business. Our independent project consultant proved a value added solution to the company, resulting in a 50% reduction in fees as opposed to using a consulting firm.

## BUSINESS CONTROLLER

**BUSINESS SITUATION**

This software company recently opened an office in China and needed someone to set up a range of business controls, ensuring that the legislative requirements of the Chinese authorities were being dealt with satisfactorily.

**PROJECT SCOPE**

Our independent project consultant, reporting to the Group Chief Financial Officer in London and the onsite Operations Director, worked with the board and the management team, and directly supervised two staff members.

The work included:

- Analysing existing controls and procedures
- Suggesting changes
- Implementing agreed changes and ensuring all staff understood these changes
- Introducing the Chinese version of current software (i.e. Version B of SAP's Business One)
- Training staff
- Introducing sales-tracking software (customer relationship management)
- Increasing the registered capital and agreeing on the optimum structure for the Group
- Recruitment procedures
- Reporting procedures including audit and tax.

A substantial amount of the work involved providing recommendations and advice to headquarters in London, which required deep education on local legislative and cultural requirements.

## IT SYSTEMS DEVELOPMENT REVIEW

### BUSINESS SITUATION

This private oil and gas company had made substantial investments in upgrading facilities including the IT applications and other manual systems.

They were extremely concerned about the ongoing IT systems development which was both overdue and over budget. Our independent project consultant was asked to investigate reasons for the delays and to bring the project back on track, as well as provide advice on other options.

### PROJECT SCOPE

The independent project consultant, reporting to the shareholders, supervised five staff members and a team of external consultants. The project requirements were to plan, integrate and coordinate the work during all phases of the IT implementation cycle.

The phases included:

- Project management
- Business process analysis
- Business process design
- Reviewing and confirming the specifications and the final approved blueprints
- Reviewing the adequacy of the Systems Development Life Cycle methodology utilised
- Negotiating with third party vendor and conflict resolution.

The independent project consultant identified a number of key issues that affected the delivery of an important IT application for accounting, logistics and storage, including the following:

**Project management:** Several project managers had been appointed and changed in a short space of time. There was no consistency in approach and some of the project managers were not competent in this domain.

**Language and cultural issues:** The IT development team was unable to communicate effectively with the local management and user representatives because they were not fluent in the local business languages.

### LOCATION:

Singapore

### INDUSTRY:

Oil and Gas Downstream –  
Refining and Distribution

### REVENUE:

Over US\$ 500 million

### CLIENT'S RETURN ON INVESTMENT

During several meetings between the shareholders and the IT consulting firm executives, our independent project consultant advised the client to terminate the project. Our independent project consultant proposed a subsequent project which brought greater efficiency to the company resulting in a cost saving of US\$ 5 million.

**LOCATION:**

Singapore

**INDUSTRY:**

Oil and Gas Services

**REVENUE:**

Over US\$ 1.5 billion (Asia Pacific and Middle East)

**CLIENT'S RETURN ON INVESTMENT**

Although at first glance costs appear to be higher, a full comparison of salary costs at all levels indicated a substantially lower overall tax cost. The higher cost of doing business (rentals, utilities) was further offset by the very low corporate tax rates. When efficiency was taken into account, the final result was markedly more positive than the client expected. The client was extremely pleased with the final report.

## COUNTRY RISK ASSESSMENT

**BUSINESS SITUATION**

The client, a leading service provider in the oil exploration industry, was looking for an ideal location for their regional headquarters.

Considering the company culture and its national heritage, the type of industry and its size, and taking into account management feedback, our independent project consultant identified a number of interesting issues which supported management in its belief that Singapore would be the best fit location.

The client was particularly concerned about replacing some segments of its value chain with equally effective but lower cost options such as project management, manufacturing and specialised installation. The client was also concerned about its distance to target markets and the availability of competent and cost effective human resources.

**PROJECT SCOPE**

The independent project consultant was asked to determine the ideal location for the client's regional headquarters based on an analysis of a number of locations in South East Asia, including Malaysia, Singapore and Thailand. The project required extensive travel to each of the locations under option, and a detailed analysis of all factors that would impact on the client's operations.

The independent project consultant was able to provide detailed feedback and recommendations covering all the client's concerns as well as provide a number of other angles on the question of location.

In the final analysis, the independent project consultant recommended that the client move to Singapore for the following reasons:

- A better fit to its corporate culture
- Excellent incentives were available for vessel management, training in the oil and gas sector and corporate tax incentives
- Lower overall costs than Malaysia or Thailand.

# FINANCIAL RESTRUCTURE PROJECT

## BUSINESS SITUATION

After experiencing significant growth and increased profit across the Asia Pacific region, this North American financial services giant discovered deficiencies in its international reporting and in the reconciliation processes between its Asia Pacific subsidiaries and its Hong Kong hub, leading to significant issues with its year end close.

## PROJECT SCOPE

Robert Half Management Resources assisted the client in sourcing several independent project consultants and a team leader to work with its existing finance team to solve a number of long-standing technical accounting issues for several of its business units across Asia. The project team was also required to restructure processes across various subsidiaries to ensure future compliance and increased efficiency of core accounting processes.

This work included:

- Removing a high volume backlog of outstanding P&L reconciliations
- Restructuring of reporting processes between Asia Pacific subsidiaries
- Redesign and implementation of intercompany reconciliation processes
- Ensuring integration of key financial processes with newly implemented ERP system
- Providing guidance and training to country financial controllers on improving efficiency and adherence to reporting standards
- Acting as ‘trouble-shooters’ for complex financial issues across the business.

## LOCATION:

Hong Kong

## INDUSTRY:

Financial Services

## REVENUE:

US\$ 80 billion

## CLIENT’S RETURN ON INVESTMENT

The project team successfully removed a back log of complex reconciliations ahead of schedule ensuring compliance with internal and market regulations and the smooth closing of year end accounts before the start of the organisation’s year end audit.

The team also drastically improved the reporting efficiency of several major regional subsidiaries reducing monthly and quarterly closing times by at least three days and one week respectively. By using our independent project consultants for this project, the client costs were 55% less than the price quoted from a Big Four accounting firm.

**LOCATION:**

Hong Kong

**INDUSTRY:**

Technology/New Media Distribution

**REVENUE:**

US\$ 7 million

**CLIENT'S RETURN ON INVESTMENT**

The independent project consultant helped the client implement revenue recognition processes resulting in the signing of exclusive agreements with a number of key suppliers. The independent project consultant also provided market and cost analysis enabling senior management to follow the most cost effective growth strategies during start-up.

## FINANCIAL CONTROLLER – START-UP PROJECT

**BUSINESS SITUATION**

This newly created venture capital-backed organisation recently opened operations in Hong Kong with a view to developing new markets in China and the Asia Pacific region. With the majority of finance staff based out of its head office in California, this client required an experienced manager to implement several core financial processes and drive the development of the organisation as a whole whilst in start-up phase.

**PROJECT SCOPE**

Our independent project consultant, reporting to the Chief Financial Officer in the US, was responsible for developing the full finance function of the organisation's Hong Kong and Shanghai operations and provided management direction for an operational team of 30.

This work included:

- Improving international reporting processes and designing and implementing new finance structures where required, including implementing financial controls
- Designing and implementing revenue recognition processes
- Providing financial and commercial analysis crucial to the development of new products and markets
- Selecting and implementing the accounting system
- Recruiting staff and general management of office
- Providing management expertise, training and direction to the organisation reducing operating costs during development stage
- Liaising between Asia Pacific and US head office.

## ACCOUNTING SYSTEM IMPLEMENTATION

### BUSINESS SITUATION

This global financial services group required a finance professional to project manage the implementation and configuration of an investment accounting system. This software system was new to the Hong Kong market and the client required specific systems knowledge from the independent project consultant. As personnel with this experience did not exist in Hong Kong, the client required an international search for an individual with a suitable skill set and industry experience.

### PROJECT SCOPE

Robert Half Management Resources was asked to identify an independent project consultant with prior experience of implementing a similar project. Using our international network to identify and screen a number of candidates in Europe, Asia Pacific and North America, Robert Half Management Resources was able to:

- Pinpoint candidates that had completed similar projects in other countries
- Screen candidates for specific competencies at our global offices and manage a final interview stage with the Hong Kong client via video conference interview
- Arrange transportation to Hong Kong, accommodation and local management of the independent project consultant upon arrival with the client.

### LOCATION:

Hong Kong

### INDUSTRY:

Financial Services

### REVENUE:

US\$ 50 billion

### CLIENT'S RETURN ON INVESTMENT

Robert Half Management Resources successfully identified a suitable individual from one of its North American offices who had previously managed a project for an industry competitor in the US. The client was able to bring this individual to Hong Kong to implement their software system ahead of time and under budget with bespoke modifications designed to extract maximum functionality from their new system.

**LOCATION:**

Australia

**INDUSTRY:**

Financial Services

**REVENUE:**

US\$ 500 million

**CLIENT'S RETURN ON INVESTMENT**

By engaging our independent project consultant, the client was able to understand the appropriate way to restructure their business. This resulted in savings of approximately US\$ 5 million.

## BUSINESS/COST MODELLING PROJECT

**BUSINESS SITUATION**

This large, international, financial services business was embarking on a global review project aimed at harmonising disparate operational processes, reducing costs, creating scalability, and improving efficiency. The aim was to reorganise the business globally in a more logical way, along business lines rather than geographical regions.

**PROJECT SCOPE**

Reporting to the Global Head of Operations, the independent project consultant worked with a process mapping team and created cost models so as to better understand the cost base of their global operations.

The specific duties included:

- Detailed cost analysis
- Business modelling of new operational scenarios from scratch
- Creation of new budgets and forecasts for new-look businesses
- Liaising with process mapping team to fully understand business processes.

The detailed analysis that the independent project consultant performed created a deep knowledge base of the costs of the business. When the client subsequently acquired another business, our independent project consultant was able to transition to the integration team due to his significant knowledge of the business. Being from a consulting background, he was able to draw on his strategic skills in the integration design phase, in addition to his detailed analytical skills.

# CONTRACT FOR HIRE – COST ACCOUNTANT

## BUSINESS SITUATION

Due to expanding operations, the client required an additional resource onsite at their mine to support senior production management in understanding the costs of the business. With some ambiguity surrounding the need for a long term, permanent employee, the company sought a candidate who was available for a short contract, with the option of permanency. With a strong commercial focus to the role, the function needed to be performed onsite and given the remote location of the mine, finding a suitable candidate was made more difficult.

## POSITION SCOPE

Our independent project consultant was hired to support the increased demands of the production team with a major focus around cost accounting, budgeting and variance analysis, as well as assisting managers with improving business processes. Beyond the necessary technical accounting experience, the role involved liaising with senior production management, through to department managers and operational staff, requiring strong interpersonal and relationship building skills.

As a result of the independent project consultant's efforts, the mine's management was able to gain a more valid insight into the costs of the mine, better construct budgets and shorten the reporting cycles. At the expiration of the initial employment contract, both the candidate and client were able to make an informed decision regarding a permanent role and the candidate willingly accepted an offer.

## LOCATION:

Australia

## INDUSTRY:

Mining / Resources

## REVENUE:

Over US\$ 48 billion

## CLIENT'S RETURN ON INVESTMENT

By hiring our independent project consultant, the client was able to quickly increase resources and manage a spike in analysis and reporting requirements. Because the employment contract was on a project basis, the arrangement was flexible and allowed the company the option to terminate the relationship once the initial need was fulfilled and/or the candidate was not suitable long term. The contract enabled both parties to assess their respective needs and resulted in the client hiring the independent project consultant on a permanent basis.

**LOCATION:**

Australia

**INDUSTRY:**

Primary Production

**REVENUE:**

US\$ 1 billion

**CLIENT'S RETURN ON INVESTMENT**

The independent project consultant was able to manage the team through change and keep them on track to complete their core deliverables on time. A successful debt recovery strategy was implemented to recover and set standards for the future cash flow management of the business.

The Finance Director was given the space and time to source the right permanent candidate for the role and allowed an effective handover for the future success of the finance team.

## FINANCIAL CONTROLLER

**BUSINESS SITUATION**

This large player in the field of agricultural commodity trading had purchased a large competitor and was embarking on integrating this new entity into the group. The key parts of this integration were people, teams, processes, systems and reporting ability, in line with the group requirements.

**PROJECT SCOPE**

Robert Half Management Resources identified an independent project consultant who was CA qualified with experience in both financial services and primary industries. He was able to connect with and manage the finance team who had lost their previous Financial Controller in the takeover. Our independent project consultant set timelines and deliverables to ensure the successful adherence to reporting requirements. This enabled a successful implementation of a debt recovery strategy that increased the cash flow of the business prior to purchase.

# CHIEF FINANCIAL OFFICER

## BUSINESS SITUATION

This US listed manufacturer of outdoor wear had been searching for a permanent Chief Financial Officer but for a long time could not find a qualified candidate. As a result, our independent project consultant was quickly identified and hired to assist them during this period. Due to the timely introduction of our independent project consultant, our client was able to continue searching for a permanent Chief Financial Officer while taking on additional project management during this period of growth with no additional pressure on internal resources.

## PROJECT SCOPE

Our client was faced with finding an immediate Chief Financial Officer for their finance/accounting team. They needed someone who could report to the Group Chief Financial Officer and lead a small team in managing the financial and management accounting of the business as their requirements were very demanding.

Robert Half Management Resources quickly introduced an independent project consultant who was able to utilise his leadership skills to improve internal controls and processes as well as providing less-experienced internal staff with proper training and mentoring. When a permanent Chief Financial Officer was finally found and came on board, our independent project consultant was instrumental in helping with the transition and supported the finance team with all the training they needed in order to continue operating smoothly.

## LOCATION:

Japan

## INDUSTRY:

Textile - Apparel Footwear and Accessories

## REVENUE:

Over US\$ 1 billion

## CLIENT'S RETURN ON INVESTMENT

Our ability to provide a skilled and experienced senior financial professional in a timely fashion has allowed our client to operate smoothly without major interruptions and downtime to their daily business and provided stability within their finance and accounting team. It has also enabled them to stay on schedule in order to meet their tight reporting deadlines. The use of an independent project consultant who could begin work on short notice and provide the specific skills and experience was highly desirable and a cost-efficient alternative to a lengthy candidate search.

**LOCATION:**

Japan

**INDUSTRY:**

Chemicals

**REVENUE:**

Over US\$ 10 million

**CLIENT'S RETURN ON INVESTMENT**

By hiring an independent project consultant, the client was able to send their incumbent Finance Manager on an overseas SAP implementation project for a year. This allowed the accounting/finance team to operate smoothly without having to worry about the interruptions to their daily/monthly/quarterly reporting. This enabled the existing Finance Manager, while absent, to focus on the SAP project without being concerned about the smooth running of the finance department.

## FINANCE MANAGER

**BUSINESS SITUATION**

Due to business growth, this client was keen to implement SAP in a short period of time. In order to learn about the SAP implementation process, their Finance Manager needed to relocate overseas for one year and therefore a replacement was required to maintain stability in the finance and accounting team during this period. Robert Half Management Resources was engaged to identify an experienced independent project consultant, which they did so within a week. Due to the timely introduction of an experienced independent project consultant, the client was able to send their Finance Manager on the overseas assignment without deferring this mission-critical project.

**PROJECT SCOPE**

The experienced independent project consultant provided by Robert Half Management Resources was brought on to assist the finance team with all the accounting and finance functions for the Japan office. This highly qualified, bilingual Japanese Certified Public Accountant (CPA) with a Big Four background was able to provide our client's internal staff the assistance and training they needed during the absence of their Finance Manager.

# INTERNAL AUDITOR

## BUSINESS SITUATION

This US publicly listed apparel manufacturer was undergoing rapid growth and expansion in Japan but did not have the proper and effective accounting and internal control processes in place within their accounting and finance division. The local staff knowledge of Japanese accounting and business practices was poor and they needed an internal control specialist to assess their internal control processes and provide recommendations for improvement. Our experienced independent project consultant was quickly introduced to this client to assist them with this matter.

## PROJECT SCOPE

Our independent project consultant, an ex-Big Four Internal Auditor with strong Japanese GAAP knowledge, was able to identify a number of key weaknesses surrounding various accounting controls and processes. The exposure and risk from the deficiencies was investigated and practical recommendations were provided to improve the situation through the training and coaching of key internal staff. Our independent project consultant was able to help realign the company procedures with the proper internal controls requirements. As a result of his efforts, our client was able to ensure the efficacy of internal controls and identify areas for process improvement.

### **LOCATION:**

Japan

### **INDUSTRY:**

Textile - Apparel Footwear and Accessories

### **REVENUE:**

Over US\$ 1 billion

### **CLIENT'S RETURN ON INVESTMENT**

Our ability to provide a skilled and experienced independent project consultant to our client enabled them to establish a more effective internal control system. By using a consultant from Robert Half Management Resources versus those from alternative consulting firms, the client saved over 50% in total engagement fees.

**LOCATION:**

Headquarters: Japan

Global locations: Canada, China, Finland, Germany, Italy, Japan, United Kingdom and United States

**INDUSTRY:**

Manufacturing

**REVENUE:**

US\$ 1.5 billion

**CLIENT'S RETURN ON INVESTMENT**

Robert Half Management Resources was instrumental in providing strategic locations (such as Canada, China, Finland, Germany, Italy, Japan, United Kingdom and United States) with skilled consultants who were locally-based to assist the Project Management Office meet the stringent SOX requirements.

Robert Half Management Resources was also able to closely monitor the quality of work produced by each independent project consultant, listen to the client's feedback and make adjustments as deemed necessary. This ensured complete satisfaction from the client from a time, cost and quality assurance perspective.

## SARBANES-OXLEY COMPLIANCE PROJECT

**BUSINESS SITUATION**

This company, a leading global manufacturer of power machinery, is listed on the US stock market and as an SEC registrant, they were required to comply with the provisions of the Sarbanes-Oxley (SOX) Act. When the SOX compliance phase began, the client decided they would benefit from hiring experienced consultants through Robert Half Management Resources in multiple locations around the world to expedite the compliance process.

**PROJECT SCOPE**

Our team of locally-based independent project consultants were hired in Canada, China, Finland, Germany, Italy, Japan, United Kingdom and United States to put in place processes to comply with SOX 404. This involved the following deliverables:

- Scoping – assessment of risk in processes, scoping of accounts and companies, review Company Level Control (CLC)
- Documentation of the internal controls using flowcharts, narratives and control matrices for entity-level controls (ELC), business processes, financial reporting processes, information technology general controls (ITGC), etc.
- Assessment of effectiveness of design and of operation
- Identifying internal control deficiencies and developing remediation plans. Helping client personnel to implement remediation. Managing remediation progress status for all global affiliates
- Remediation test of deficiencies, test after remediation, annual review/test.

## SUMMARY

Below is a summary of the main benefits a Robert Half Management Resources independent project consultant will bring to your organisation:

- We have the intellectual capital and experience to help companies meet their project objectives cost-effectively
- We can provide fast, efficient access to senior-level financial specialists on a just-in-time basis
- Independent project consultants are brought in for specific projects or peak activity periods making their engagement a variable cost
- By using independent project consultants from Robert Half Management Resources, companies receive the best resources at a reasonable cost and can save substantially on their engagement fees.

Robert Half Management Resources is a division of Robert Half International. Robert Half pioneered specialised recruitment services and is the world's leader in the field today. Founded in 1948, the company is traded on the New York Stock Exchange and operates around the world placing highly skilled and experienced professionals on a temporary, interim, project and permanent basis.

Operating out of more than 140 Robert Half locations worldwide, Robert Half Management Resources is the world's first and largest specialised interim and project financial recruitment firm, the cost-effective alternative to your audit firm or management consultancy.

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