

AlixPartners

SG&A Optimizer

Optimizing outputs
not processes

When it really matters.sm

What is the SG&A Optimizer ?

The SG&A Optimizer enables EBITDA improvement with “live” transparency, a rock-solid baseline and automated heatmaps to derive implementable measures

Key questions

- What **deliverables** is the organization working on?
- What are the **FTE efforts** spent on output creation?
- What are the key **effort drivers**?
- What are my **options to improve** (stop, simplify/perform)?

Typical ‘client challenges’

Internal pressures

- Prompt need for EBITDA improvement
- Seeking performance or cost opportunities
- Low tolerance for exhaustive assessments

External market disruptions

- Increasing cost pressure and inflation effects
- New market dynamics and competitive pressure
- Impact of failures/delay to integrate or to carve out



Value contribution across all project phases

1. Facts and comparability (“Live Transparency”)

- 100% resource allocation to activities and products creates rock-solid transparency
- Concealment of inefficiencies and “beautifying” of initial situations not possible
- Standardized taxonomy creates valuable internal benchmarks and clarifies the view of “real” potentials

2. Foundation for decision-making and clarity on business cases

- Sound data basis with uniform taxonomy enables quick modelling of optimization scenarios
- Reliable data basis enables quick and precise calculation of business cases (IT and non-IT effects)
- Fast and sustainable coordination with stakeholders (management, works council) based on scenarios and simulations

3. Credibility and speed of implementation

- Involving employees to create transparency on activities, performance and effort drivers
- Product view creates a “uniform currency” and avoids locally specific detailed discussions
- Data-based development and decision (design phase) of strategic measures makes “contestation” by local management during implementation more difficult

4. Long-term Transformation control cockpit

- Regular progress and benefit tracking of the transformation after a one-off setup (PMOs control instrument)
- Established taxonomy creates long-term clarity, uniformity and steering possibilities

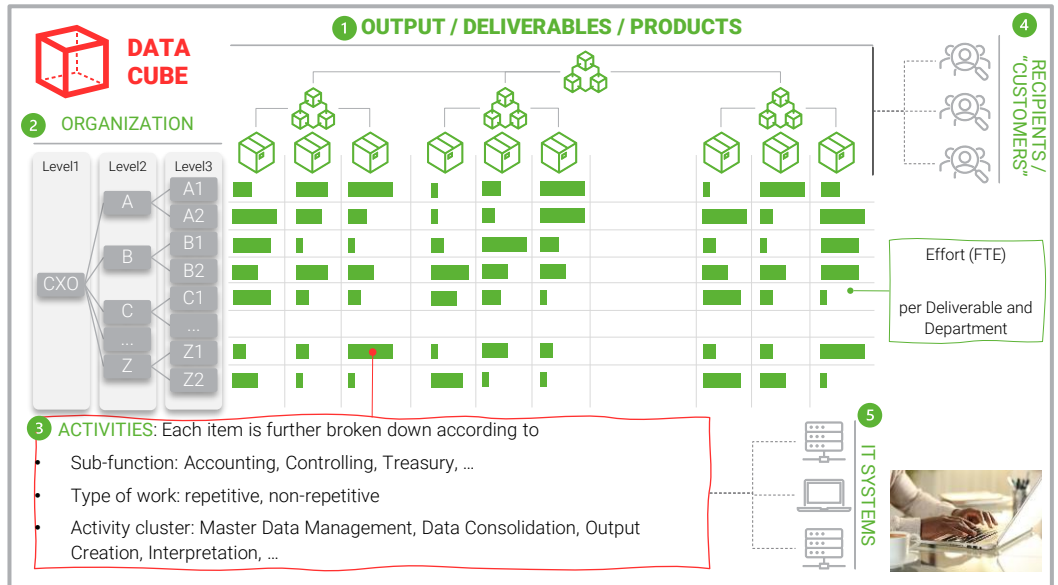
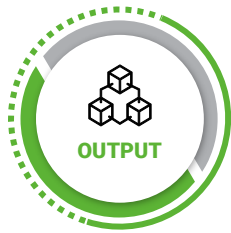
How it differentiates?

The SG&A Optimizer focuses on assessing the output rather than processes and provides actionable results quickly

Bottom-up assessment starting with deliverables/output of an organization

Focus on speed	Right level of detail to drive change	KPIs across processes	Assessment of potential savings
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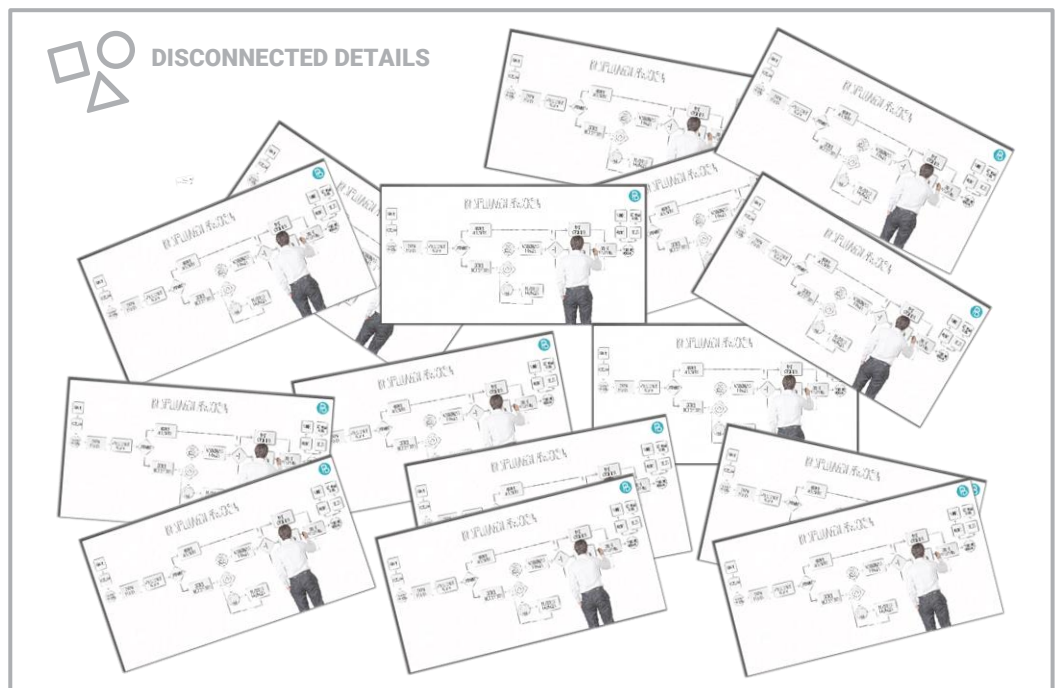
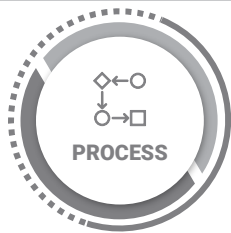
AlixPartners Way



Bottom-up assessment with extensive process analysis





Very time consuming	Lost in detail	No KPIs across processes	No clarity on potential savings
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Standard Way



How it works?

Four-stage approach providing 100% transparency from baselining to concrete improvement measures in just 4 to 5 weeks

Workstep	Output	Core activities	Duration*
Innovative baselining 	Product/output sign-off Resource allocation Specific data intake	<ul style="list-style-type: none"> • Explanation of goal & timeline • Explanation of methodology • "Show-Case" sanitized cube • Alignment on FTE baseline • Definition of products • Clarification of questions 	1-2 weeks
Function assessment 	Data consistency checks G&A function assessment Int./ext. comparison	<ul style="list-style-type: none"> • Recap on methodology • Joint filling of product view • Continuous clarifications • Continuous "enrichment" of products if necessary • Kick-off of activity view 	1-2 days
Opportunity heatmap 	Automated heatmap Opportunity identification Deep dive selection	<ul style="list-style-type: none"> • Data-cube product view recap • Recap on methodology • Joint filling of activity view • Joint filling of automation view • Continuous clarifications • Wrap-up 	1 week
Measure development 	Deep dives Measure development Implementation roadmap	<ul style="list-style-type: none"> • Data-cube results • Adjustments where necessary • Opportunity heatmap • Discussion and prioritization of key areas of opportunity • Definition of next steps 	2 weeks

What you get?

The SG&A Optimizer leverages a functional performance assessment model creating deep insights on what causes “muda” and how to resolve it

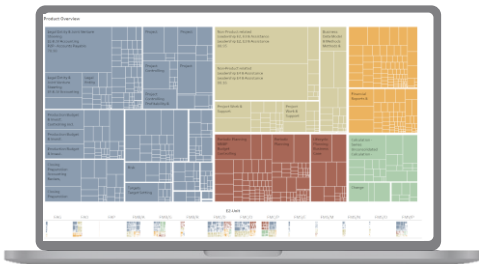
A success story: Transforming finance functions

A global Industrial & Automotive player sought to further optimize its Finance function. Despite achieving efficiency gains through previous initiatives, the company aimed for further cost reductions. To drive this transformation, they turned to AlixPartners leveraging the SG&A Optimizer. The AlixPartners browser-based tool provided unparalleled visibility into their finance operations, identifying opportunities for process standardization and automation. As a result, the company together with AlixPartners identified and received stakeholder sign-off for a significant FTE reduction, in the first wave of implementation. Beyond a one-time success, this approach proved replicable, offering a blueprint for sustained efficiency improvements across other functions and clients.

Client example – selected outcomes and analysis examples

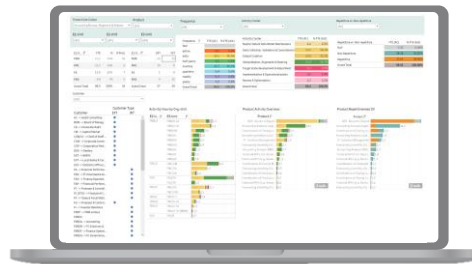
PRODUCT LANDSCAPE

What are we working on?



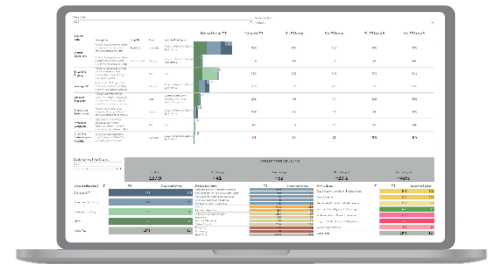
ACTIVITY EFFORTS DRILLDOWN

How are we doing it?



KEY LEVERS HEATMAP

How can we do it better/
more efficiently?



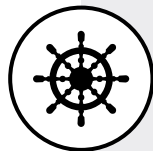
When to approach us?

The SG&A Optimizer offers rapid, data-driven insights to streamline your operating model and unlocks new levels of efficiency and savings. Contact our team to learn more about the SG&A Optimizer and how it can help transform your organization.

We deliver tangible results – in any client context



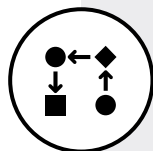
Situations requiring a **significant level of transparency** (e.g., leadership change)



Finance leadership requiring a **“rock-solid” cost controlling and steering tool**



Ongoing **cost transformation programs failing to realize real P&L impact**



Creating consistency across complex organizations based **on a zero-base approach**

