

# Sarmite Jankovska

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## Qualifications and skills

- Prince 2 practitioner 2017
- Association of Chartered Certified Accountants (ACCA) 2009, 1<sup>st</sup> time passes
- MBA, University of Malta, 2005 - Business Management and Finance
- Daugavpils University, Bachelor's degree, Teacher of English and French
- Languages spoken include English, Russian, French and Latvian

## Summary

Highly skilled experienced finance professional with a special expertise in business change, finance transformation and process improvement.

Obtained a broad experience in finance and project management across several geographic territories, teams, roles in global corporation developing best practice in systems, teams and reporting. Key skills have been established in building and leading high-performance teams and in managing finance functions in demanding and changeable operating environments. Demonstrable success in managing change and finance transformation across UK operations. Core skills include finance leadership, process development and improvement, P2P process transformation, communication and influencing.

Versatile, able to move between strategic and tactical levels and commercial needs of a project as evidenced by work history, with considerable experience leading or working in teams and with a real flair for partnering with the commercial side of the business and beyond just the finance team. Demonstrable proven ability to drive projects forward, manage c-suite stakeholders, ensure work is effectively led and obtain a successful outcome.

## Professional experience

### **Business transformation lead | SKANSKA UK PLC**

**Oct 2017 – Nov 2018**

Set up and ran PMO to lead 12 months business turnaround programme to improve the company financial performance and achieve the market leading operating margin of 3%+ on revenue of £1.8bn.

- Led a team of senior stakeholders and coordinated all change management activities including communications plan, sponsor roadmap, training plan, resistance management plan specifying clear and compelling vision and change objectives that drove the change agenda. Resulted in a significantly improved uptake of new processes and improved margins of 2.1%.
- Identified and prioritized actionable deliverables for five enterprise-wide programme clusters, developed the scope and detailed implementation plan to ensure the successful and timely implementation of the programme.
- Identified, defined, tracked and reported the benefits and performance outcomes required of a change programme through successfully implementing a fully functional innovative and bespoke Power BI dashboard.
- Utilised consistent project management methodologies, tools and processes. Created and rolled out an actionable business change management plan, integrated implementation plan, culture surveys and a role-based manual that significantly improved the change uptake and minimized resistance to change. The user uptake was demonstrated by smooth transition and exceptional feedback supported by increased acceptance score of over 70%.
- Managed the team of project change managers (6) to ensure the consistent and standardised approach to the programme roll out across six operation divisions. Built change capability within the

team through coaching, sharing of best practice and developing the right tools and alignment of activities across 6 divisions that resulted in increased engagement with stakeholders.

- Engaged with senior stakeholder to obtain buy-in and support by presenting a compelling business case in a clear and concise manner, summarizing key essentials resulting in an agreed decision to proceed

#### **Divisional finance director | SKANSKA UK PLC**

**Feb 2014 – Sep 2017**

Worked alongside business' MD and had overall control and responsibility for all financial aspects of company strategy. Overall responsibility for financial governance, monthly, quarterly and statutory reporting, budgeting, forecasting and tendering activity assessment.

- Restructured an underperforming finance team for circa £250m revenue construction division by changing the team composition to improve team work and eliminated non-value add activities through setting clear goals and plans to achieve accurate and on time management reporting.
- Analysed, interpreted and effectivity communicated complex financial data to enable the leadership team to take on board the business impact in making business critical decisions such as not proceeding with future work
- Managed financial risks and opportunities through proactively verifying contractual arrangements with clients ensuring the payment entitlement was collected on time
- Ensured a sound cash management control was in place to minimize the aged debtors and retentions, that resulted in over 98% of monies due being collected on time.
- Implemented a streamlined monthly management reporting processes within the Building division which optimized the time spent on monthly management reporting and reduced the reporting cycle from 5 days to 2 days
- Developed and implemented companywide senior accountants' development programme that significantly improved the overall technical and leadership ability of the finance function, resulting in a new state of the art competency centre being set up
- In collaboration with global colleagues developed and rolled out 24 months global training programme "Financial Awareness Training" to improve financial awareness and understanding of the financial impact on company performance amongst senior non-finance managers. Delivered over 50 sessions across all Skanska markets

#### **Financial planning and analysis manager (FP&A) | SKANSKA UK PLC**

**Jan 2013 - Jan 2014**

Reporting directly to CFO lead a programme to set up FP&A Function in Skanska UK from scratch. The programme was designed to assist the company executives to analyse and interpret the consolidated financial results and create a suit of leading indicators to enable the business performance monitoring and timely business critical decision making.

- Introduced new best in class investment appraisal techniques and financial trend analysis for senior executives to improve the overall speed and understanding of the company's financial position which resulted in streamlined, coordinated companywide monthly and quarterly reporting
- Created the mechanism and set up regular counter party risk assessment reports and competitor analytics to enable evaluation and tracking of financial strength and performance of business partners, clients, JV partners and supply chain. Developed and rolled out Counter Party Risk Assessment training programme to the rest of the finance function.
- Developed simple and streamlined reporting system to track performance indicators such as revenues, order bookings, cost of sales, gross income, overheads, operating income, capital expenditures and expenses to understand past and present trends and forecast future trends
- In co-operation with executive team created a suite of regular financial reports and presentations for the consolidated company's quarterly and ad-hoc reporting that resulted in simplified and improved financial information presented to the board of directors and senior management team

- Developed and set up the finance function and the financial reporting structure from scratch for the new Skanska Operations in the Middle East (based in Dubai Jun-Aug 2013) and ensured that company financial systems were robust, compliant and supported current activities and future growth.

**Finance transformation programme manager | SKANSKA UK PLC**

**Mar 2012 – Dec 2012**

Reporting to CFO lead and co-ordinated Finance transformation programme to move the finance function from financial control to true business partnering. The programme included the following projects: improved finance processes, create finance analytics capability, improve finance involvement in tendering process, great people, education of finance & non finance managers.

- Assisted CFO in the definition of projects and priorities, facilitated the definition of scope, goals and deliverables
- Led the planning and implementation and maintained issues log and tracked issues to resolution, coordinated change management activities
- Identified and tracked programme benefits and success metrics

**Financial reporting manager | SKANSKA UK PLC**

**Feb 2011 – Feb 2012**

Reviewed, standardized and delivered the new financial forecasting reporting system for eight businesses in Skanska UK

- Implemented a companywide change programme to improve the forecasting and reporting process which enhanced reporting transparency and efficiency and minimized financial losses on construction projects.
- Developed and rolled out a senior manager training programme to enhance the understanding of the financial impact on project performance. The training received “excellent” feedback.
- Developed and implemented a streamlined set of reports to facilitate and simplify project monthly reporting resulting in a better understanding of the project financial performance by the senior company managers

**Procurement Manager | SKANSKA UK PLC**

**Oct 2007 – Jan 2011**

Reported to UK Procurement Director established a simple, effective and thorough set of spend management controls. Responsible for supplier management, category and supply chain development

**Senior Accountant | SKANSKA MALTA JV**

**Jan 2005 – Sep 2007**

Responsible for preparation, examining, and analysing accounting records and financial reports and for the reconciliation of all accounts, closing of books, monthly, quarterly and annual forecasting and reporting

**Quantity surveyor/ Claims manager | SKANSKA MALTA JV**

**Jan 2002 – Jan 2005**

Responsible for monitoring of budget, forecast and actual figures, development and compiling of regular weekly, monthly, and quarterly reports. Responsible for claims management with Government Cost Controllers.

**Administration manager | SKANSKA KONSTRUKCIJA SIA, LATVIA**

**Nov 1998 - Dec 2001**