

## CASE STUDY:

# Strengthening Finance Leadership in a Modular Construction Business



## Overview

A leading UK provider of modular buildings and temporary accommodation solutions was undergoing a significant transformation. Operating across 21 sites nationwide and serving over 17,000 customers, the company specialises in building and installing secure storage containers and offsite construction units for hire and sale.

## Challenges

The company faced several critical finance-related challenges following a shift to private equity ownership and the launch of an ambitious M&A growth strategy.

- The finance team lacked the capability to deliver insight-driven business partnering and had not matured in step with the company's evolving strategic needs.
- A full-scale transformation was required across three key areas: Shared Services Centre, Commercial Finance & Business Partnering, and Financial Control & Compliance. All of these were operating inefficiently with outdated systems and weak influence.
- There was also a pressing need to professionalise internal controls and embed a governance framework that would satisfy private equity standards and support growth.

“ Headstar has helped us secure three excellent additions, each bringing a wealth of experience from their respective fields, having worked in large organisations where they have successfully implemented best practice solutions to drive growth and efficiencies. I'm looking forward to working closely with them as we advance our exciting growth plans.

**Chief Financial Officer**

”



## Our Approach

Headstar led a phased plan of recruitment introducing experienced senior leadership across all three target areas, including a Commercial FD and Head of Shared Services.

- Devised a structured recruitment plan aligned to the business transformation needs.
- Hired three senior finance leaders, each tasked with leading one of the core functions.
- Ensured each new appointment brought experience of transitioning a company into private equity ownership.
- Positioned these roles as the CFO's strategic partners – acting as their “eyes and ears” across the business.

### Shared Services Overhaul

The back-office function was restructured to deliver early cost savings. New SLAs were put in place, repositioning it as a genuinely valued service provider to the wider business.

### Commercial Finance Insights

The new FD identified key members of the team to appoint as divisional finance business partners. Finance now provide regular data-led insights, improving cash generation and profitability.

### Stronger Financial Controls

Following a full review, standard operating procedures were rolled out swiftly, improving the accuracy and timeliness of reporting.

### PE-Ready Governance

Stronger leadership and structure have aligned the finance function with private equity expectations, positioning the business well for further acquisitions

## Ready to transform your business?

Contact us today to find out more about how Headstar can help.



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