BAASS.
BUSINESS SOLUTIONS

EXECUTIVE FINANCE SERVICES

The finance function your next decade demands

Executive financial leadership, stronger operating models and modern technology — for Caribbean organizations navigating growth, complexity and change.

BAASS CFO and Finance Transformation Advisory
In strategic partnership with FrontCFO

STRATEGY PEOPLE PROCESS DATA SYSTEMS AI READINESS

WHY WE BUILT THIS

We built this to make our clients' finance teams stronger

We have spent years putting strong systems into Caribbean organizations — ERP, business intelligence, automation, integration. The implementations land. The data gets cleaner. And then we would watch something no project plan could fix: the finance team receiving that system rarely had the spare capacity to get everything out of it.

The system was never the constraint. Capacity was.

So we added capability rather than another project — senior finance leadership that works alongside your team and alongside your technology. Never ahead of it, and never in place of the people you already have.

That leadership comes from FrontCFO, the Caribbean CFO practice we partner with. One relationship, two disciplines: FrontCFO diagnoses and architects the finance function, BAASS enables and implements the technology — and your relationship is held locally, by us.

What We Kept Finding

A Controller carrying a CFO's mandate, with no time to build what the business needs next. A capable new system producing good data nobody has the bandwidth to turn into a forecast. Reporting that satisfies the auditors while the board keeps asking different questions.

The Caribbean Reality

Senior finance leadership is the scarcest resource in this region. An organization doing US$10M to US$250M rarely justifies — or can retain — an executive who has run group finance for a listed company. That experience gets deferred, or quietly lands on someone never hired to carry it.

— Manny Buigas, Vice President, US & Caribbean Operations

WHO THIS IS FOR

The signals that tell us finance has outgrown its model

None of these are accounting failures. They are what a capable finance team looks like when the business has grown faster than the support around it.

01 There is no CFO, and the business has grown past the point where that works.	02 Your Controller has become your CFO by default, and nobody planned it.	03 The month closes on time, and the report that follows changes no decision.
04 Forecasting and cash planning still live in spreadsheets one person maintains.	05 An ERP project is coming — or already happened, and did not deliver the insight.	06 You have grown quickly or acquired, and finance has not caught up to the business.
07 Multiple entities, currencies or jurisdictions — with no common operating model.	08 The board asks for information your team needs a week and three exports to produce.	09 You want to put AI to work in finance, and the data underneath is not ready.

If three or more are true, your finance team needs capacity more than it needs criticism. That is what this practice adds — alongside whatever systems work is already under way.

ORGANIZATION SIZE

Typically US$10M to US$250M+ in revenue, particularly through growth, acquisition or regional expansion — although complexity and growth stage matter more than size.

SECTORS THE PARTNERSHIP SERVES

Distribution, manufacturing, financial services, hospitality, retail, professional services, utilities, public sector and food and beverage.

WHERE MOST ENGAGEMENTS START

Finance360 Assessment

An evidence-based assessment of the whole finance function: how well it works, what it costs, and where value is being lost. It draws on interviews with leadership, business stakeholders and the finance team, alongside your own documents and data, and measures every gap against your own terms, targets and best performance rather than generic benchmarks.

Typically 4–6 weeks for a single business; longer for groups • Runs alongside any project already under way • Fixed scope and fixed fee

HOW GOOD FINANCE IS

Strategy and governance
Close and accuracy
Reporting and insight
Controls and risk
Decision support

WHAT IT COSTS, WHERE VALUE IS LOST

Revenue and pricing
Spend, tax and cash
People and capacity
Systems and AI readiness

WHAT YOU RECEIVE

1. Executive Report
A candid, evidence-based view of how Finance performs today — written for the CEO, the CFO and the board.

2. Maturity Scorecard
Scored against defined criteria for each business and the group, with the evidence behind every score.

3. Cost, Capacity & Value
What Finance costs, where its time goes, and where value is lost, with the source and confidence of every figure.

4. Transformation Agenda
Prioritized actions with owners and timing, a roadmap from the first 90 days to two years, with reviews at six and twelve months.

THE OUTCOME
A shared fact base for leadership — and an agenda that ties finance priorities to measurable business outcomes, whether or not a single line of software changes.

Independent of any technology decision. Where BAASS solutions are recommended, the partnership's commercial relationship is disclosed in writing.

A FOCUSED STARTING POINT

Close Accelerator

Find out exactly why your month-end close takes as long as it does, redesign it with your team, and prove the result. A slow close is rarely about effort — it is about sequence: tasks waiting for inputs they do not need, data re-keyed between systems, reconciliations left to month end, and reviews that sit in a queue.

4 weeks, plus a month-three review • Runs alongside any system work • Fixed scope and fixed fee

OUR AIM

A close more than 30% shorter

The target is agreed with you once the redesign is modelled, and tested again at month three, with controls evidenced.

HOW IT WORKS

WEEK 1
Map
How the close actually runs, task by task.

WEEK 2
Find
The tasks that set the length of the close.

WEEK 3
Redesign
A new sequence, every control protected.

WEEK 4
Run
Your team runs the first faster close.

MONTH 3
Confirm
The result is measured again, without us in the room.

WHAT YOU RECEIVE

1. Current Close Map
The full sequence of tasks, owners and timings.

2. Bottleneck Analysis
What slows the close and why.

3. Redesigned Calendar
A new calendar your team runs itself.

4. Measured Results
The close measured in month one and again at month three.

Where system changes would shorten the close further, BAASS can scope them separately. The redesign itself does not depend on buying new software.

HOW ENGAGEMENTS WORK

Start where you need it, at the depth that fits

Most engagements open with an assessment, but they do not have to. Advisory can start alongside a system implementation already under way, or the day a new system goes live. Every engagement is scoped with you and agreed in writing before work begins.

STEP ONE — START WITH THE FACTS

Finance360 Assessment

Typically 4–6 weeks

The whole finance function: maturity scorecard, cost, capacity and value, and a prioritized agenda.

Close Accelerator

4 weeks + month-three review

Map the close, find the bottlenecks, redesign the sequence and prove the result.

STEP TWO — REDESIGN THE FUNCTION

Operating Model Design

Decide what work Finance should do, where it should sit and what it should cost — with a costed business case and a transition roadmap.

Finance Strategy Workshop

Agree Finance's mandate, priorities and the choices that follow, captured in a charter the leadership team owns.

STEP THREE — LEAD AND DELIVER THE CHANGE

CFO Counsel (Fractional CFO)

Monthly retainer

Senior CFO counsel for organizations without a CFO in the chair, or where the role has outgrown its structure. See page 7 →

Finance Leadership Development

A structured program for the CFO already in the chair, or the person being prepared for it.

Transformation Leadership

Advisory leadership running with the BAASS technology program, scoped to the program.

A word for the CFO already in the chair: this practice is not here to replace you. We add executive capacity for the initiatives your team has neither the bandwidth nor the specialist experience to execute — and we coach as we go, so your team is more capable when we leave.

STEP THREE — LEAD AND DELIVER THE CHANGE

CFO Counsel (Fractional CFO)

Senior CFO counsel for organizations without a CFO in the chair, or where the role has outgrown its structure — an ongoing partnership, not a project. This is the arrangement most buyers in this category know as a Fractional CFO: a seasoned finance executive in the room every month, carrying what a growing business needs from its CFO before that role is filled full-time.

Monthly retainer • Runs alongside any system work • Scoped and agreed in writing before work begins

WHAT A MONTH LOOKS LIKE

Planning & Cash

Rolling forecasts, cash position and the decisions that ride on both.

KPIs & Board Reporting

The metrics that matter, framed for the conversation the board actually wants.

Guidance for Your Finance Lead

Working alongside your Controller or finance manager — coaching, not replacing.

On Call for the Moment

Available for the financing conversation, the acquisition, or the regulator that doesn't wait for the next retainer cycle.

ONGOING, NOT A PROJECT

Finance360 and Close Accelerator are fixed-scope engagements with a start and an end. CFO Counsel is the opposite by design — a standing seat at the table for as long as your business needs the seniority and doesn't yet need it full-time. Many clients move from an assessment into this retainer once the agenda is set.

As with every engagement in this practice, CFO Counsel is independent of any technology decision. Where BAASS solutions are recommended, that commercial relationship is disclosed in writing.

FROM STRATEGY TO EXECUTION

Finance transformation with the technology built in

This is where the partnership earns its keep. Advisory and implementation run together rather than in sequence, across Sage, business intelligence, automation and integration.

Business Problem	What We Build Underneath It
Forecasting and planning	Planning tools, driver-based models and scenario insight
Management reporting	Power BI, DataSelf and decision-ready KPIs
Manual accounts payable	DocLink, AP automation and digital approval workflows
Inventory and working capital	NetStock and improved cash and stock visibility
Disconnected operations	Sage optimization and system integration
AI ambition	Readiness assessment, data governance and an implementation roadmap

01 Diagnose

Understand the finance function, its people and the decisions it has to support.

02 Design

Set the operating model, the reporting the business needs and the sequence of change.

03 Deliver

Implement, adopt and measure — coaching your team through it so the capability stays.

THE BAASS ADVANTAGE

Advice and delivery stay connected, so there is no handoff between the people who recommend change and the people who build it — and your team is coached through the change rather than handed the result.

Independent advice. FrontCFO's assessments and recommendations are independent of any technology decision. Where BAASS solutions are proposed, the partnership's commercial relationship is disclosed in writing.

PRACTITIONER LED

Gavin Jordan

Finance Executive | Strategic Advisor | CPA (Washington State)

Founder of FrontCFO and the senior finance executive leading the advisory work. A Jamaican finance executive with 25 years of leadership across financial services, consumer goods and food manufacturing, six CFO and Finance Director appointments spanning three JSE-listed companies, with earlier experience at PricewaterhouseCoopers.

CPA (Washington State) | MSc (London) | BSc (UWI Mona)

Experience that meets the moment

— Group COO and Group CFO, Cornerstone Financial Holdings
— Divisional CFO, GraceKennedy Foods
— Divisional CFO, GraceKennedy Financial Group
— CFO, GraceKennedy Foods USA
— CFO, First Global Bank
— Finance Director, Carreras Limited
— PricewaterhouseCoopers

— Finance-function transformation and operating-model design
— M&A analysis and post-acquisition integration
— Audit readiness, IFRS reporting and financial controls
— Enterprise systems, fintech and AI readiness in finance

Begin with an executive conversation

One hour, no software agenda. Bring your growth plan, your finance constraints and the decisions you are trying to make.

SPEAK WITH

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