

SUCCESS STORY

Knowledge Transfer at FES – A Seamless Transition for the Future



A well-functioning consolidation system is essential for reliable reporting – but what happens when all that knowledge rests with just one person? Frankfurter Entsorgungs- und Service GmbH (FES) faced exactly this challenge: a long-serving expert with more than 26 years of experience in consolidation was preparing for semi-retirement. To ensure a seamless transition, the knowledge had to be retained—and the team prepared to take over critical tasks. FES is a German public-private waste management company based in Frankfurt am Main. Established in 1995/96 from the former Office for Waste Management and City Cleaning of the City of Frankfurt, FES is now the largest waste disposal company in the Rhine-Main region. It serves municipalities, industry, trade, businesses, and private customers with waste collection and surface cleaning services.

Group Factory Consulting (GFC): We are a consulting firm specializing in comprehensive consolidation solutions and reporting. With a combination of technological know-how and in-depth consulting expertise, we support companies in the areas of: **data management, consolidation, reporting, business intelligence (BI) and disclosure management.**

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The Challenge: Safeguarding Knowledge and Easing the Transition

FES needed to transfer 26 years of expertise from a single person to multiple team members to ensure a smooth continuation of its consolidation processes. Beyond learning the technical steps, the goal was to build a deep understanding of process logic and interdependencies – and to incorporate the long-serving employee's insights and experience into future standards. With a high risk of knowledge loss, a targeted and structured training concept was essential.

The Path to a Successful Knowledge Transfer

To ensure an effective transfer of knowledge, we worked closely with FES to develop a tailored training program. Over the course of eight days of intensive one-on-one and group sessions, team members were specifically prepared for their new roles. The hands-on training ensured that all participants were able to operate the consolidation software independently and confidently by the end of the program. This approach not only enabled a seamless transfer of knowledge, but also secured the long-term viability of FES's consolidation processes.

Overview of Our Training Modules:

- **Individual Financial Statement Processing:** Understanding system logic, integrating and processing core data, identifying and resolving errors, and evaluating the impact on consolidation.
- **Consolidation & Group Financial Statement Processing:** Performing consolidation entries, using reports for analysis, and applying carryforward logic following the period-end close.
- **Setting Up a Cash Flow Statement:** Fundamentals of cash flow reporting, configuring and adjusting posting keys, and generating a complete cash flow report.
- **Report Design & Standard Reports:** Overview of reporting options, customizing and modifying standard reports, formatting, and structuring output for clarity and consistency.

Result: Knowledge Secured, Team Empowered

Thanks to our training, FES successfully distributed responsibility for the consolidation processes across multiple team members. The team now works independently and efficiently with the software – while the departing expert can retire with peace of mind, knowing that their knowledge will remain in capable hands.

„The training from GFC helped us understand not only the technical workflows but also the logic behind them. The hands-on approach to knowledge transfer was key to a successful transition.“

New Consolidation Lead, FES

Key Insights from a Successful Knowledge Transfer

The collaboration offered valuable takeaways for achieving a sustainable and effective transfer of knowledge:

- A structured handover process ensures continuity and confidence
- Hands-on training reinforces knowledge for long-term retention
- Knowledge transfer requires both technical implementation and team integration
- Digital documentation supports faster onboarding and smoother transitions

Conclusion: A Success Story for Long-Term Stability

This project demonstrates just how crucial targeted training is for effective knowledge transfer. Through our tailored, hands-on training approach, we helped FES strengthen its internal structures for the future – and ensure a smooth and secure transition.

What FES Valued Most About Working with GFC:

- Targeted, long-term knowledge transfer to ensure a smooth handover
- Customized training programs tailored to individual needs
- Strong practical focus and immediate real-world applicability
- Skilled, experienced trainers with deep subject matter expertise

„After many years in consolidation, I was worried that all my knowledge might be lost. But thanks to GFC's structured training, I was able to pass it on clearly and confidently. It's a great feeling to know that my team is now fully prepared.“

Former Head of Consolidation, FES