



# Implementing BlackLine: On time, on budget, and before year-end



## BAM's enablement approach to Reconciliations and Tasks

### Collaboration, communication, and joint success

"The BlackLine project was a collaboration between BlackLine, Clearsulting and BAM UK & Ireland Financial Shared Services. From the inception of the initiative, both teams exhibited exemplary synergy by allocating the appropriate expertise and resources to ensure alignment with BAM's priorities, deadlines, and key objectives. Effective communication and a profound understanding of our goals proved instrumental in our collective success. By adopting an integrated methodology and emphasising strong project management, we maintained a delivery-focused approach throughout the project and achieved our objectives with outstanding results."

—Matt Foster, Financial Shared Services, BAM UK & Ireland

### Prioritising speed and budget

The Royal BAM Group, a tier 1 contractor that designs, builds, and maintains infrastructure for public and private sector clients, began looking into BlackLine for increased visibility of accounting and reconciliations processes for their United Kingdom and Ireland Division. A few members of their team were familiar with the platform and its impact on the close, so they were eager to make quick progress and create greater accountability for aging, controls, and compliance.

Seeking a high-quality implementation that prioritised speed and transparency of cost, they engaged Clearsulting. They opted for Clearsulting's enablement approach, a 13-week, fixed-fee project that intends to get two modules up and running: Reconciliations and Tasks.

### Understanding their goals

We had a tight timeline to follow, kicking off in October and aiming to be live in December. BAM wanted to have team members proficient enough in BlackLine at the time of go-live that they could handle the year-end close. This required collaboration and alignment of all parties—with a considerable goal and not much time to get there, decisions needed to be made quickly and efficiently. Any delays would challenge the go-live date.

They achieved their goals, both on time and within budget. While they felt internal pressure to deliver a good product and prove value, they never let it affect the wider team. Instead, they created small wins, celebrated successes, and let the results speak for themselves.

## What worked for BAM

### High involvement of key stakeholders

BAM assisted in leading the management of the project and made sure that members from Finance, IT, and Clearsulting were present in every call. They brought an unmatched level of enthusiasm for the project, acting as one, willing to learn, and excited to see the potential of the platform. Because of their tight alignment and project management discipline, we were able to move quickly on design decisions, even going beyond standard enablement to suggest enhancements to their use of the reconciliations module. They encouraged curiosity and wanted to see the direct effect of every decision to get the best possible solution for their team.

### The right recipe for training and enablement

BAM created an internal site that housed every meeting recording, document, and training material. It was a one-stop shop for useful project information that could be revisited as they got stuck, especially for team members who learnt at differing paces. After the in-person and online trainings, the team would prioritise sandbox testing, helping them retain the processes we walked through. Before go-live, they even used the sandbox as a safety net—doing their regular, manual processes in conjunction with the platform. It was a way for the broader team to see palpable results and build trust in the new efficiency gains.

### What's next

Revamping the processes of their United Kingdom and Ireland estate is just the beginning—harnessing the success and enthusiasm, BAM is looking to roll out BlackLine across other divisions.

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**Industry:** Construction

**Employees:** 13,000

**Geographies:** EMEA

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#### Challenges:

- Decentralised, manual processes
- Lack of leadership visibility
- Unclear account ownership

#### Results:

- Increased visibility into close processes
- Clear ownership of tasks
- Increased audit trail
- On time and on budget implementation of BlackLine Reconciliations and Tasks in 13 weeks