

OPERATIONAL SYSTEMS

Operational Systemisation and Key-Person Risk Transfer

Converting a single-operator, multi-function role into a documented, trained and cross-covered operating structure.

SERVICE LINE	SCOPE	DURATION	OUTCOME
Operational Systems	51 functions across supply chain, finance and administration	Six-month structured transition	Role transferred to 2 trained successors

What this proves. The real test of an operating system is whether it runs without the person who built it. Here a single operator's role was mapped, documented, trained, cross-covered and formally transferred, with a signed evidence record at every step.

OUTCOMES

What the transition delivered

Zero gaps

Handover completed on schedule, with every one of the 51 functions accounted for.

170

Signed training records across 6 people, each countersigned by the trainer under management oversight.

Contingency

A contingency plan handed over so the operation does not depend on any one successor.

"Most of them I went through on my own time and was able to do it unassisted."

SUCCESSOR, FINANCE AND EXPORTS FUNCTIONS, ON THE PROCEDURES

"I couldn't have asked for a better trainer to transfer knowledge for this position."

SUCCESSOR, FINANCE AND EXPORTS FUNCTIONS

THE RISK

One person, fifty-one functions

Imports, exports, inventory, manufacturing administration, supplier payments, customer invoicing and office administration were all concentrated in one role. This is a classic key-person dependency: the business ran well, but only while that person was present.

DOCUMENTED RESULT

The handover at a glance



MEASURE

RESULT

Procedure coverage	44 of 51 functions under a signed written procedure. The remaining 7 were office tasks or tasks specific to the departing role, recorded as such in the checklist.
Reference documents	12 supporting references alongside the procedure set.
Successor split	25 functions in finance, exports and administration. 21 functions in operations, imports and inventory.
Backup coverage	A second trained person signed off on every import and export procedure, so no critical trade function depended on one successor.
Legacy material	Superseded guides retained for reference but held separately, so outdated instructions could not be followed by mistake.

EXHIBIT 05A | REAL TOTALS FROM THE HANDOVER RECORD, FUNCTION DETAIL WITHHELD

Handover coverage by function area

REAL TOTALS FROM HANDOVER RECORD · FUNCTION DETAIL WITHHELD

Every function in the role accounted for: under signed procedure, or recorded as low-risk or non-transferable.

FUNCTION AREA	FUNCTIONS	SIGNED PROCEDURE AND TRAINING	NAMED TRAINED BACKUP
Imports and clearance	8	8 of 8	8 of 8
Exports and trade documents	6	6 of 6	6 of 6
Creditors and foreign payments	8	8 of 8	7 of 8
Debtors and invoicing	8	8 of 8	0 of 8
Inventory and planning	8	8 of 8	1 of 8
Local operations and production	5	5 of 5	0 of 5
Administration and other	8	1 of 8	0 of 8
Total	51	44 of 51	22 of 51

Backup cover was prioritised for trade and payment functions. The 7 functions without a procedure were office tasks or tasks specific to the departing role.

METHOD

How the system was built



EXHIBIT 05B | FORMAT ONLY, CONTENT REDACTED

Procedure format

FORMAT ONLY · CONTENT REDACTED

VERSION · DATE · CONFIDENTIAL

PROCEDURE TITLE

WHEN DOES THIS PROCESS APPLY?

REFERENCE AND AUTHORITY

RULES

STEP BY STEP

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-
-
-
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TRAINING SIGN-OFF

Trainee Trainer Oversight

- **Trigger first.** Every procedure opens with the exact conditions under which it applies, so staff know when to act, not only how.
- **Authority built in.** Approval limits are written into each procedure, so a transferred task cannot become an unauthorised decision.
- **A governing hierarchy.** Master procedures govern and specific procedures apply them, which prevents contradictory instructions.
- **Judgement preserved.** Time-sensitive figures carry a statement that current conditions take precedence.
- **Evidence of transfer.** Each procedure closes with a signed training record.

WHY A CLIENT WOULD BUY THIS

When key-person risk becomes a business risk

- Before a key operator retires, resigns or moves role.
- Before an ERP change, audit, acquisition or group integration.
- When management cannot see what the operation actually consists of.
- When growth requires the operation to run through a team rather than one person.

About this case summary. Work performed by Sheena Sawyer, Founder and Principal Consultant of SL Global, in an operating role held from 2019 to 2026 with a South African industrial manufacturer and importer. The organisation and its confidential information are not disclosed. Scope figures come from source records, outcomes are as confirmed by the founder, and quotations are from written correspondence, attributed by role. Exhibits are illustrative and use invented data unless stated.