

# CASE STUDY 1. FREIGHT OVERCHARGING

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## COMPANY BACKGROUND

Argentinian subsidiary of a German parent manufactures and distributes industrial machinery products with annual revenues of \$84 million.

## FINDINGS

Operations had requested that Internal Audit make a detailed review of Transport charges.

Internal Audit performed a detailed review of the Company's database including an analysis of the charges paid with deal by customer, volume and route of the machinery which was transported. The review resulted in the discovery of significant variations in the expenses incurred by the Company in freight. The review revealed the following:

- The excessive amount of kilometers charged. The freight supplier was billing distances in accordance with a pre-determined table. The amounts charged per kilometer and distance coincided with the table. Company personnel satisfactorily reconciled vendor invoices with the amount of kilometers charged as per the table. Internal Audit checked the distances with amounts as per guidelines issued by the government. These revealed distances as per the table far in excess of those set out in the governmental guidelines. For example, the driving distance according to the table for the journey from Buenos Aires to Rosario was 645 km, whereas the actual distance was 298km, a difference which represented an overcharge of 116%.
- The freight vendor was charging for additional routes. For example, the vendor had 2 deliveries on the route which started at point A and had drop-offs at points B and C, but he charged the full routes from A to B and A to C, even though he had made only one trip. This was in violation of the contractual agreement between the vendor and the Company.
- The vendor was charging round trips, even though the vehicles returned empty, also in violation of the agreement between the vendor and the Company.

# Internal Audit Example Case Studies

**Marcel A. Müller**



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