



THE RIPPLE EFFECT

Stories of purpose and lasting impact

Going from 'anything goes' to 'everyone knows'

Simplifying—and enhancing—finance reporting and analytics at a global food corporation

THE POWER OF SIMPLE: DRIVING \$30M IN SAVINGS AND REVENUE IN A SINGLE YEAR

THE SITUATION

“I know a guy.” Productive when you are looking to have your gutters cleaned! Or maybe need some landscaping done? But when you’re working at a global food corporation with operations in more than 70 countries and need to get a finance report created or financial analytics performed? That model—of thousands of professionals in business units across multiple countries and geographies shooting off tens of thousands of emails to “people they know” to get that work done—simply wasn’t working.

With no centralized delivery model to support the reporting and analytics needs of finance stakeholders, and with multiple teams across the globe performing analytics, not only were standardization and consistency entirely absent, but the accuracy and completeness of information was impossible to ascertain. A few examples: Deriving insights into the profitability of specific customers and products? Limited. The impacts on profit and loss of business changes? Confusing. Pricing errors? Exceedingly hard to identify.

Moreover, the actual *value* being generated through these thousands of one-off reports was a mystery. There was simply no way to know if the reports being generated were adding to knowledge or being used to drive actions that, in turn, drove value.



THE SOLVE

With more than 8,000 finance professionals creating tens of thousands of analytics requests every year, tackling the creation of a globally standardized platform for collecting, vetting, and executing on these requests was no small task. And so the company turned to Deloitte for help with the design, activation, and operations of a new, world-class, centralized Data and Analytics Service Delivery Model.

Deloitte first executed multiple design sessions and workshops with finance leaders across analytics, data engineering, and data governance to better understand the current state. After synthesizing the findings from those sessions, Deloitte designed with the company an extensive set of end-to-end service delivery processes that would incorporate billions of records and pieces of data into critical insights.

To stand up the new service delivery model, Deloitte trained a newly created team of more than 100 data and analytics professionals and crafted a new governance structure featuring key process tollgates, routines and agile ceremonies for data, and analytics requests.

Now, instead of shooting off an ad hoc email, a professional wanting to generate a report navigates to a simple form on the company's intranet and answers a handful of simple, direct questions. It's a two-minute process that kicks off *every* report generated around the world. Critically, one of the questions posed is about the value the report will generate. Previously, many reports were being reported out of inertia and habit—reports created for the sake of reporting. Now, every single report generated ties to explicit and measurable value. Additionally, cycle times for the whole end-to-end cycle, from request to completion, are tracked to help ensure target service level agreements are met.

Once the solution was live, the Deloitte team began augmenting the company's staff to provide [Finance and Enterprise Performance Services](#). At present, Deloitte provides analytics engineering, data engineering, and product support services as part of its work in helping the company respond to requests and generate reports.

MAKE IT **SIMPLE.** MAKE IT **CLEAR.** MAKE IT **EASIER**
TO SEE THE VALUE.

THE IMPACT

Financial reporting and analytics have now been greatly simplified and standardized, with answers and insights more easily accessed (and with thousands of reports having now been retired. Again—simple!). In addition, more of the reports being run today line up to broader company-wide strategies and initiatives, with the number of these more-strategic reports (versus one-off reports disconnected from broader work) having tripled since launch.

And the measurable benefit to the company? **\$20 million** generated in annual revenue, more than **\$10 million** generated in cost savings, and more than **100,000** hours saved!

The company is now taking advantage of its enhanced reporting capabilities and deeper understanding to **identify cost reduction opportunities, improve pricing decisions, and improve customer profitability.**

The company has also been able to quantify the value generation that each and every analytics solution brings. This has helped finance leaders better articulate value delivered to leadership and expand operations even further.

- By the numbers:
- More than 8,000 users impacted
 - Thousands of analytical reports created and standardized
 - Global reach including more than 70 countries
 - Billions of data records processed to create new analytics solutions



WHEN EVERYONE IS ON THE SAME PAGE, GOOD THINGS CAN HAPPEN.

LET'S CONNECT.

Do these challenges sound familiar?



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