



**THE RIPPLE EFFECT**

Stories of purpose and lasting impact

**Deloitte.**

# From fragmentation to a single pane of glass

Helping a leading retailer put all their financial data in one place



# WHEN DOES **BIG DATA** GET TOO BIG TO BE USEFUL?

## THE SITUATION

Data is the key to making informed business decisions. The trouble with data is, for it to be really useful, you need a lot of it. And for one of the largest retailers in the country, that avalanche of data had become more overwhelming than helpful.

This retailer is a household name and a dynamic business. While it had grown rapidly via mergers and acquisitions, the consequent muddle of fragmented, obsolete finance systems was making efficient management reporting almost impossible. And the self-service queries that Finance needed more frequently every day? Forget about them.

The company's CFO knew there had to be a better way. Her thinking: Why couldn't there be a one-stop destination for data that could be used for multiple finance functions?



## THE SOLVE

Collaborating closely with the CFO and her team, Deloitte asked basic questions to better understand their day-to-day work: *What does this report do for you? Do you even use it?* Their feedback enabled us to design reports that made sense for their goals.

Although the CFO hadn't seen technology tools as an answer to the challenges her function faced, she realized that it was impossible for Finance to run specific queries without them. That opened the door to a solution that would allow the retailer to mine the vast amount of data it had available and thereby better command the business advantages that sound data management offers.

We developed an in-memory computing solution, powered by SAP HANA® Enterprise, that mined through the vast amount of data available and automated the retailer's monthly close process.

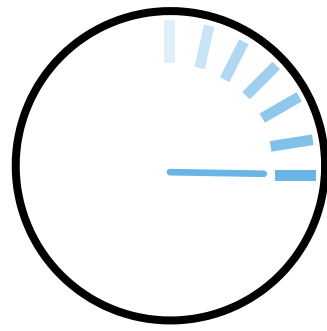
This tech innovation was based on a very human truth: New solutions are more readily adopted when small improvements lead to tangible, visible, short-term benefits.

FROM HUNDREDS OF HOURS  
WORKED TO AN **AUTOMATED**  
**MONTHLY CLOSE.**

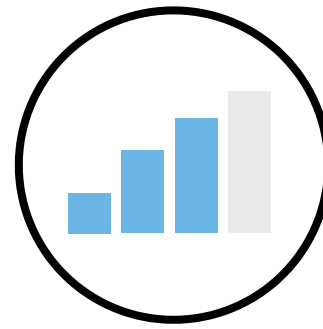


# THE IMPACT

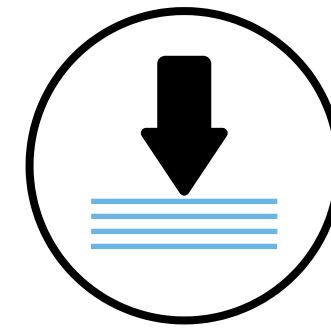
Today's automated close process saves hundreds of hours across various functions. The project led to:



ACCURATE REPORTING



MORE INFORMED  
FINANCE EMPLOYEES



SHORTER TIME TO MARKET

The difference was immediate. And visible.

Furthermore, decision-makers across the organization can now access data how they need it, when they need it—enhancing both customer relations and decision-making. This led the retailer to other SAP solutions, such as a cloud-based analytics tool that powers personalized dashboards to deliver data in near-real time via mobile devices.

Based on this success, the CFO is now open to considering robotics and predictive analytics to take full advantage of the retailer's new computing power and data availability.

IF YOUR M&A ACQUIRED A FINANCIAL  
SYSTEM, THERE'S A WAY FORWARD.





# LET'S CONNECT.

Do these challenges  
sound familiar?



**MELINDA RENO**

Principal  
Deloitte Consulting LLP  
mereno@deloitte.com  
+1 617 437 3789



**SHAWN FROST**

Senior manager  
Deloitte Consulting LLP  
shfrost@deloitte.com  
+1 212 436 2014

As used in this document, 'Deloitte' means Deloitte & Touche LLP, which provides audit, assurance, and risk and financial advisory services; Deloitte Consulting LLP, which provides strategy, operations, technology, systems, outsourcing and human capital consulting services; Deloitte Tax LLP, which provides tax compliance and advisory services; Deloitte Financial Advisory Services LLP, which provides forensic, dispute, and other consulting services; and its affiliate, Deloitte Transactions and Business Analytics LLP, which provides a wide range of advisory and analytics services. These entities are separate subsidiaries of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

The services described herein are illustrative in nature and are intended to demonstrate our experience and capabilities in these areas; however, due to independence restrictions that may apply to audit clients (including affiliates) of Deloitte & Touche LLP, we may be unable to provide certain services based on individual facts and circumstances.