Deloitte.

Deloitte and Adaptive Insights

Global success stories

The Deloitte and Adaptive Insights alliance

The alliance between Deloitte and Adaptive Insights combines the strengths of both organizations to help global enterprises address their business-planning and management-reporting challenges. Our approach provides clients with a leading planning and reporting platform coupled with improved modeling and reporting practices, which results in tangible time-savings and self-service agility for finance and business leaders.

Our alliance offerings unite the depth and breadth of Adaptive Insights technology with Deloitte's collaborative approach, modeling accelerators and deep finance knowledge. We are proud to be recognized as the leader in finance transformation by global market intelligence agencies, including Kennedy, IDC MarketSpace and Gartner.

This leadership position provides clients peace of mind that their projects will be delivered with a business and finance focus, strong project management and full transparency on issues, options and recommendations. Adaptive Insights is reshaping how work gets done, how businesses scale their finance analytics capabilities and how business collaborations can be realized. Through Deloitte's relationship with Adaptive Insights, we extend our reach and strengthen the value clients realize from their investments in modernizing their finance technology on the cloud and the role finance plays in the organization. The success stories that follow are the proof.

Success stories portfolio | Deloitte's range of services

Industry	Deloitte team	Solution	Adaptive Insights module	Vendor selection	Project & change management	Functional requirements & design	Implementation	Reporting	Dashboards	Support
Consumer & Industrial Products	Canada and Uruguay	PBF* and consolidation	Adaptive Insights Planning, Adaptive Integration Designer, and OfficeConnect	●	●	●	●	●		●
FSI - Regulatory	Canada	PBF models for ERP and CRM implementation	Adaptive Insights planning	●		●				
Energy & Resources	Canada and Uruguay	PBF and consolidation	Adaptive Insights planning, Adaptive Integration Designer, Adaptive Discovery, and OfficeConnect	●	●	●	●	●	●	
Financial Services - Insurance	Canada and Uruguay	Revenue, expense and consolidation model	Adaptive Insights Planning, Adaptive Integration Designer, Adaptive Discovery, and OfficeConnect		●	●	●	●	●	
Consumer & Industrial Products	Canada and Uruguay	PBF	Adaptive Insights Planning, Adaptive Integration Designer, Adaptive Discovery, and OfficeConnect	●	●	●	●	●	●	
Technology	Canada and Uruguay	PBF	Adaptive Insights Planning, Adaptive Integration Designer, Adaptive Discovery, and OfficeConnect		●	●	●	●	●	
Media & Telecommunications	Canada and Uruguay	PBF	Adaptive Insights Planning, Adaptive Integration Designer, Adaptive Discovery, and OfficeConnect		●	●	●	●	●	
Public Sector	Australia	Funding allocation model	Adaptive Insights Planning		●	●	●			
Financial Services Banking	Uruguay	PBF	Adaptive Insights Planning, Adaptive Discovery		●	●	●	●	●	●

*Planning, budgeting, forecasting

Success stories portfolio | Deloitte's range of services

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	Public Sector - R&D	Uruguay	PBF*	Adaptive Insights Planning		●	●	●	●		
	Public Sector	Uruguay	PBF	Adaptive Insights Planning		●	●	●	●	●	●
	Public Sector	Uruguay	PBF	Adaptive Insights Planning		●	●	●	●		●
	Public Sector	Uruguay	PBF	Adaptive Insights Planning		●	●	●	●		
	Public Sector	Uruguay	PBF	Adaptive Insights Planning		●	●	●	●		
	Manufacturing - Chemicals	Uruguay	PBF	Adaptive Insights Planning		●	●	●	●		
	Media & Telecommunications	Uruguay	PBF	Adaptive Insights Planning		●	●	●	●		●
	Financial Services	Uruguay	PBF	Adaptive Insights Planning		●	●	●	●		
	Financial Services	Uruguay and Panama	PBF and consolidation	Adaptive Insights Planning		●	●	●	●		●
	Retail	Uruguay and Panama	PBF and consolidation	Adaptive Insights Planning, Office Connect		●	●	●	●		●

*Planning, budgeting, forecasting

Success story
Canada | Adaptive Insights

Brief description of service

A leading general insurance company in Canada with US$103 million in global revenue was in the process of reducing the use of spreadsheets for its finance-related activities. It wanted to develop its PBF* solution in a tool that would give its team more flexibility and provide consistent financial data in a timely manner. Adaptive Insights was identified as a preferred tool to implement the PBF solution.

*Planning, budgeting, forecasting

What problem does this address?

The client was struggling to implement a PBF solution, as the models that had been developed didn't satisfy its requirements. The client was facing the following key challenges:

- PBF solution did not meet the requirements
- Inability to compare actuals with budget
- Inconsistent data
- Lack of integrity and transparency due to usage of several interconnected sheets
- Inability to perform accurate allocations of costs to various departments
- Inaccurate reports

Results

The collaboration between Deloitte Canada's Analytics & Information Management practice and Deloitte Uruguay's Strategy & Operations practice enabled the client to develop and complete simplified and standardized revenue, expense and allocation models in Adaptive Insights.

This Adaptive Insights application:
- Enabled the client to budget and forecast monthly revenue and expenses, allocate costs to various departments and automate the process of loading actuals from Longview
- Increased visibility for planners, and allowed planners and reviewers to instantly view accurate data in their reports
- Reduced the time to generate reports from weeks to hours

Success story
Canada | Adaptive Insights

Brief description of service

A national self-regulatory organization in Canada with over C$92 million in annual revenue chose Deloitte to provide advisory work related to redesigning the chart of account and the defined logic for PBF models as the client prepared to implement a new ERP and CPM system. The work will be used in subsequent phases to implement an integrated, off-the-shelf solution that largely meets the current and future needs of the client.

What problem does this address?

The client had a number of issues that led it to seek assistance, including:

- Key financial (e.g., actual, budget, forecast) and operational data that were distributed in multiple places and financial systems that were not tightly integrated
- Manual and time-consuming analysis and reporting process, which left little time for review and analysis
- Heavy use of spreadsheets in supporting modeling and reporting processes
- Manual approach used in capital projects performance and HR modeling practices (e.g., FTE reporting, headcount, vacancy report)
- Inefficient cost allocation process

Results

Deloitte's services included:
- High-level design and development of budgeting and reporting functional requirements plan
- Modernization of finance systems architecture, which allowed the client to have all its financial and management data in one place, thereby enabling greater accountability and iterative costing scenarios

Services were divided into four workstreams:
1. Re-design of chart of accounts
2. Overhaul of PBF models (HR, Opex, Capex, and shared services allocations)
3. Documentation of core reporting requirements and alignment with chart of accounts
4. Blueprint development for future-state cost allocation and logic documentation

Success story
Canada | Adaptive Insights

Brief description of service

An established gold mining company with over US$221 million in revenue, which owns and operates mines situated in West Africa, had identified the need for a financial consolidation and a budgeting and forecasting tool for annual budgeting, financial analyses, and corporate performance monitoring. The client engaged Deloitte to support this effort after developing a scope and cost estimate and conducting a vendor selection exercise.

What problem does this address?

The client wanted to improve the performance of the finance department by eliminating a legacy ERP system, reducing reliance on spreadsheets and paper PBF processes, introducing electronic approval workflows, and providing robust data analysis and reporting capabilities. Deloitte performed a fit-gap assessment, in which we:

- Ran workshops to understand current-state and validate future-state business requirements
- Analyzed system capabilities to align the business process and provide a high-level assessment to address requirements

Results

As a result of the assessment, the client realized the following benefits:

- Cost estimate to implement a financial consolidation and PBF solution
- High-level implementation timeline and resource requirements
- Recommendation to proceed based on analysis conducted

The project's success lead to the client engaging Deloitte to implement Adaptive Insights.

Success story
Canada | Adaptive Insights

Brief description of service

A transportation company recognized as one of Canada's Best Managed private companies (revenue over US$149 million) growing quickly through acquisitions was in the process of improving its processes, controls and technology. To reduce manual tasks and the use of spreadsheets in its PBF and reporting activities, the company sought to implement a tool that provided flexibility, consistency, and accuracy.

What problem does this address?

Adaptive Insights addressed several key challenges the company was facing prior to the implementation:

- Non-standard budgeting templates
- Lack of visibility and inability to compare budget results with actuals
- Inability to distinguish between standard drivers and inputs
- Lack of integrity and transparency due to usage of several interconnected spreadsheets
- Departments worked in silos
- No integration of the current model with NetSuite
- Inability to perform what-if and scenario analyses

Results

The collaboration between different practices from Deloitte Canada (Analytics & Information Management, and Audit Advisory) and from Deloitte Uruguay (Strategy & Operations) enabled the client to develop and implement a simplified, centralized and standardized PBF model using Adaptive Insights.

The client gained substantial benefits from the solution, including:

- The ability to budget in two different currencies, and to integrate actuals from NetSuite
- The budgeting timeline was reduced from five months to one month, which also resulted in increased visibility for planners and controllers, and allowed planners and reviewers to instantly view their plans and compare them with actuals
- Consistent results and improved quality of data resulted in more time for analyzing performance

Success story
Canada | Adaptive Insights

Brief description of service

The collaboration between various practices from Deloitte Canada and Deloitte Uruguay enabled a growing food-distribution business with revenue over US$75 million to design a world-class PBF and consolidation solution in Adaptive Insights. Deloitte's role was to understand the current financial planning process, target improvement, recommend the future state, implement it in Adaptive Insights, manage the change and, finally, train employees to use the solution.

What problem does this address?

The client had a number of issues that led it to seek assistance, including:

- A manual budgeting, forecasting and consolidation process. With the growth in business and complexity of the organization's structure, the business needed a solution to significantly improve the standardization, speed, transparency, and overall quality of its financial consolidation, budgeting and planning, and management reporting
- Having to handle two different year-ends, one for its operations in India and one for its North American operations, caused budgeting, forecasting and reporting challenges
- Planning, forecasting, and reporting in seven currencies for its subsidiaries

Results

Deloitte worked with the client to simplify and standardize its financial planning and consolidation process by providing a centralized application in Adaptive Insights. The client realized substantial benefits from the solution, such as:

- Reduced budgeting and consolidation timeline, from several months to several weeks
- Increased visibility for planners and controllers, and the ability for planners and reviewers to instantly view their plans in both reporting and local currency

This accomplishment represents a major step forward in the client's ability to control costs, increase sales and reduce business risk. The client now has a solid platform on which to grow as it continues to venture into new markets around the world.

Success story
Canada | Adaptive Insights

Brief description of service

One of the world's largest managed network services provider with revenue over C$160 million chose Deloitte to design, implement and deploy a PBF solution in Adaptive Insights. The goal of the project was to define a future-state PBF solution that met the client's needs for today and its vision for finance for tomorrow. The implementation enabled management to make critical decisions using timely financial information.

What problem does this address?

The client wanted to address several key challenges:

- Using spreadsheet-based manual processes to manage budgeting, forecasting and reporting was limiting decision-making as the company grew through acquisitions
- Financial and management reporting was lacking, due to the inability to assemble meaningful and complete data about its operations in a timely manner
- Lacked real-time automated integration between its ERP and management information system
- Operational sales forecasting was not linked to financial revenue planning

Results

Deloitte worked with the client to simplify and standardize its financial planning, forecasting and reporting process by providing a single, integrated version in Adaptive Insights. The benefits of the solution include:

- The ability to budget in seven different currencies, as well as integrate actuals from NetSuite and sales forecasts from Salesforce
- Driver-based revenue and expense models, and income-statement planning
- Reduced budgeting timeline, from several months to a few weeks
- Increased visibility for planners and controllers to instantly view their plans, forecasts and actuals in both reporting and local currency

This accomplishment represents a major step forward in the client's ability to control costs, increase sales and reduce business risk, thereby building a platform for future growth as the client continues to grow organically and inorganically through acquisitions.
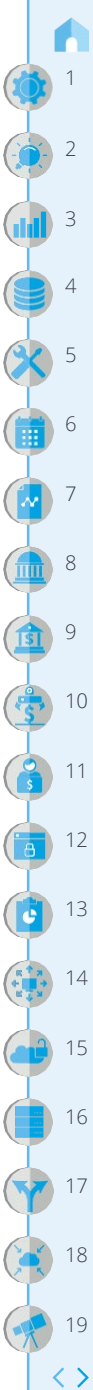
Success story
Canada | Adaptive Insights

Brief description of service

The client, a technology company focused on analyzing the value of digital advertising with a revenue over C$100 million worldwide, was looking to enhance its management and decision-making processes. The solution was to provide a degree of automation that would allow the company to systematize its budgeting process from end to end and to integrate its actuals.

What problem does this address?

The client wanted to address several key challenges:

- Excessive time spent on manual information handling and processing
- Limited capability to view the summarized budget data and compare with actuals or previous year's budget
- Consolidation of several entities with different currencies and organizational structures
- Limited flexibility to model different scenarios by modifying external drivers and assumptions of the model

Results

An international, interdisciplinary team from Deloitte with experience in similar implementations collaborated with the client to develop and implement a PBF model using Adaptive Insights. Deloitte coordinated meetings with the client's various teams to define the requirements of the model and held validation sessions as those requirements were implemented. Results obtained included:

- A flexible, integrated and automated budgeting model for the short, mid-and long-term horizon
- A comprehensive driver-based model incorporating multi-currency modeling for expenses and revenues
- Better management of infomation and reporting

Success story
Australia | Adaptive Insights

Brief description of service

The client is a government department responsible for the delivery of services to some of the country's most disadvantaged individuals. The department was being transitioned into the National Disability Insurance Agency (NDIA), and Deloitte was engaged to assist. The firm developed an enterprise-wide funding allocation model that used the NDIA's transition schedule to forecast the funding decrease as the client was integrated into NDIA. Deloitte migrated the original model from spreadsheets into Adaptive Insights and added functionality into the model, enabling the finance team to report on additional key metrics throughout the transition.

What problem does this address?

The client's key challenges included the following:

- Significant transformation of the National Disability Insurance Scheme, which would have significant impacts on funding arrangements from state to Commonwealth and on the client's total budget
- Lack of sound and transparent financial information about the business to make informed decisions
- Transforming from a business of 14,000 full-time employees with a A$6 billion budget to a staff of 7,000 with a A$2 billion to A$3 billion budget over four years. Proper planning and budgeting would be critical to managing this downsize

Results

The Adaptive Insights-based implementation resulted in the client realizing substantial gains, such as:

- The increased capability of the internal finance team means the client now has a fully self-sustaining tool that can be refreshed on a monthly basis
- Robust planning and scenario analysis capability in Adaptive Insights that can be used to generate key insights about future funding levels for a number of stakeholders, including the CFO and district business leaders

Success story
Uruguay | Adaptive Insights

Brief description of service

One of the biggest commercial banks in Uruguay, with over US$1 billion in revenue, was looking to implement a tool to facilitate PBF decision-making by enhancing security and automation. The client was also looking to replicate a complex model that had been developed using spreadsheets into a tool that gave them more flexibility and consistency.

What problem does this address?

The client was grappling with several challenges:
- Security controls were limited by the usage of spreadsheets
- Differentiation of access privileges among different uses
- Integrity and transparency of information threatened by the use of multiple interconnected spreadsheets
- Limited integration of the current model with BI solutions
- Limited flexibility to test different scenarios by modifying external drivers and assumptions of the model

Results

The client gained several substantial benefits from the implementation, including:
- A consistent and flexible planning model with several security improvements, as well as a reduction in the manual effort required to maintain it
- By working as partners with the client, the knowledge transfer was facilitated increasing the client´s empowerment of the tool and the model
- A more standardized budgeting model and process, with a clear workflow for approvals that minimize rework and revisions

Success story
Uruguay | Adaptive Insights

Brief description of service

A local state-owned laboratory and research entity, with over US$74 million in revenue, wanted to enhance its management and decision-making processes using technology. The tool it chose would have to have a certain degree of automation and be able to integrate the company's current information. The organization chose Adaptive Insights to enhance its budgeting process, and selected Deloitte to implement the solution because of the firm's experience and previous success with it.

What problem does this address?

The client was seeking a solution for numerous challenges:

- A compromised budget workflow between several sectors of the organization
- Lack of flexibility to manage multiple access privileges among cost/benefit centers, dimensions and budget items
- Excessive time spent on information processing
- Limited capability to view the budget and the variance data
- Lack of flexibility to test different scenarios through modifying external drivers and assumptions of the model

Results

An interdisciplinary team from Deloitte, comprising professionals in the financial, technology and engineering practices and with experience in similar implementations, collaborated with the client to:

- Develop a flexible, integrated and automated budgeting model for the short, medium and long-term horizon
- Implement a model that could be updated each month with current data and be compared with previous versions of the budget
- Develop an in-house center of excellence from the training approach employed during the project

The Deloitte team also led meetings with different teams of the client's to define the requirements of the model as well as hold validation sessions during the implementation.

Success story
Uruguay | Adaptive Insights

Brief description of service

The client, a public sector organization related to national development with more than US$10 million in revenue, was using spreadsheet-based software as a budgeting tool. This was an inefficient system and led to problems related to, among other things, security controls and version management. The organization was looking for a tool with a high degree of automation to support its decision-making process and management.

What problem does this address?

The client was seeking a solution for numerous challenges:

- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies, including inability to run a rolling forecast
- A lengthy budgeting and forecasting process
- Inefficient budget-version and user-security management
- Lack of accurate financial reporting

Results

An interdisciplinary Deloitte team, including professionals in the public sector, finance, technology, and engineering practices, worked with the client to:

- Design a flexible and comprehensive PBF model, which addressed all the client's needs
- Reduce manual tasks significantly; gaining the ability to run rolling forecasts every month enabled the company to keep track of the deviations and update its model based on the changes of external and internal drivers
- Give the finance team more tools with which to make business decisions
- Facilitate the knowledge transfer and improve the company's ability to make full use of the tool and the model

The success of this project later led to implementations of the tool in two other public sector-related organizations.

Success story

Uruguay | Adaptive Insights

Brief description of service

A private local road corporation, with over US$160 million in revenue, needed a solution that would allow it to support the organization's management and decision-making process. Due to the success of the Adaptive Insights solution Deloitte had implemented for the corporation's owner, the company wanted to acquire and implement a similar budgeting system. As a public corporation, it also wanted to preserve the transparency of its funding while optimizing resources for its administration of the country's highways.

What problem does this address?

Adaptive Insights addressed several of the client's key challenges:

- Lengthy budgeting and forecasting processes
- Inefficient version and security management
- Lack of flexibility and automation to perform scenario analysis to support decision making process in a timely manner
- Manual and time-consuming process to develop management reports
- Insufficient information to support decision making and / or resource allocations
- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies, including inability to run a rolling forecast

Results

A Deloitte team, including experienced professionals in the public sector, finance, technology and engineering practices, worked with the client to:

- Design, develop and implement a flexible, comprehensive PBF model that addresses all the client's identified needs
- Implement a model that could be updated monthly, quarterly or annually by the user, which enables analytics across various dimensions of the business, such as cost centers and construction projects
- Facilitate the knowledge transfer and empower the client to use the tool and the model
- Empower the finance team to make accurate and timely business decisions

Success story

Uruguay | Adaptive Insights

Brief description of service

A local private railway corporation, with over US$40 million in revenue, needed a solution that would allow it to handle a comprehensive budgeting and forecasting model for its construction projects. It also required the capability to run a rolling forecast as well as to deliver significantly more quickly than the legacy budgeting and forecasting process. Due to the success of the Adaptive Insights solution Deloitte had implemented for the corporation's owner, the company wanted to acquire and implement a similar budgeting system. The profit was calculated by the cost center, including both direct and indirect costs (such as project and company-wide administrative costs). In addition to the balance sheet (BS), income statement (IS) and cash flow (CF), a budget-execution tracking mechanism was built to budget the project expenses with a high level of detail before submitting to tender.

What problem does this address?

The client was seeking a solution for several key challenges:

- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies including inability to run a rolling forecast
- Lengthy budgeting and forecasting process
- Inefficient budget-version and user-security management
- Inflexible and lengthy process for scenario analysis to support decision-making
- Inability to develop specific management reports
- Inability to have detailed projections of each component of the construction works, by cost center

Results

A Deloitte interdisciplinary team, including experienced professionals in the public sector, finance and technology, worked with the client to:

- Design, develop and implement a flexible, comprehensive PBF model that addresses all the client's identified needs
- Develop a model that could be updated monthly, quarterly or annually by the user during the budgeting and forecasting cycle, and that enables the analysis to be conducted by cost centers
- Facilitate the knowledge transfer and increase the client's understanding of the tool and the model
- Give the finance people more tools to make business decisions
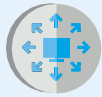
Success story
Uruguay | Adaptive Insights

Brief description of service

A local public agency for investigation and innovation, with over US$20 million in revenue, wanted a comprehensive budgeting tool to replace the spreadsheet system it had outgrown. Such a tool would need to underpin the planning and budgeting process while also enhancing security, flexibility and data integrity. The client had complex cash-flow requirements that necessitated tracking expenditures by client, including payment schedules.

What problem does this address?

The client was seeking a solution for numerous challenges:

- Inadequate data governance and quality with which to make informed decisions and meet finance stakeholder needs
- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies, including running a rolling forecast
- A lengthy budgeting and forecasting process
- Inflexible and lengthy process for scenario analysis to support decision-making
- Inability to easily obtain consolidated management information and various management reports
- Inefficient version and user-security management

Results

An interdisciplinary team from Deloitte that included professionals from the firm's finance, technology and engineering practices and who had experience in similar implementations collaborated with the client to:

- Develop and implement a PBF model using an Adaptive Insights planning module
- Facilitate the knowledge transfer, which resulted in empowering the client's ownership of the tool and the model
- Develop a system that supports the budgeting process and addresses all the issues identified before the project
- Gain the flexibility to test different scenarios without affecting the original budget and a user-friendly tool with a significantly shorter learning curve than other systems

Success story
Uruguay | Adaptive Insights

Brief description of service

A local chemical company (revenue: over US$140 million) was interested in a CPM tool that would improve its budgeting process; specifically, one that would allow the company to perform an integrated analysis. This required a tool that allowed automation of the budgeting process. The solution included sales projections by product family, distinguishing between domestic and export; the cost of goods by product family and cost type (fixed or variable); the stock balance in the BS by product family and categories (finished products, raw materials, resale merchandise, and packaging). A detailed projection of financial debts was built, detailing the information corresponding to each loan (both existing and new): amount, interest rate, interest rate (simple/compound), date of acquisition, and amortization schedule.

What problem does this address?

The client was seeking a solution for numerous challenges, such as:

- Inability to handle a comprehensive budgeting and forecasting cycle for the company's multiple products and clients, including inability to run a rolling forecast
- A lengthy budgeting and forecasting process
- Inflexible scenario analysis process to inform decision-making
- Inefficient budget-version and user-security management
- Inability to forecast across multiple products and clients

Results

An interdisciplinary team from Deloitte that included professionals from the firm's finance, technology and engineering practices and who had experience in similar implementations collaborated with the client to:

- Develop and implement a planning, budgeting and forecasting model using Adaptive Insights
- Understand the current business process, then develop the model and the conceptual design of the budgeting model and process
- Develop an extract, transform and load (ETL) process to import data into the tool
- Implement a configured solution that accurately addresses the company's needs
- Train the client team, which facilitated the change-management process related to the new tool

Success story
Uruguay | Adaptive Insights

Brief description of service

A local registry of internet addresses for Latin America and the Caribbean, with over US$7 million in revenue, was interested in developing a solution that would automate and measure the contribution of each of the organization's projects. The company maintained three different income statements and two cash flows (one by the indirect method and the other by the direct method). The registry also had complex allocations and mapping-to-source systems that were addressed using the Adaptive Insights integration platform.

What problem does this address?

The client was seeking a solution for numerous challenges:

- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies, including inability to run a rolling forecast
- A lengthy budgeting and forecasting process
- Inflexible process for scenario analysis to support decision-making in a timely manner
- Inability to easily obtain consolidated management information and various management reports
- Inability to easily obtain projections by project by country

Results

A team of professionals from Deloitte's financial, technology and engineering practices who had experience in similar implementations collaborated with the client to:

- Develop and implement a planning, budgeting and forecasting model using Adaptive Insights
- Implement a fully integrated model with a high degree of automation and enhanced security controls
- Reduce manual effort, making it quicker and easier to access information
- Gain the ability to test different stress scenarios, which gave the company much more information with which to make business decisions
- Compare and analyze management information more easily and quickly to inform decisions

Success story
Uruguay | Adaptive Insights

Brief description of service

A local financial cooperative (with revenue of nearly US$4.5 million) needed support, coaching, guidance and help maintaining its Adaptive Insights solution. The client needed significant changes made to the model, which had been implemented years before, as well as integration of actuals and documentation of the budgeting process. The company already had a budget model but it was not serving its planning needs.

What problem does this address?

The client was seeking a solution for various challenges:

- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies, including inability to run a rolling forecast
- A lengthy budgeting and forecasting process
- Inflexible and rigid scenario analysis process to inform decision-making
- Inability to easily obtain consolidated management information and various management reports
- Inefficient budget version and user security management
- Inability to project by cost center and by dimensions such as regions, branches and products
- Inconsistent and inaccurate financial data
- Inability to budget the credit portfolio according to business requirements, and inaccurate calculation

Results

An interdisciplinary Deloitte team worked with the client to:

- Implement significant changes in the model, enabling the personnel involved in the budgeting process to gain a broader knowledge through their participation in the process
- Redesign the formulas and actuals input; revise the sheets that were not in use, the currency, and organizational structure; and incorporate new dimensions into the model
- Redesign the ETL processes to be able to import real data into the tool and to conduct budgeting control and information analysis
- Obtain a customized, comprehensive model that has the flexibility to adjust to changing business requirements
- Gain comprehensive documentation of and personnel training in the budgeting process
- Developed a complex loan portfolio to capture driver-based revenues

Success story
Panama | Adaptive Insights

Brief description of service

A Panamanian financial institution, with over US$200 million in revenue. With lines of business and products in both domestic and foreign branches and subsidiaries, the institution was finding it challenging to use spreadsheets for budgeting. The FI was interested in a CPM tool that would facilitate the PBF process. Comprising 35 entities, the institution has a complex structure; 110 spreadsheets, for example, were being used to manage the planning, budgeting and reporting processes.

What problem does this address?

The client was seeking a solution for numerous challenges:

- Insufficient link between the overall business strategy and PBF processes
- Missing integration with operational business processes (e.g. sales and operational, liquidity or workforce planning)
- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies, including inability to run a rolling forecast
- A lengthy budgeting and forecasting process
- Inflexible and lengthy process for scenario analysis to support decision-making
- Inefficient budget-version and user-security management
- Inability to make projections by line of business, branch, subsidiary, product and relationship manager
- Difficulty budgeting with different payroll schemes in three different countries

Results

An interdisciplinary team from Deloitte, including financial, technology and engineering professionals with experience in similar implementations, collaborated with the client to:

- Develop and implement a planning, budgeting and forecasting model using Adaptive Insights
- Gain the ability to manage the different dimensions of the business with much more flexibility and data consistency
- Obtain flexibility for scenario analysis, and a rolling forecast with high value for the company
- Gain greater control over the subsidiaries and different products as well as a simplified budgeting process, resulting in significant reduction in errors and inconsistencies
- Work as partners during the project to facilitate the transfer of knowledge, empowering the client to make full use of the tool and the model

Success story
Panama | Adaptive Insights

Brief description of service

A Panamanian fast-food restaurant chain (US$102 million revenue) that owns several different franchise restaurants across the country and a real-estate business sought to improve its budget projection process, which was complicated to do in its spreadsheet-based system. This led to the decision to implement a budgeting process in Adaptive Insights.

What problem does this address?

The client was seeking a solution for various challenges, including:

- Lack of standardized and integrated processes across geographies, functions and business units
- Slow, cumbersome, iterative, manual and/or inflexible PBF processes
- Inability to handle a comprehensive budgeting and forecasting cycle in multiple currencies, including inability to run a rolling forecast
- A lengthy budgeting and forecasting process
- Inflexible scenario analysis process to support decision-making
- Inefficient budget-version and user-security management
- Inability to easily break down results in different categories, such as by brand, region or branch
- Inability to quickly and easily obtain consolidated management information and various management reports

Results

An interdisciplinary Deloitte team, including professionals in the financial, technology and engineering sectors and with experience in similar implementations, collaborated with the client to:

- Develop a flexible, integrated and automated budgeting model for the short, mid- and long- term horizon
- Develop a model that could be updated with current data monthly, quarterly or annually, and compared with previous versions of the budget. It could also provide a streamlined delivery of balance sheet, income statement and cash-flow projections
- Gain greater control over the branches of the various franchises, making the budgeting process much simpler and more user-friendly
- Acquire qualified in-house users of the tool, due to the training approach employed during the project

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