

Deloitte.

THE RIPPLE EFFECT

Stories of purpose and lasting impact

One company, one voice

How Deloitte helped simplify and strengthen a company's system landscape

HELPING 500 COMPANIES TO **ACT AS ONE**

THE SITUATION

After many years of acquisitions, a global company with a diversified portfolio of products had a problem: With many reporting companies under its umbrella, it needed greater efficiency and transparency in its financial reporting. Part of the reason was to create greater data visibility for the entire company and to free up employees who were forced to manually input data.

The company's success of acquiring between two and three companies a year over many years also came with a challenge. With so many stakeholders, the company suddenly faced an aging and outsized technology architecture: More than 60 Enterprise Resource Planning software platforms (ERPs), multiple reporting cubes, disseminated data, and deferred maintenance of software that was decades old.

In other words, every finance professional within the organization had their own way to access and disseminate data. As a result, overtime costs were rising due to the inefficiencies associated with manually inputting data.

Finally, with so many ERPs, there was limited visibility into the data, which hindered the ability to create meaningful business decisions.

Outcomes were delayed or not met, forcing a substantial need to make such a fragmented landscape whole again. Clearly, the organization needed to improve all financial capabilities to improve outcomes, drive value, and ultimately strengthen the user experience.



THE SOLVE

The organization turned to Deloitte in 2019 to help guide it in this transformational moment. The team immediately created workshops with relevant stakeholders to assess its current state and then create a solution road map to create a more seamless accounting experience. Consultants helped the company define the scope of the work, set ambitions, and examine processes to determine which one would be the best to get them to their optimal outcomes.

The recommendations that emerged from this process included standardizing data and processes throughout the organization; automating manual processes with technology such as BlackLine, Alteryx, Tableau, and PaPM; and reducing or eliminating structural redundancies and complexities across different functions.

Throughout this process, new training was also needed—not just on the new software but to create a new culture that embraces change and values the perspectives of everyone. All training was recorded online to leverage for future employees to access whenever needed.

**CREATING A TRANSFORMATIONAL PIVOT
INTERNALLY TO IMPROVE GROWTH**

THE IMPACT

The organization now has the technical tools to create greater efficiency and transparency. Finance professionals now have a clear lens into the data, which can make them more effective partners with the organization—as a more granular level of detail improves business decisions, strategy, and, ultimately, performance.

Processes are also now simpler and standardized today. By using technology to automate different functions, users now have the time and the data to drive smarter and faster business decisions. Now, any companies acquired by the organization can easily harmonize within the organization, making growth not a short-term burden but a long-term benefit.

Changes from the overall program are impacting more than 6,000 finance professionals, including more than 2,000 within their shared service organization.

By automating manual processes, the new technology is helping improve strategy to yield greater value, as well as giving greater transparency for everyone within the organization.



REMOVING BARRIERS TO MAKING A MULTINATIONAL
OPERATE AS ONE

LET'S CONNECT.

Do these challenges sound familiar?



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