

The recipe for a successful closed loop Business Analytics program





- Steven Pacquée
   Teammanager Business Intelligence
   8 yrs
- Joeri FabryGroup Controller6 yrs

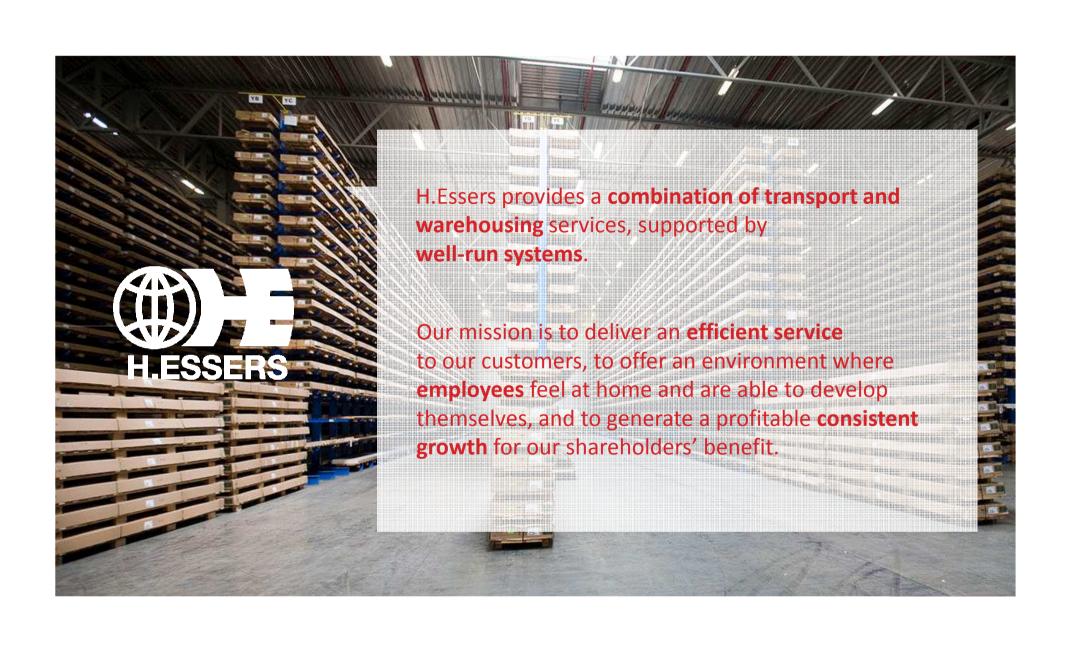


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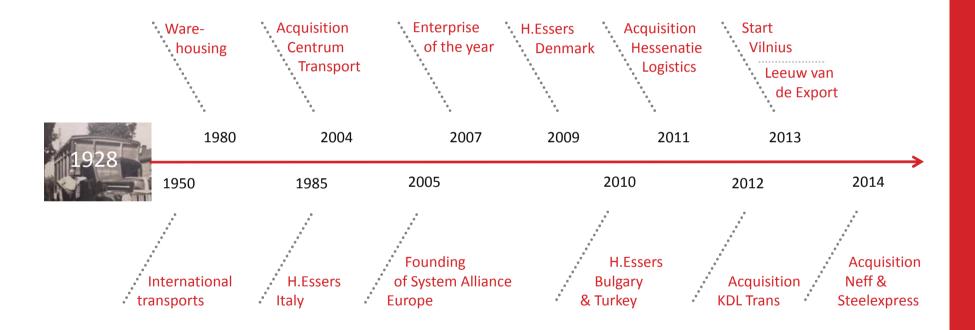
Challenges

Approach

Today











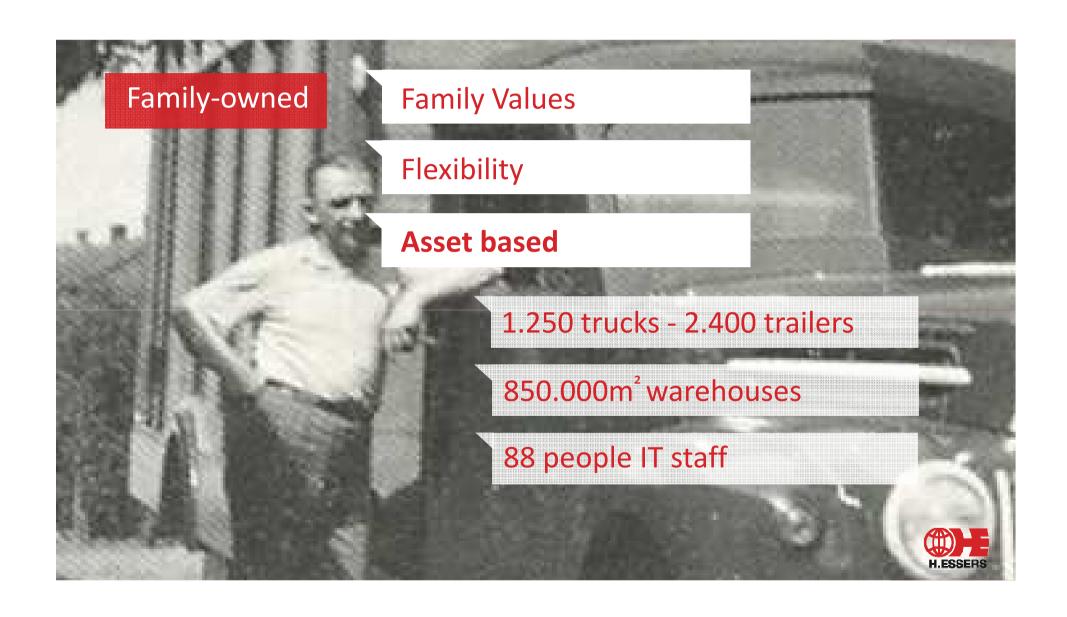




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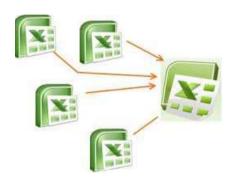
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# **BI Challenges**







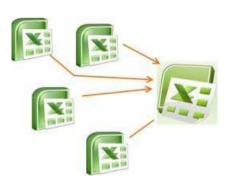








- Excel based Management Reporting processes
  - Huge work volume for Controlling due to "ad hoc" questions
  - Cumbersome manual process
  - Time-consuming, repetitive & error-prone
  - Dependent on people running the process
  - More time spent on production then on analysis
  - Lack of flexibility for new creating new insights
  - TM1 was used but without "drill-down" possibilities
  - Only aggregated data available
  - Monthly closing out of the books
  - Quarterly full closing



#### Challenges: One version of the truth



- RESULTS
  - Operational results = Financial results
  - Quarterly results to monthly results
- KPI's
  - Operational and financial KPI's out of same source





#### Challenges: People - Organization

- It is not a "nice-to-have" for some people, but it should result in a change towards the whole organization
- H.ESSERS does not want to depend on individuals
- Suppliers independency
- It is a huge project and "quick wins" should be maximized
- To follow-up the project, iterations are needed,
   which should have after each step a tangible result





H.ESSERS
WAREHOUSING «TRANSPORT» SYSTEMS

- Proactive finding errors i.s.o. reactive
- Fixed and quicker reporting-moments
- NO to excel
- From post reporting to forecasting





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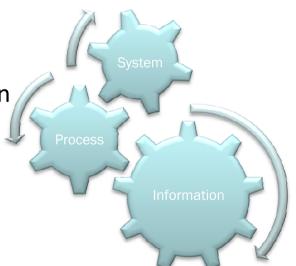
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#### Management roadmap: FIN - TMS

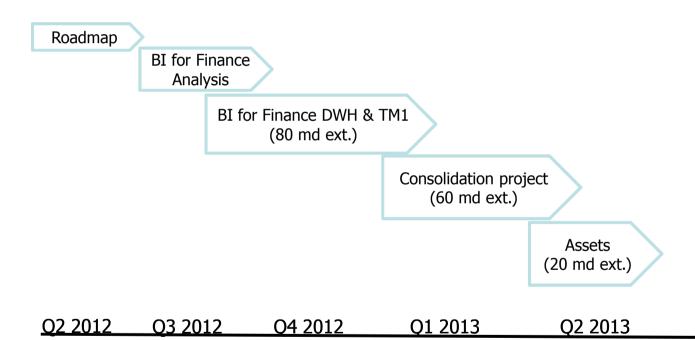


- FIN: 3-day pre-analysis
- TMS: 10-day pre-analysis
- Interviews with key stakeholders
- Integrate 3 dimensions
- Software + architecture recommendation
- Sub-projects & timeline
- Overall budget
- Collaboration & methodology









## Program Phasing – TMS (Transport Management System)



TMS Analysis & Design (60 md ext.)

1,25mio transports/year!

TMS Data Warehouse build (100 md ext.)

Cognos BI for TMS (35 md ext.)

1.250 trucks - 2.400 trailers

**BI** Coaching

Q1 2013 Q2 2013 Q3 2013 Q4 2013 Q1 2014 Q2 2014

# BI for Finance: Iteration 1 Reporting



- Management reporting
  - 12 different business units
  - 90 different units
- Consolidated balance sheet and P/L on statutory and consolidated level

# BI for Finance: Iteration 2 Cognos Controller



- Legal Consolidation application
- Approximately 30 legal entities
- Managerial P&L reporting with 3 analytical dimension (department, country, location)
- Standard chart of accounts
- Transactional data interfacing with DWH (data upload & data push)
- Masterdata interfacing (account structure upload)



#### Dimensions Finance BI (simplified)



**Group Accounts** 

Foreign Accounts

Reporting Accounts

Units

Financial statements

Suppliers

Fact GL Account:

- Local Amount
- Transaction Amount
  - Eur Amount
- Month Recalc Amount

Departments

Locations

Countries

InterCompanies

**Booking Companies** 

Transaction Currencies

Customers

Companies



#### BI for TMS:

#### **Iteration 1: Orders-Actions-Trips**

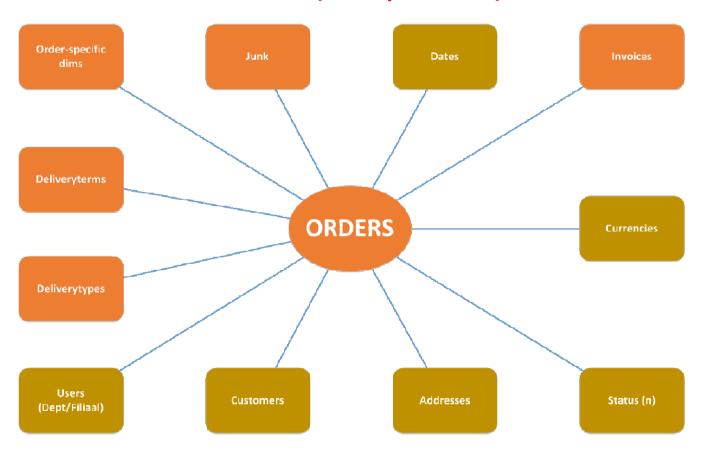
- Management reporting > 20 different excel reports
- Consolidated on monthly level

#### **Iteration 2: Fleet**

- Depreciation and garage Cost (1250 trucks/2400 trailers)
- Driver cost (1600 drivers, 250.000 hours/month)
- Mileage (12times around the world/day)
- Fuel consumption (3,5 million liters/month)
- Road cost (11 million km/month)

## Dimensions TMS (simplified)







#### **Technology Choices**

- Vendor long list based on Gartner Magic Quadrant
- IBM Cognos TM1 was "in house" but under-used
- IBM Cognos
  - Complete end-to-end Performance Management Platform
  - Vendor stability
- Microsoft SQL Server 2012 for Data Warehouse,
   ETL & Master Data Management



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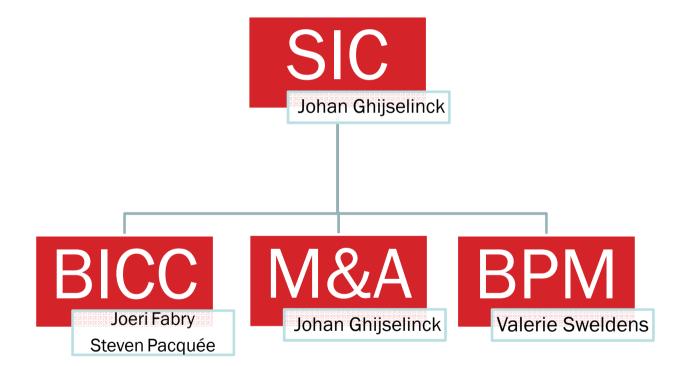
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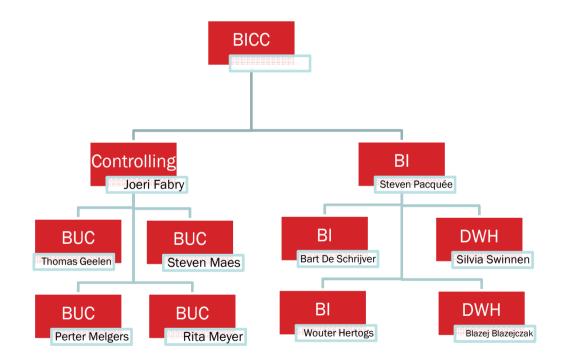
#### Organization





#### Organization





#### **Scope 2014**

- Maandrapport overhead

- Mndrapport warehouse

- Baan/tunnel/ferry

- Provisies (corr, omzet, ....)

- Uitbreiding fin rapporten

- Charterrapporten

- Fleetrapport KPI's

- Weborder

- Sales target

Perf & klant

- Vgl klantentarief

- Leveranciersrapport

- PBS

G

E

Xplus5

- Bco

- Uitvoerder orders

- Onpare lanes

- Corr-overzicht

- OTI

- HR report

- Transport economics

- Fleet

- Transport KPI's

- Expedition

- Investeringen (assets)

- RvB

- Budget

- M&A dossiers

H.ESSERS

Kaderleden

Covenanten

- Capaciteit productiviteit

Omzet trekker/dag

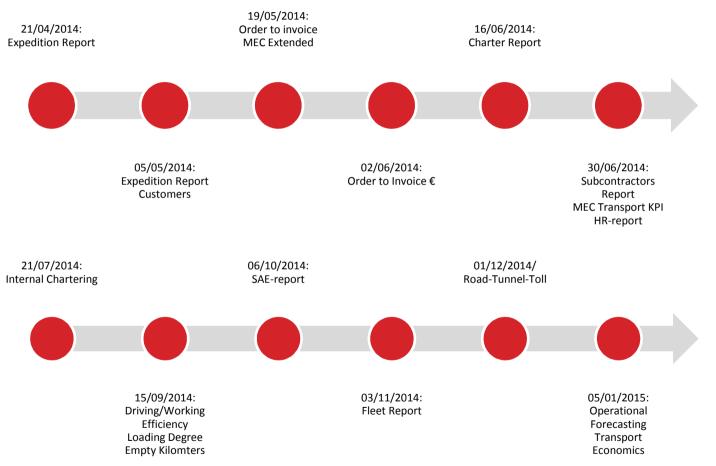
- Forecasting

Winst- & verliesklanten

**IMPORTANT** 

#### **Scope 2014**





#### Today

- Fine tuning DWH
- Fine tuning Cognos Framework
- Support and coaching
  - 80 md BI / 40 md DWH
- Development of reports
- Bl environment
- Development DWH HR



#### Reports - MEC



Unit: Gnk Trpt-Poland

Eur Amount Monthly Recalc	201304		201	404		YTD Month								
	Actual	Budget	Actual	Budget	%	Year-1	Budget	Actual	Budget	%				
a. Total revenue	118.391	121.061	115.792	96	-2,20%	475.202	456.099	<u>468.925</u>	103	-1,32%				
c. S&OG	-78.257	-81.151	<u>-91.731</u>		-17,22%	-302.969	-292.713	<u>-344.015</u>		-13,55%				
g. Trade receivables	521	-62	<u>-772</u>		_	284	-230	<u>-3.979</u>		-				
z. Allocations	-20.746	-19.333	<u>-17.545</u>		15,43%	-81.737	-78.725	<u>-72.369</u>		11,46%				
Ebitda	19.908	20.514	5.743	28	-71,15%	90.780	84.430	48.562	58	-46,51%				
Ebitda%	16,82%	16,95%	4,96%	29	-70.50%	19.10%	18.51%	10.36%	56	-45.79%				
Ebit	19.908	20.514	5.74	1601		Reven	ue - Contribu	tion %		30,00%				
Ebit%	16,82%	16,95%	4,96%	140						25,00%				
Net result	8.098	20.514	5.74	120		de a l	A			20,00%				
NetResult%	6,84%	16,95%	4,96%	· 100	1	<b>\</b>				15.00%				
	6,84% 19.908	16,95% 20.514		현		17				15,00%				
NetResult% Contribution				Pu		W	V	1		10,00%				
NetResult%	19.908	20.514	5.74	90 September 100		V	V							

## Reports – MEC Extended



Actual
Budget

Select all Deselect al

Year and Month: 201401, 201402, 201403, 201404, 201405, 201406, 201407, 201408, 201409, 201410, 201411, 201412

*			Finish
	Deselect all	Deselect all	

Unit Selection: Gnk Trpt-Poland

EUR	201401		201402		201403		201404		201405		201406	201407	201408	201409	201410	201411	201412	201401		201402		201403	
	Budget	Actual	Budget	Budget	Budget	Budget	Budget	Budget		% Budget	% Actual	% Budget	% Actual	% Budget	% Actual								
a. Total revenue	111.160	107.066	112.768	115.229	111.110	130.838	121.061	115.792	112.800	44.478	115.605	125.185	112.183	128.089	117.742	116.164	83.324	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
01. Revenue	65.470	63.837	68.652	71.752	64.806	82.714	75.727	70.031	55.552	20.637	65.209	62.979	66.096	68.224	65.814	64.685	47.525	58,9%	59,6%	60,9%	62,3%	58,3%	63,2%
01. Revenue correspondents	38.785	38.047	38.634	36.800	43.292	35.554	42.913	34.957	48.194	21.610	40.857	50.374	40.541	47.708	43.100	43.100	30.170	34,9%	35,5%	34,3%	31,9%	39,0%	27,2%
01. Revenue internal chartering cost	-3.280	-740	-3.300	-820	-6.870	0	-6.200	0	-1.650	0	-2.393	0	-3.103	-1.176	-3.000	-3.300	-3.000	-3,0%	-0,7%	-2,9%	-0,7%	-6,2%	
01. Revenue internal chartering revenu	4.961	1.030	3.304	2.570	4.711	1.031	2.578	1.296	6.271	0	6.729	6.807	3.375	7.889	6.576	6.517	4.837	4,5%	1,0%	2,9%	2,2%	4,2%	0,8%
01. Revenu internal transfers	0	0	0	146	0	6.351	0	5.199	0	0	0	0	0	0	0	0	0				0,1%		4,9%
04. Other operating income	0	0	0	0	0	485	0	100	0	0	0	0	0	0	0	0	0						0,4%
05. Fuel surcharge	2.206	2.337	2.313	2.131	2.183	2.439	2.551	1.798	1.872	1.117	2.197	2.122	2.227	2.298	2.217	2.179	1.601	2,0%	2,2%	2,1%	1,8%	2,0%	1,9%
06. Toll	3.019	2.555	3.165	2.650	2.988	2.265	3.492	2.410	2.561	1.114	3.007	2.904	3.047	3.146	3.035	2.982	2.191	2,7%	2,4%	2,8%	2,3%	2,7%	1,7%
c. S&OG	-69.534	-86.036	-71.381	-75.096	-70.646	-91.153	-81.151	-91.731	-75.254	-9.128	-78.903	-82.778	-76.560	-91.906	-72.633	-75.849	-52.349	-62,6%	-80,4%	-63,3%	-65,2%	-63,6%	-69,7%
Charters	-55.580	-69.489	-57.512	-63.126	-55.555	-78.418	-65.373	-73.022	-60.122	-10.829	-64.739	-67.850	-63.944	-79.415	-57.694	-60.405	-39.996	-50,0%	-64,9%	-51,0%	-54,8%	-50,0%	-59,9%
Correspondents	-7.339	-10.759	-6.804	-6.146	-8.567	-4.719	-7.942	-6.847	-7.810	-1.894	-8.839	-8.902	-6.931	-6.206	-7.935	-7.935	-5.952	-6,6%	-10,0%	-6,0%	-5,3%	-7,7%	-3,6%
Damage	-109	-489	-113	0	-113	0	-125	-1.586	-108	3.595	-111	-118	-112	-121	-114	-113	-81	-0,1%	-0,5%	-0,1%		-0,1%	

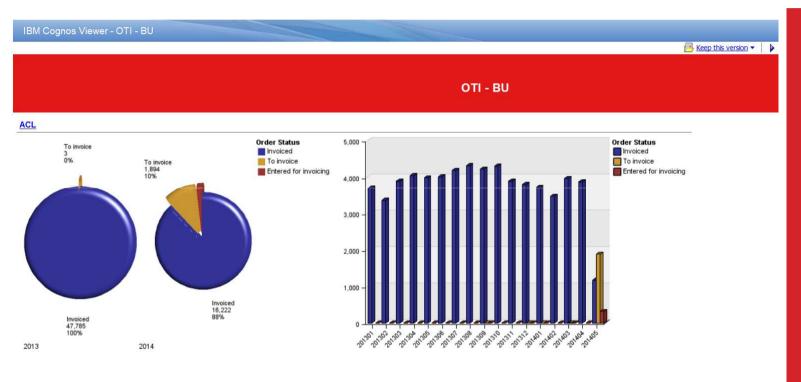
## **Reports - Expedition**





## Reports - OTI







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Today

- Free up the right internal resources
- Coaching & co-development model works well
- Knowledge transfer
- Mapping and documentation
- Phased approach with time-boxed iterations & deliverables
- Budget control
- Deadlines help, but sufficient planning is better
- Recommendation: the business has to be a stake-holder otherwise don't start
- Think big, start small





