



**The recipe for a succesful
closed loop Business
Analytics program**

Speakers

- Steven Pacquée
Teammanager Business Intelligence
8 yrs
- Joeri Fabry
Group Controller
6 yrs



About us

Challenges

Approach

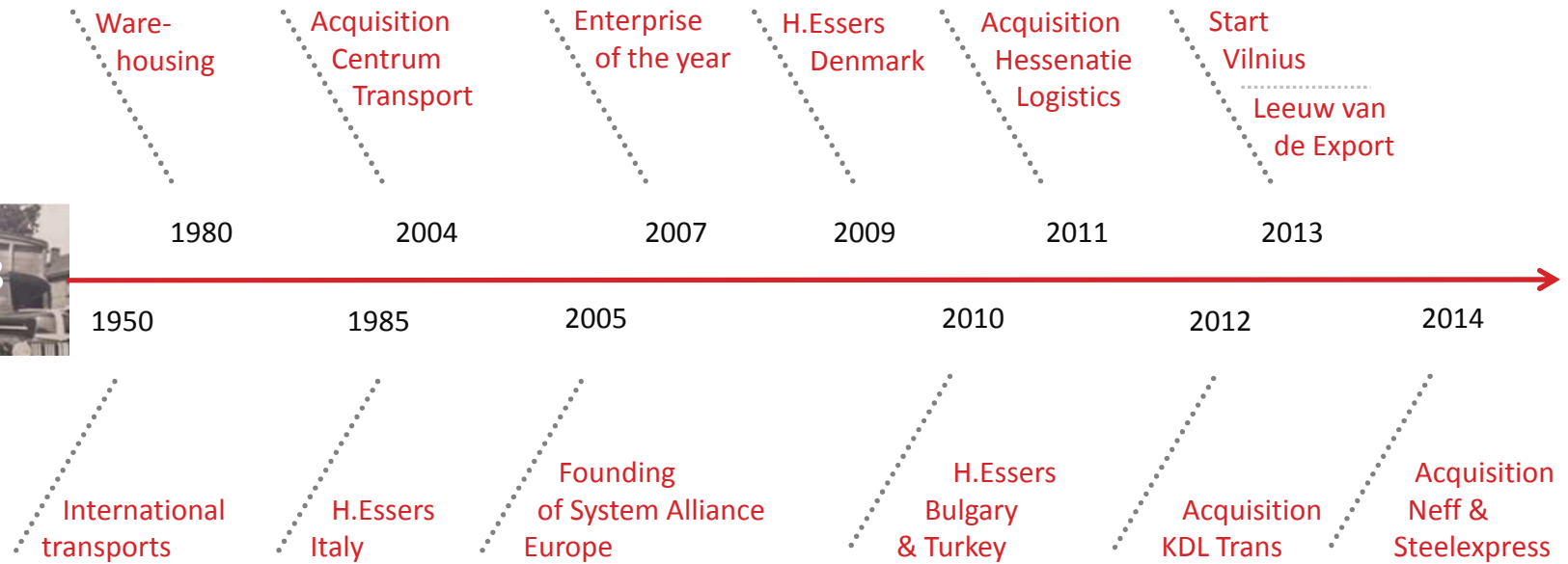
Today

Lessons learned



H.Essers provides a **combination of transport and warehousing** services, supported by **well-run systems**.

Our mission is to deliver an **efficient service** to our customers, to offer an environment where **employees** feel at home and are able to develop themselves, and to generate a profitable **consistent growth** for our shareholders' benefit.



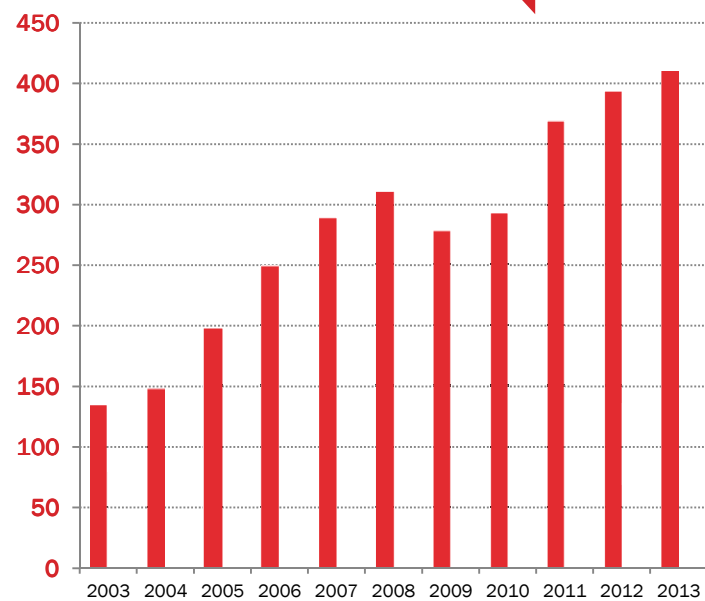
Locations in Belgium



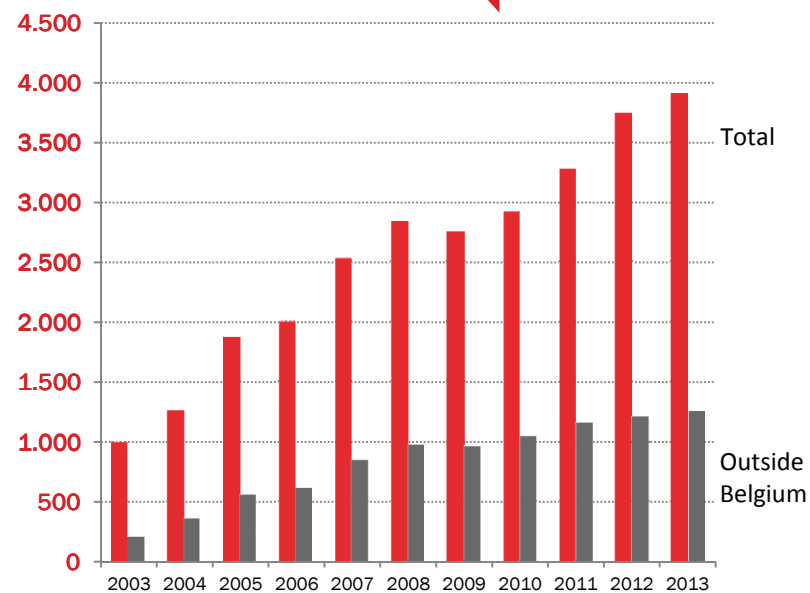
Export
of knowhow
11 countries
33 locations



Turnover



Employees





Family-owned

Family Values

Flexibility

Asset based

1.250 trucks - 2.400 trailers

850.000m² warehouses

88 people IT staff





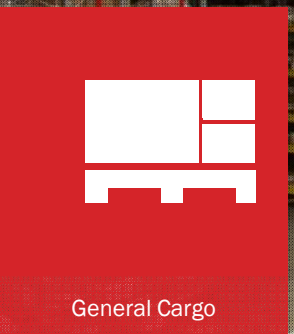
Chemicals



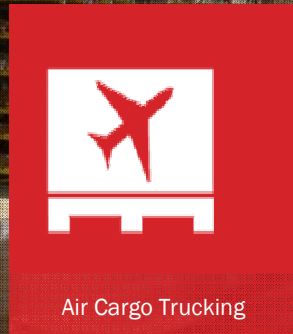
Pharma - Healthcare



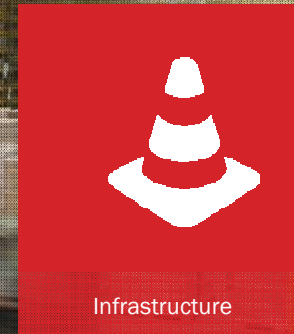
High Value
Technical Care



General Cargo



Air Cargo Trucking



Infrastructure



Food & Feed





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BI Challenges



Challenges : Workload

- 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



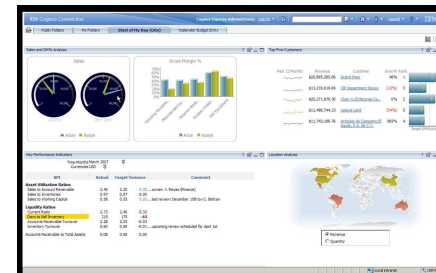
Challenges : People - Organization

- 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



Challenges : Reporting

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





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Challenges

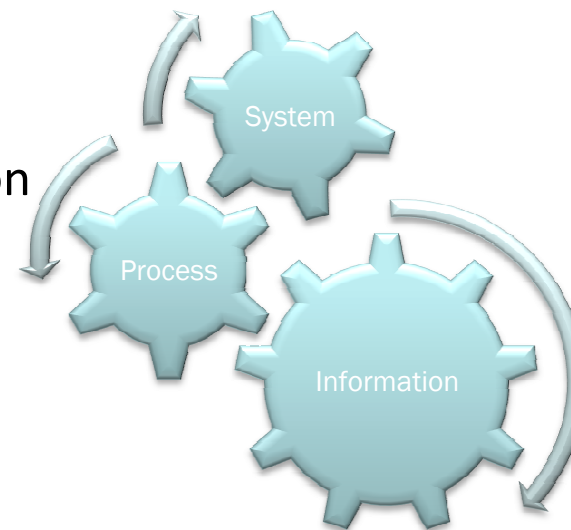
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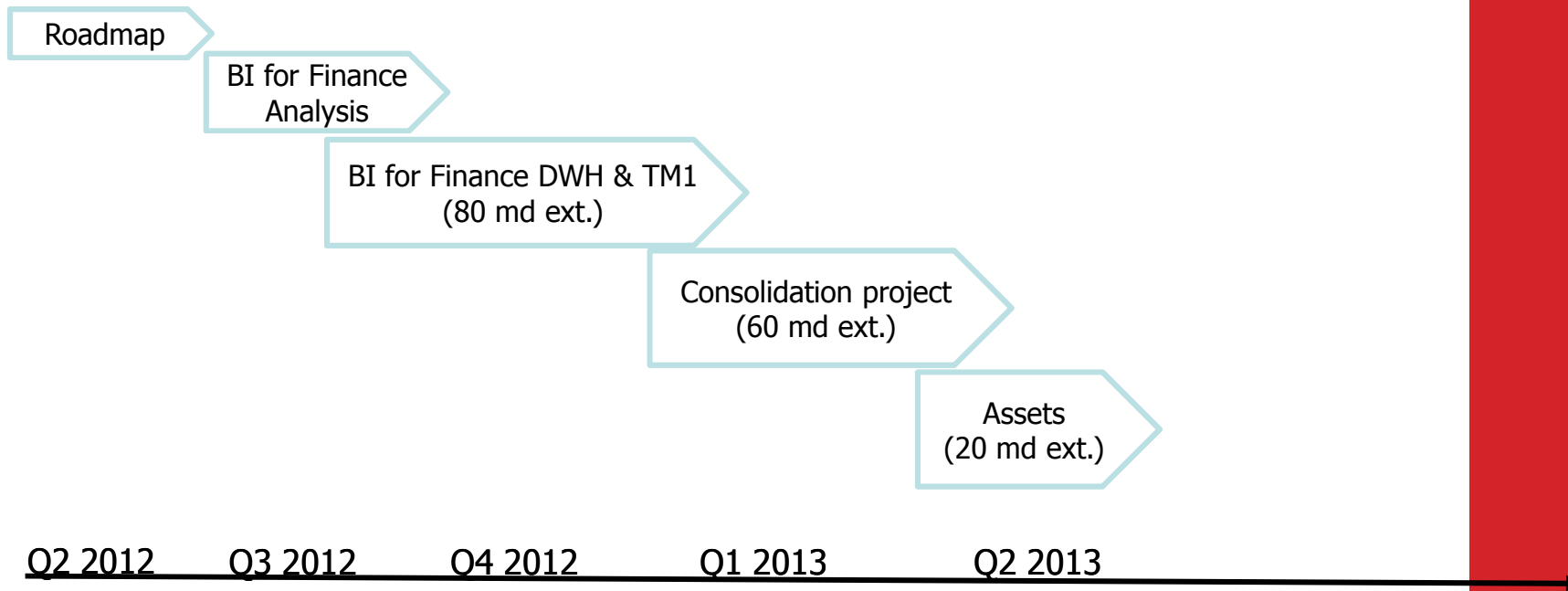
Lessons learned

Management roadmap: FIN - TMS

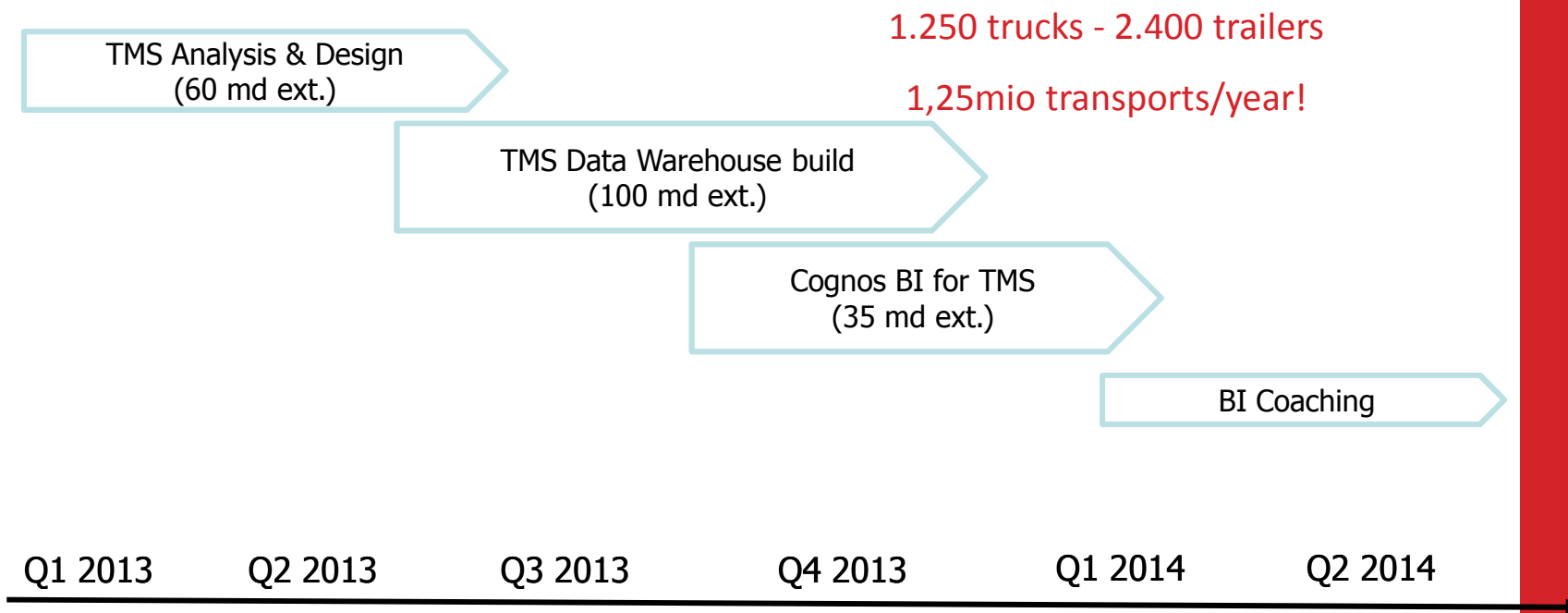
- FIN: 3-day pre-analysis
- TMS: 10-day pre-analysis
- Interviews with key stakeholders
- Integrate 3 dimensions
- Software + architecture recommendation
- Sub-projects & timeline
- Overall budget
- Collaboration & methodology



Program Phasing - FIN



Program Phasing – TMS (Transport Management System)



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)



BI for TMS:

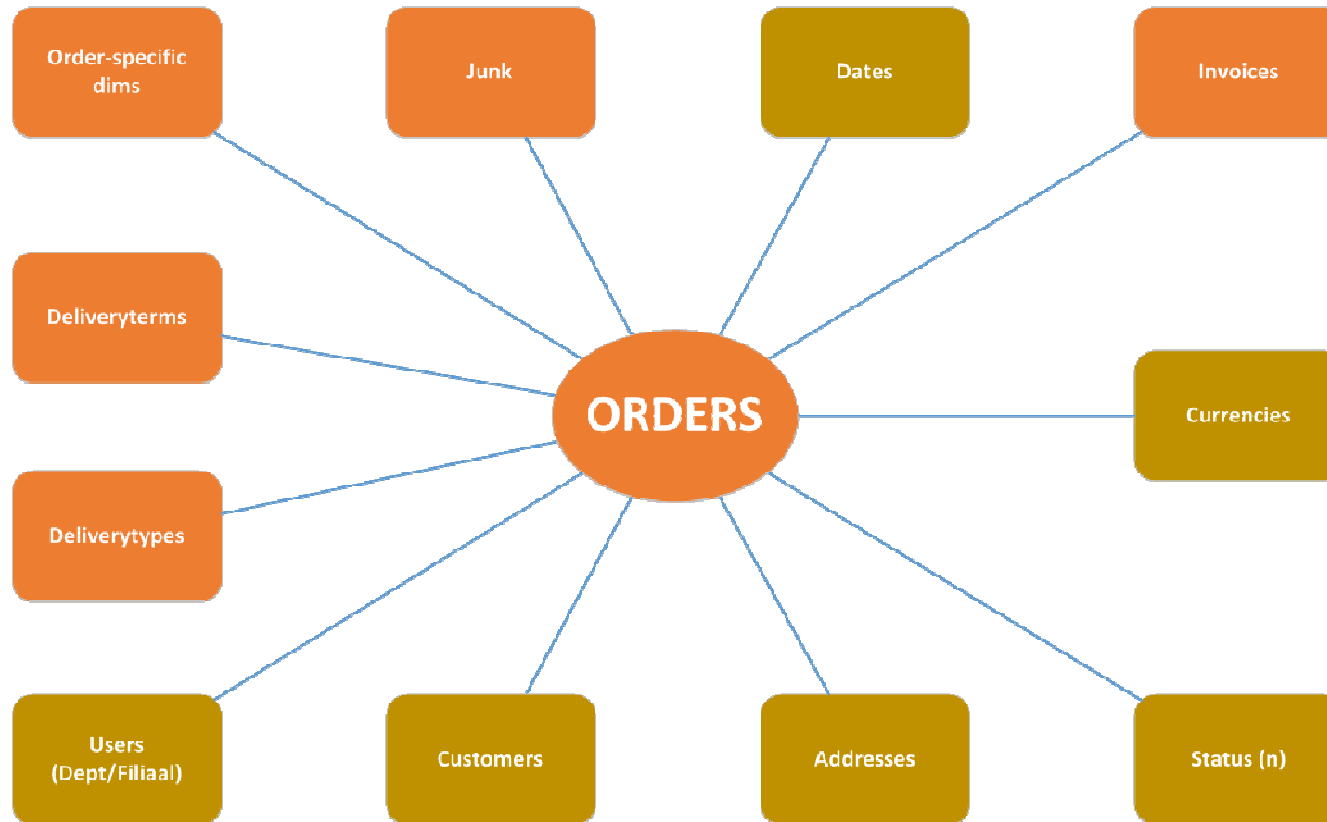
Iteration 1: Orders-Actions-Trips

- 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





About us

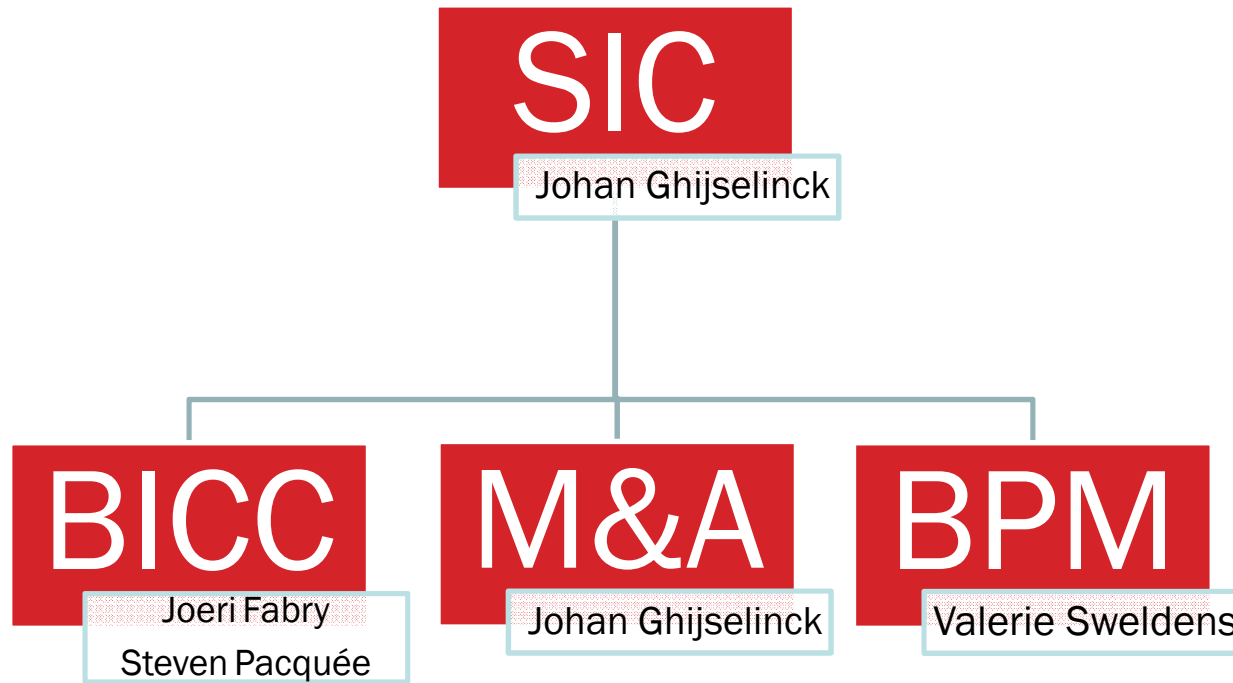
Challenges

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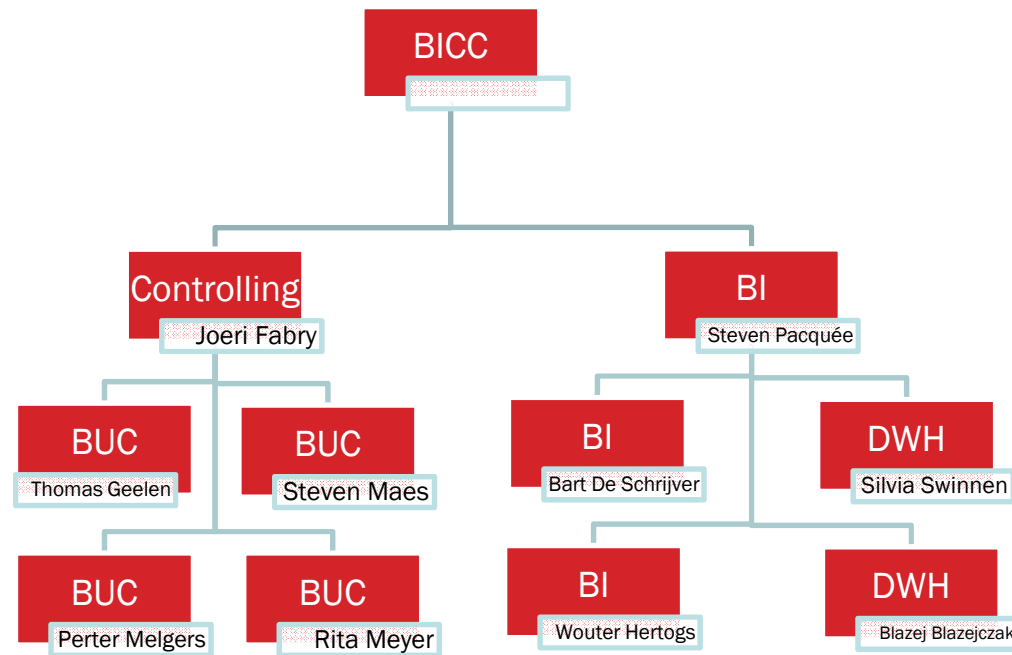
Today

Lessons learned

Organization

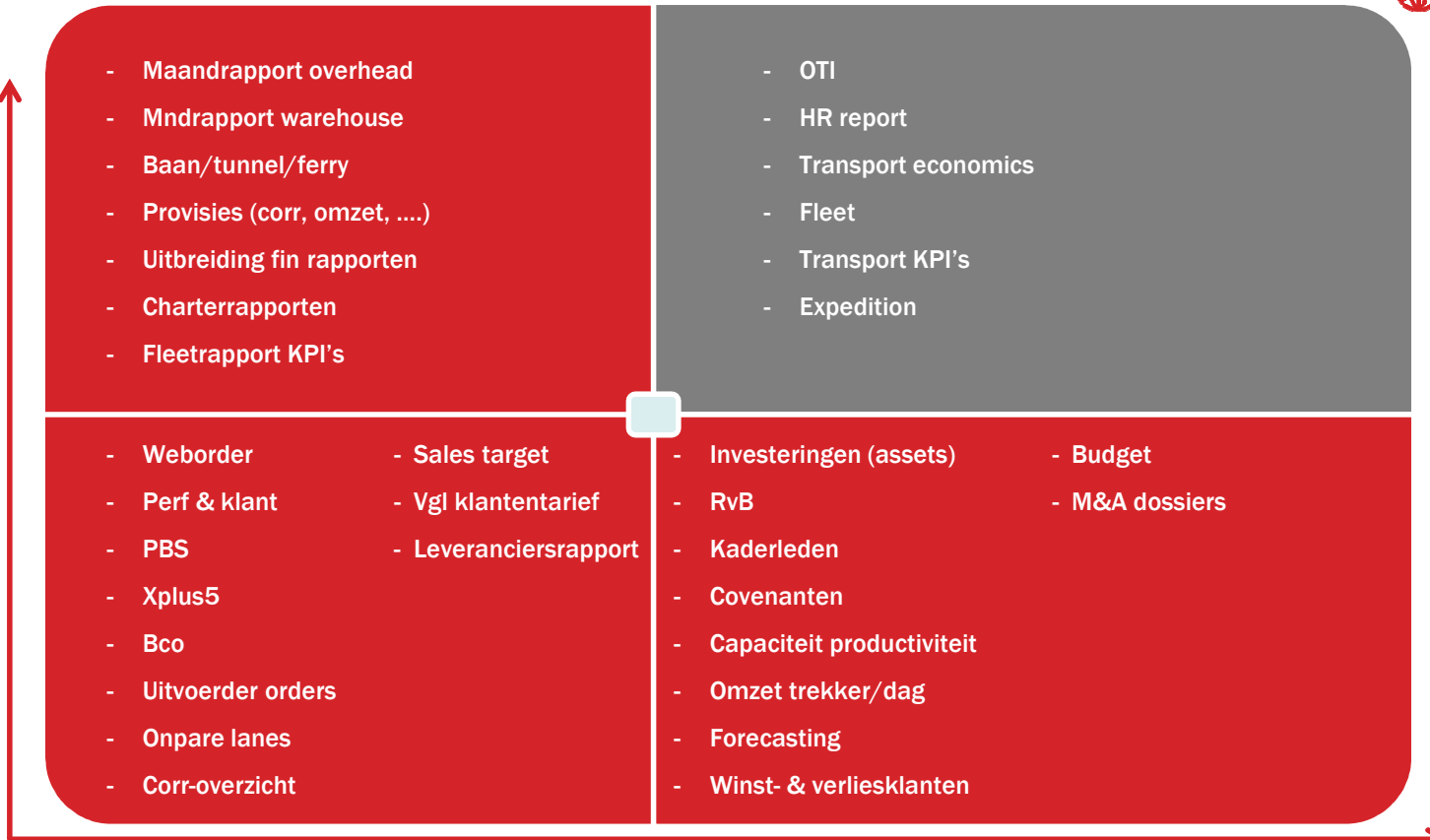


Organization



Scope 2014

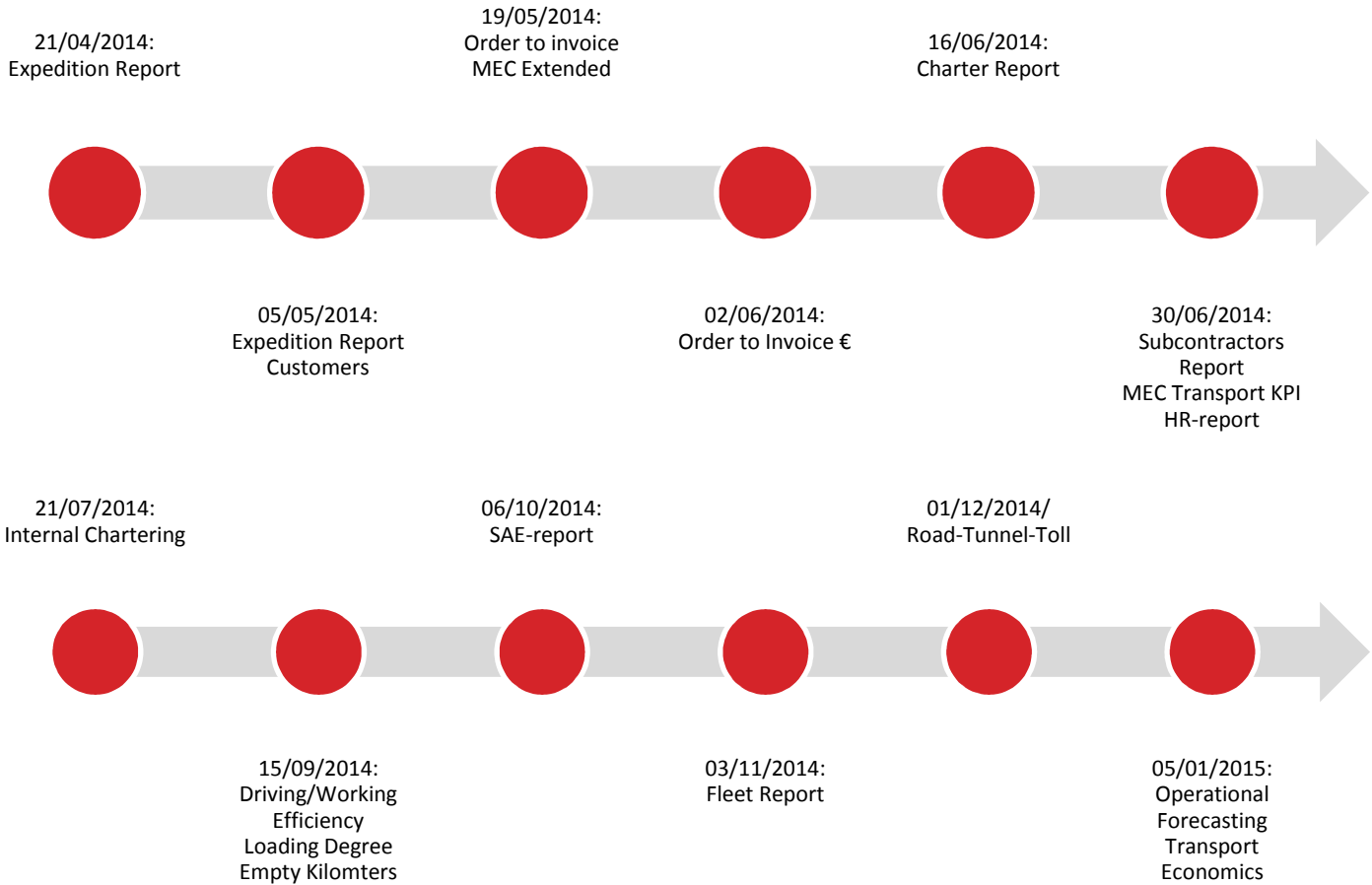
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IMPORTANT



Scope 2014



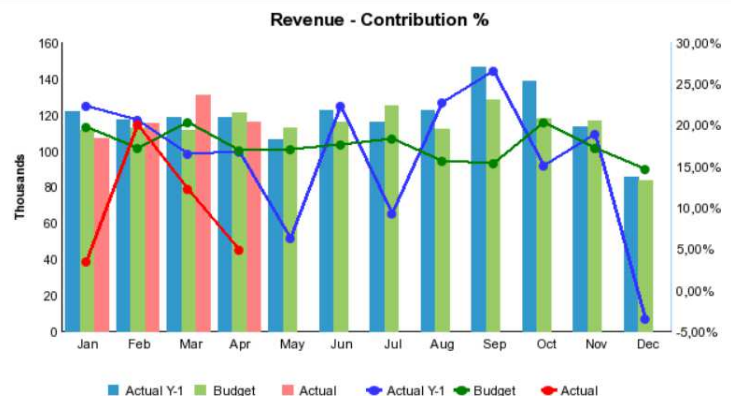
Today

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

Reports - MEC

Unit: Gnk Trpt-Poland

Eur Amount Monthly Recalc	201304	201404			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	468.925	103	-1,32%
c. S&OG	-78.257	-81.151	-91.731		-17,22%	-302.969	-292.713	-344.015		-13,55%
g. Trade receivables	521	-62	-772		-	284	-230	-3.979		-
z. Allocations	-20.746	-19.333	-17.545		15,43%	-81.737	-78.725	-72.369		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							
Ebit%	16,82%	16,95%	4,96%							
Net result	8.098	20.514	5.74							
NetResult%	6,84%	16,95%	4,96%							
Contribution	19.908	20.514	5.74							
Contribution%	16,82%	16,95%	4,96%							



Reports - Expedition



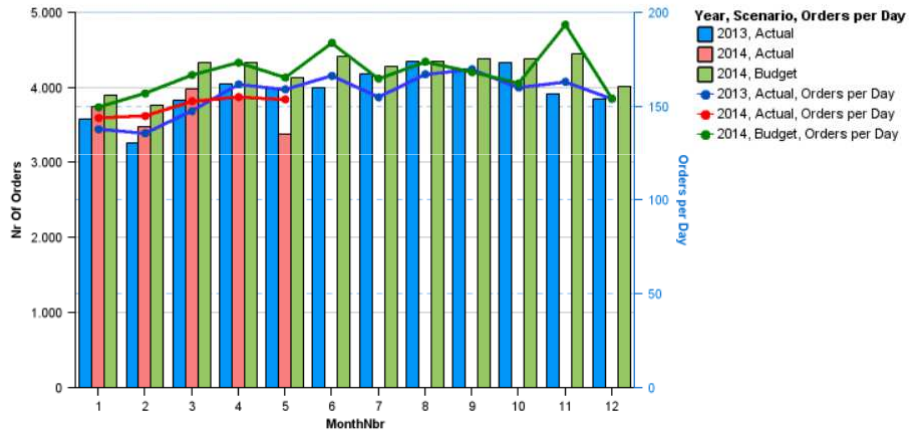
IBM Cognos Viewer - Expedition Report

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Expedition Report

- ⊕ Affiliated Companies
- ⊖ H.Essers

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	201305		201405		YTD	
	Actual	Budget	Actual	2013	2014	
				Actual	Budget	Actual
Nr Of Orders	3.984	4.140	3.389	18.733	20.485	18.483
Charg. Weight (in Ton)	58.873	58.011	46.234	294.522	287.068	267.355
Charg. Weight per Order (in Ton)	14,78	14,01	13,64	15,72	14,01	14,46
Work Days	25	25	22	126	126	123
Orders per Day	159	166	154	149	163	150

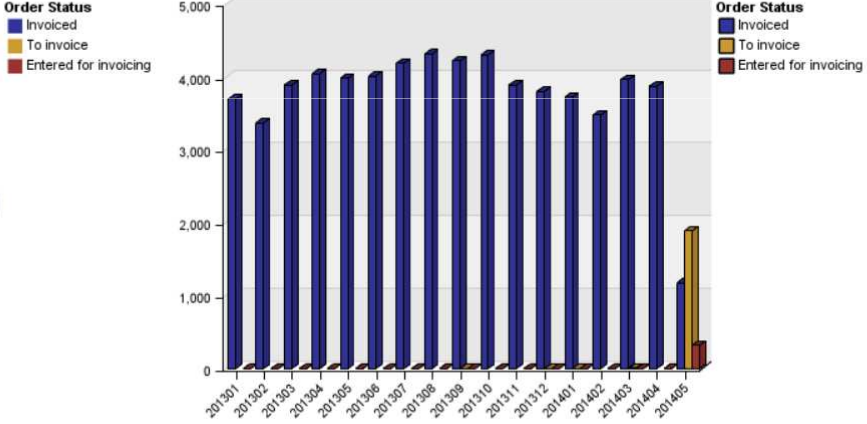
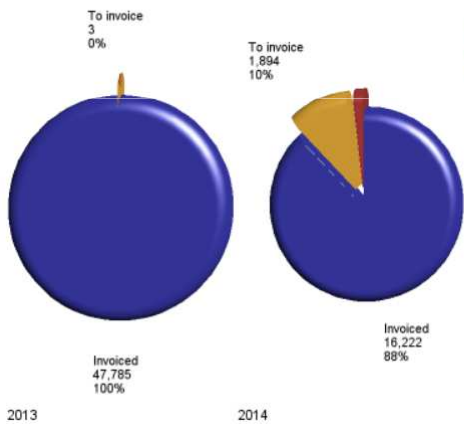
Reports - OTI



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OTI - BU

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Lessons learned

- 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



