COWI, Kongens Lyngby, Denmark

BUSINESS INTELLIGENCE OFFERS COWI ONE COMMON TRUTH

❝❞ Prior to introducing a new BI system, our various managers would have their independent version of reality and take on the situation, because they copied different figures from different IT systems. In contrast, our current BI solution offers us "one set of truth".

Thomas Quistgaard Nielsen, Manager Finance Department, COWI

Challenges

- Decentralized organization with managers having each their separate data
- Uncertainty about the accuracy of the figures
- Not one common truth

Solutions

- Business Intelligence system based on SAP BusinessObjects combined with SAP BW

Benefits

- No more need for time-consuming manual handling of data
- Access to vital information directly from the source
- The Maconomy-based ERP system feeds the BI solution with its most recent business data
- A common truth of data

Why NTT DATA Business Solutions?

- Technical knowledge
- Understanding of the business and its needs
- Great energy and enthusiasm

COWI

Industry: Consulting
Areas: Engineering, Environment and Economy
Employees: 6,600 (2018)
Website: https://www.cowi.com/

NTT DATA Business Solutions

SAP Platinum Partner

NTT DATA
Trusted Global Innovator

Central Management in Global Set-up

The consulting company COWI is on a journey: Management is turning a decentralized organization into a more centrally managed corporation with focus on an overall, global set-up. An important means to achieve that goal is implementing a business intelligence (BI) system, allowing access to a common set of underlying business figures.

Results and benefits

Achieving one common truth offers numerous benefits: The business controllers no longer need to spend time on manually clipping, copying and pasting data. They now have access to vital information directly from the source, and there is no discussion about the accuracy of the figures.

The actual target group of the project, namely top management, has also welcomed the project and its results. COWI's COO has gone so far as to directly recommend upper management to use the BI reporting tools at all meetings. In consequence, the new BI solution will become a concise and hands-on tool for business follow-up.

The BI project is a logical step forward in COWI's overall change of ERP system – a change that will eventually be implemented throughout the entire corporation. The Maconomy-based ERP system feeds the BI solution with its most recent business data. The BI system is based on SAP BusinessObjects combined with SAP BW.

The target group for the BI project is COWI's senior vice presidents and management team. The goal was that they themselves should be able to access key figures instead of requesting assistance from the finance department. That goal has been achieved by way of four dash-boards presenting data from each of their perspective.

"The first dashboard presents an overview of six important business KPIs, such as turnover, productivity, working capital, and stock backlog", explains Manager Thomas Quistgaard Nielsen. The second dashboard has COWI's customers in focus, rendering insight into overall company turnover and earnings related to individual customers and/or industry groups. The third dashboard focuses on the financial aspects, such as key figures and ratios like earnings and overall profit-and-loss, whereas the fourth dashboard allows management to look forward and evaluate potential risks:

"It is a simulation tool, allowing us to see how business

will evolve over the remaining part of the year, if it should continue to develop as is. We can simulate the effect of various changes: What would it mean if we increase our sales price on all services? What if we increase productivity? And what if we increase or decrease our sales force? The system renders fact-based answers to all of these queries", Thomas Quistgaard Nielsen states.

Why NTT DATA Business Solutions?

NTT DATA Business Solutions (NTT DATA) won the assignment in a tender in early 2012. The project was initiated in March, and the new system went live in October – on time and at agreed price. "We have sensed great energy and enthusiasm from itelligence*. An example is that itelligence's Partner, Head of Management Consulting, Henrik Müller, volunteered to enter into our project steering group", says Anette Fruergaard and continues: "itelligence has contributed with technical knowledge as well as an understanding of our business and its needs".

It might have turned out a challenge to the project that it builds on the latest version of SAP BusinessObjects, version 4. At the time of project start-up, hardly any Danish company had tried the new version. However, NDBS had solid experience and best practices in place, and thus, it never became a problem. Project success drew on experience from three countries within the COWI corporation: Denmark, Norway and Sweden, which Anette Fruergaard considers a key success factor. "Each country had its own reporting culture. We took the best from all three cultures, resulting in one common COWI BI, which we will later roll-out to the rest of the world".

At first, the project managers tried to run the BI project as a top-down exercise, resulting in an overall BI strategy. However, it quickly became evident that it would be far more beneficial to the end result to involve the users and their needs at an early stage. "It was a good choice to focus on the direct deliverables to our senior vice presidents. Their needs and requirements were instantly met, and our clear focus on execution and visible results gave us the success that we are now able to build our strategy around", says Thomas Quistgaard Nielsen.

Since April 1, 2021 itelligence is operating as NTT DATA Business Solutions

Want to know more?
Do not hesitate to contact us:

www.nttdata-solutions.com

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