

SUMMARY

Daugherty developed a powerful set of Business Intelligence tools that provided management with levels of visibility into financial processes never before possible.

OUR SERVICES

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Custom Solutions
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Daugherty's Business Intelligence Solution Helps Telecommunications Giant Avoid Over \$50M in Potential Vendor Penalties

BUSINESS CHALLENGE

A leading telecommunications company presented a complex business environment with a mix of regulated and non-regulated businesses, increasing competition from fewer but larger competitors, and intense pressure for cost containment. Multiple divisions meant multiple legal entities and multiple financial languages, where cross-division projects are the norm and the need for central coordination of autonomous business units important. There were hundreds of legacy systems (some over 30 years old) on multiple platforms and many systems still under development. Business rules had changed over time making the integration of legacy systems a challenge. The telecommunications industry is dynamic by nature, with constantly shifting business strategies, shifting regulatory environments, shifting competitive environments, and shifting industry focus. New products and new technologies are introduced to the marketplace with increased rapidity. Having access to critical data was essential to remain competitive.

SOLUTION

Daugherty provided management with levels of visibility into financial processes never before possible. The telecommunications company was equipped with a voucher analysis system, material purchase tracking, manpower composition analysis, IT project spending analysis, employee reimbursements, capital spending, budgets, actuals, projections, and vendor invoice analysis. Working closely with the client, Daugherty helped develop a powerful set of financial Business Intelligence tools. Key strategic directions for further enhancements

"I found the Daugherty consultants to be highly skilled experts who stayed focused on the bottom line and who blended well with my team. Bottom line, I would recommend Daugherty without any reservations."

~Former Finance Executive

include more complete integration of expense, capital, and revenue management; increased efficiencies; tighter cost controls; and increased agility. FBIS will continue to expand on the previous success of the Capital Program Office (the previous name of the system built and maintained by Daugherty Business Solutions), providing integrated views of expense, capital, and revenue and detailed views of key cost drivers and outcomes. There will be a shift from static reporting environment to a dynamic, ad-hoc business intelligence system with an expansion of detailed data storage. The FBIS information integration strategy will continue to make extensive use of shared and common context, storing more detailed data for increased flexibility and improved analytical capabilities and developing even more flexible strategies for integrating inconsistent data sources.

RESULTS

The new systems resulted in the recovery of over \$20M in overpayments to vendor and over \$30M in vendor overcharges, in addition to the avoidance of over \$50M in potential vendor penalties. Daugherty's solution is credited with helping the client cut over \$1B from the capital budget in 2002.