

Andreas Fuchs, ifb group

Group Reporting and Controlling

Barry Callebaut introduces a system solution for comprehensive controlling tasks

With over 8.000 employees and an annual turnover of EUR 2.6 billion, Barry Callebaut is the leading international manufacturer of cocoa and chocolate. The Swiss concern has more than 30 production locations throughout the world and supplies products manufactured according to its own 1,650 recipes to industrial food manufacturers, international retail concerns and specialist chocolatiers and confectioners alike. In addition, Barry Callebaut also has its own portfolio of renowned brands.

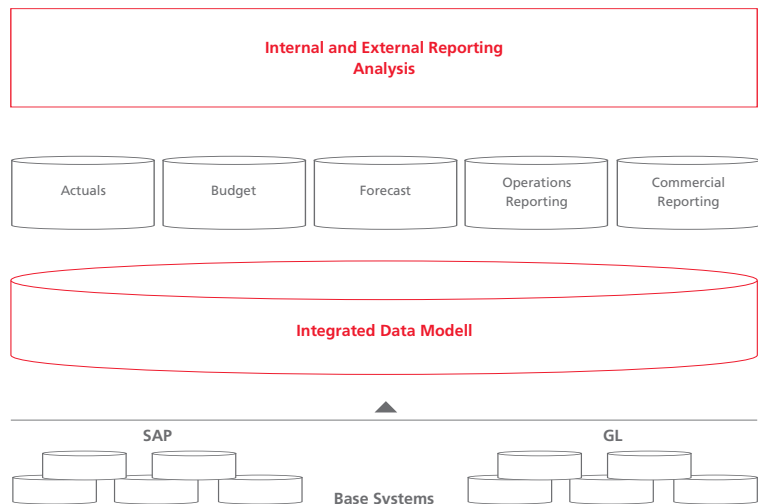
In 2004, Barry Callebaut took the decision to relocate the group's financial department from Belgium to its headquarters in Zurich, a step that necessitated personnel changes in the area of corporate reporting and controlling. At the same time, the consolidation system employed by the company was approaching the end of its useful life; a fact primarily indicated by the inefficient data collection in Excel format and limited integration. The preparation of ad-hoc reports was extremely time-consuming and resource-intensive. Additional resources were also tied up in laborious controls and corrections within the classical inter-company reconciliation processes run from group headquarters. Against this background, the company decided to carry out an evaluation of future-orientated group reporting systems.

Integration of all reporting cycles

Barry Callebaut planned a BPM solution to meet both local and group-wide requirements that would also provide an integrated system for comprehensive controlling tasks. As such, direct access to the consolidation system via intranet was absolutely essential in order to enable local data input and decentralised reporting. The intended integration of all reporting cycles required a flexible data model, incorporating multi-dimensionality and

As the world's largest manufacturer of high-quality cocoa and chocolate products, Barry Callebaut operates over 30 production locations in 24 countries with a workforce of more than 8,000 employees. Consequently, group reporting is of decisive importance for the company; providing our group with the basis for efficient controlling founded upon optimal work processes, flexible analysis and the ensured availability of impeccable quality data.

Dieter Enkelmann
Chief Financial Officer
Barry Callebaut





enhanced granularity. In selecting a system, the opportunity of implementing more efficient processes also played a decisive role: the intention being to reduce operating expenditure through an integrated peer-to-peer inter-company reconciliation process, automation, standardisation and the possibility of carrying out system-based validations.

In December 2003, the company opted for a Cartesis Magnitude system. During the initial project phase, from January to June 2004, the management reporting system encompassing financial reporting, operations reporting and commercial reporting was implemented. The group prepared the 2003/2004 financial statement using the old consolidation system for the last time. The solutions for financial consolidation and external reporting formed the focus of the second phase of the project from January to August 2005. The 2004/2005 financial statement was prepared in September 2005 using the new system.

Time efficient implementation across the group

ifb group was responsible for implementing the second project phase; with its central tasks entailing analysis and conception, system implementation and staff training. As an initial step, the project team carried out a comprehensive analysis of the actual situation, from which the new system design was then derived. This stage of the project was completed in March 2005. Implementation of the defined system requirements was undertaken from April to May, with the phase running from May to June taken up with testing and migration of historical data from the old consolidation system to the new. Staff training followed in July 2005: whereby the ifb group project team organised and ran decentralised two-day workshops on-site in Zurich, Cologne, Wieze (Belgium), St. Hyacinthe (Canada), and Douala (Cameroon).

The new BPM solution at Barry Callebaut currently encompasses financial reporting, operations reporting, commercial reporting and the inter-company reconciliation process; thereby providing an integrated system covering all aspects of group reporting. In terms of more efficient workflows and superior data quality thanks to automated validation and checking processes, the targeted objectives were achieved. Centralised data storage provides standardised and consistent data. The advanced flexibility of the system also allows rapid configuration of organisational and structural modifications.

The implemented solution facilitates efficient reporting by the companies to the group, while at the same time, direct access to common data allows local controllers to become better integrated within the overall process. The modified inter-company reconciliation process also supports the practice of efficient controlling. Barry Callebaut plans to expand the system in the near future with the aim of optimising planning and budgeting processes and introducing scorecards for individual divisions.

Corporates

