



# QueBIT and Emergent Achieve Company-wide Cultural Change for Budgeting and Forecasting

By working with QueBIT, Emergent implemented and deployed an integrated IBM Cognos TM1 and WebWORQ budgeting and financial forecasting solution to:

- Seamlessly integrate all of their disconnected financial systems
- Achieve an online delivery platform
- Distribute reports in real-time
- Decentralize their business processes
- Empower their users to create reports without depending on Finance

## Emergent BioSolutions

Emergent is dedicated to protect and enhance life. As a global specialty pharmaceutical company, Emergent offers specialized products to healthcare providers and governments to address medical needs and emerging health threats.

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*“QueBIT provided us with a single implementer and point of contact. He was available day or night, and on weekends. Whenever we had an emergency, he’d come on site. From that standpoint, QueBIT has been a great resource. He’s a great representation of the people they hire.”*

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## The Challenge

Emergent is the 13th largest pharmaceutical company in the New York Stock Exchange (NYSE) and has multiple locations across the US, as well as in Europe, Singapore, and Canada. They are responsible for developing vaccines for infectious diseases. Emergent has two divisions: a Biodefense division for counter-Anthrax and a Biosciences division to treat autoimmune and inflammatory disorders and cancer.

Given how spread out Emergent is, the process of delivering monthly and budget reports proved to be highly disparate and cumbersome. To make matters worse, the Finance Department at the corporate location was solely responsible for all delivery tasks.

Another operational problem that confronted Emergent: all of their financial systems weren’t integrated. From an operational standpoint, dealing with disconnected systems affected their ability to run quick forecasts and ground-up forecasting.

For Emergent, budgeting season ended up dragging out over the course of 3-4 months. They leaned on a combination of Excel/ heavy VBA and SharePoint to pool and share information. They quickly realized they needed a more flexible tool that could not only support their current financial systems, but cut down on their manual financial reporting processes. They also needed the ability to move to rolling forecasts.

## The Solution

It didn't take long for Emergent to choose QueBIT to lead their financial budgeting and forecasting implementation effort. For one thing, QueBIT already established itself as a preferred partner of IBM. They were also known as one of the preeminent IBM Cognos TM1 implementers.

According to Felipe Alcorta, Director of Financial Systems & Analysis, TM1 was the solution of choice because it represented ease of use and a low-cost implementation. In contrast, Oracle Hyperion (which was also considered) represented a more difficult implementation that would cost more money. Given that Emergent had minimal staff support for the implementation.

TM1 was to be used for two main purposes:

- As Emergent's main repository for all reporting purposes
- To support all budgeting tasks and forecasting needs

Overall, the TM1 software platform offered a wide array of important features that Emergent could take advantage of, including:

- Collaboration capability for plans, budgets, and forecasts
- Creating and monitoring models for performance and profitability metrics
- Extending user interaction across a range of devices and platforms

Along with TM1, Emergent used QueBIT's complementary add-on solution, WebWORQ, to support new web-based reporting and forecasting they wanted to roll out to their end users and decision-makers. Once all budgeting information is loaded into TM1, WebWORQ accelerates the delivery of real-time reports.

## The Benefits

Once the TM1 and WebWORQ platform was implemented, a complete cultural transformation took place at Emergent. "We went from completely static budgeting and forecasting once in a while to a fully-integrated, rolling forecast process," explained Alcorta. "We are constantly on a rolling forecast, nine months into the year, and we're already three quarters of the way to establishing a budget before the planning period actually begins. That is a huge cultural change for our company."

Moreover, every cost center owner now has a stake in the cost-center forecast. Decision-makers and executives are empowered to pull reports on their own in real time—and they have completely bought in to this process change.

With WebWORQ, Emergent evolved from a user base of 20 people to over 150 users. According to Alcorta, "the TM1 Web solution is good, but QueBIT WebWORQ makes it much better, and it really isn't close."

Through TM1 and WebWORQ, Emergent gained:

- Complete integration of systems
- Online delivery capabilities
- Decentralized process for pulling and sharing data
- Easy mechanism for distributing reports in real time

Why QueBIT:

- The technical knowledge and knowhow of their people
- The consistency and continuity of their teams
- TM1 expertise and groundbreaking WebWORQ add-on support
- They use their own implementation methodology; Collaborative and Rapid Enablement (CARE) implementation methodology



To find out more information on how QueBIT Consulting can work with your organization to achieve results, please contact us at **1-800-QUEBIT1** or email us **contact@quebit.com**.