

## TNT consolidates monthly management reports using QlikView

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*Marcel Smit, Senior Audit Manager,  
TNT Corporate Audit Services*

TNT N.V. supplies a host of postal and express services to businesses and consumers worldwide. Headquartered in Hoofddorp, the Netherlands, the company is active in over 200 countries and employs around 159,000 people. With 68,000 employees in the Netherlands alone, TNT is the largest private employer in the Netherlands, second only to the Dutch government. In 2006, AEX-listed TNT generated sales of €10.1 billion and recorded an operating result of €1.276 billion.



### Before: reporting “a real drag”

The Corporate Audit Services Department is responsible for internal audits worldwide. Its staff of 45 is spread over two locations; 40 work at the head office in Hoofddorp, and five work in Singapore. Each month, three senior managers compiled reports for the head of the department – a real resource drain. “Those reports lacked a consis-

tent structure and uniformity,” says Marcel Smit, Senior Audit Manager at TNT Corporate Audit Services. “Everybody had his or her own method, which complicated the data-merging process and the compilation of one departmental report. On top of that, everything was done manually, which took a lot of time. Every manager had to fill in a 50-page reporting model by hand, month after month – a real drag!”

That’s why Corporate Audit Services started looking for an alternative solution at the end of 2005. The department compiled a Statement of Requirements that detailed the criteria the solution had to meet. “First, it had to simplify the consolidation of the decentralized data,” explains Smit. “Second, it had to accelerate the auditing of data reliability, so we could spend more time on analyzing our custom-defined KPIs. Third, it had to be able to present those KPIs in a flexible and transparent manner. For example, the data upon which our reports are based comes from two systems: a time registration system (Timewatch) to keep track of planned and actual hours, and a financial application (formerly a combination of Hyperion and Computron; now SAP) to record travel expenses, hotel costs, and other expenses. In the past, that data was made available manually. We preferred a solution that would eliminate all the manual operations and enable us to retrieve the required data with one push of a button.”

### Solution Overview

#### TNT

Global supplier of postal and express services. Largest private employer in the Netherlands

#### Industry

Transportation & Logistics

#### Function

Finance, Human Resources

#### Geography

The Netherlands

#### Challenges

- Consolidate decentralized data
- Focus on analyses rather than audits
- Present KPIs in a flexible and transparent manner

#### Solution

TNT deployed QlikView to five employees in less than six weeks.

With QlikView, TNT Corporate Audit Services now analyzes the reliability of financial and time-registration data, as well as its custom-defined KPIs - all focused on driving corporate profitability. This gives the management access to up-to-date management information at a glance, anytime.

#### Benefits

- Achieved substantial time savings of almost a full week per month
- Gained real-time management of information
- Increased business agility with highly flexible system
- Improved data understanding through an intuitive and attractive user interface

#### Data Source Systems

Application: Computron, Timewatch, SAP

DW/BI: Hyperion

Database: Excel

Hardware: Microsoft Office/  
Windows Server



**Now: flexibility, accuracy, accountability**

“We looked at both internal and external solutions that would meet our criteria,” Smit says. “Internally, we investigated the option of developing a custom-made application based upon Lotus Notes. Externally, we focused on two solutions: an application by Cube-ICT, which is a mix of Microsoft Access and Crystal Reports, and QlikView from QlikTech. After careful consideration, we opted for QlikView in the spring of 2006 primarily because of its high flexibility, which enabled us to make changes to our KPIs relatively easily. Another important reason for selecting QlikView was its ability to link the application to various sources. Together, those two benefits clinched our decision.” The choice of QlikView was particularly remarkable because so many Cognos products were already being used at TNT. Building upon these products would have been more cost-effective. “However, as that solution didn’t offer the flexibility we were looking for, we didn’t consider it,” explains Smit.

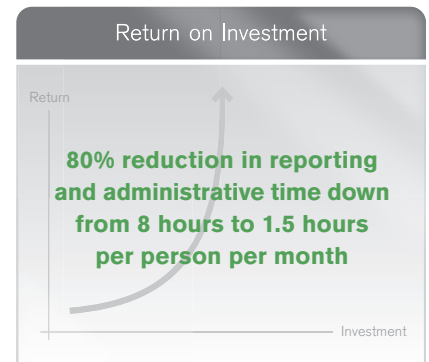
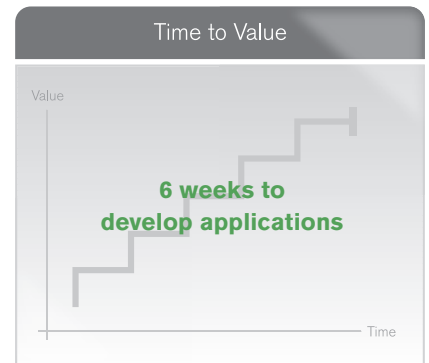
“In the summer of 2006, we started the preparations for the implementation,” adds Smit’s data-miner colleague Joengkie Liem. “Unfortunately, we ran into a setback: the translation of the KPIs to the data in the source systems proved more time-consuming than we had anticipated – a typical example of underestimation. We had defined 25 KPIs, ranging from audit-related KPIs, such as ‘percentage of audits reported in time’ and ‘actual auditing costs versus budget’, to staff-related KPIs, such as ‘productivity by auditor’ and ‘training

days by staff member’. For each KPI, we had to decide what data we needed from which sources. That was quite a job and it took more than six months. But, making the technical link to the data and from the data to QlikView was fairly simple. All in all, this took only one to two months. In January 2007, we started the trial runs and after correcting some flaws that showed up as a result of QlikView’s transparency, the system went live in May 2007.”

**Change in culture**

Corporate Audit Services is now making up for the lost time. Currently, five people are using the BI application: three senior managers (including Smit), one data miner (Liem) and one chief internal officer. Smit sums it up: “In the past, five of us each spent one whole day on the monthly reports. QlikView has helped us to reduce this to approximately an hour and a half per person – a gain of 6.5 hours per person, saving a total of 32.5 hours. In addition, every senior manager had a separate meeting with the head of the department to discuss his report. These meetings lasted, on average, two hours per person, or six hours in total. Now, we have one collective meeting of two hours, saving yet another four hours. This makes a total gain of 36.5 hours – one full working week per month! Additionally, we can now consult the data anytime. This option is not used too much yet, but that will soon change. It will, however, require a change in culture to get people used to having ‘real-time’ access.”

The information produced by QlikView is used mostly for managing the depart-



ment. “As we have more insight into our data, we are better able to detect deviations from the planning and hence, improve the efficiency of the audit process. In the near future, we will also deploy QlikView as an input tool for our annual audit plans – which we have high hopes for,” says Smit. “The roll-out of QlikView will not be limited to the managers who are using it right now. The rest of the management team will start using it in the first quarter of 2008. What will happen next, I cannot foresee. Other departments, such as marketing, are showing a keen interest in the BI application, so just wait and see.”

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