

Customer Case Study

RAMBØLL

Increased focus on profitability and tied-up working capital

“Deltek’s enterprise solutions have been one of the major factors allowing our employees to increase focus on profitability and tied-up working capital.”

» Flemming Bligaard Pedersen, CEO, RAMBØLL

RAMBØLL

The implementation of Deltek’s enterprise solutions supported RAMBØLL’s efforts to decentralize the financial responsibility of projects to the individual project managers. The implementation also contributed to the standardization of financial control across business units in the RAMBØLL Group and increased the transparency of activities corporate-wide.

A financially sound choice with strong project management support

In the winter of 1998/1999, RAMBØLL decided to implement Deltek’s enterprise solution for project and finance management. The corporate parent organization went live later in the year.

The desire to decentralize the financial responsibility for projects to project managers, and to improve the standard financial tools available to manage the corporation, led to the decision to implement a new business management system.

“We chose Deltek’s enterprise solution because we felt that Deltek offered the best foundation for financial project management considering the price,” explains Bo Pedersen, Chief Financial Officer, Rambøll Denmark. Mr. Pedersen continues: “Deltek’s enterprise solutions have become the backbone of our business management system and supports our ‘production’ in all aspects – time registration, pricing, project progress evaluation, invoicing, etc.”

Consistent financial management and an advantage for business units

RAMBØLL has no regrets regarding their decision to implement Deltek’s enterprise solutions, even though the effort required to change business processes, procedures, and various aspects of change management was greater than expected.

Today, RAMBØLL has a financial platform that subsidiaries in the group feel supports their business. At the same time, it gives the corporation a great advantage in terms of having a foundation for standardizing project processes and providing homogeneous, financial management.

For example, RAMBØLL’s shared account structure trickles down all the way to the work codes used for time reporting. This allows for much more detailed analysis of business unit performance.

Mr. Pedersen explains: “Since our subsidiary PLS RAMBØLL Management went live on Deltek’s enterprise solutions, the local controllers, as well as the group controllers, can explore the details they wish, just a few days after closing the month.”

Decentralization increases focus on profits and tied-up working capital

With Deltek’s enterprise solutions, the RAMBØLL Group has been able to transfer the responsibility for project creation, the project revenue evaluation, and parts of the invoicing process to the project managers.

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» Bo Pedersen, Chief Financial Officer, RAMBØLL

Flemming Bligaard Pedersen, CEO, says: “If the project managers have easy access to updated details about incurred project costs and invoice payment status, they are by far the most qualified to determine what can be recognized as revenue. Having detailed knowledge of the progress of the individual projects, they are also the ones with the best arguments as to why the customer should pay. This is one of the areas in which decentralization has really strengthened our business.”

Decentralization combined with a bonus scheme, has had a great impact on RAMBØLL’s profits and tied-up working capital. For three consecutive years, RAMBØLL has achieved the best results in the industry in Denmark, and in the same period, the length of time RAMBØLL has working capital tied up has been reduced by approximately 25 days. Flemming Bligaard Pedersen concludes: “Deltek’s enterprise solutions have been one of the major factors allowing our employees to increase focus on profitability and tied-up working capital.”

Low running costs

Before Deltek’s enterprise solutions, the RAMBØLL Group used their own internally developed business management systems and tools for time reporting, re-estimation of projects, etc. These systems were developed and maintained by an internal IT department. Mr. Pedersen comments on the situation today: “At RAMBØLL, one person handles practically all the support, administration and maintenance of Deltek’s enterprise solutions. With a web portal and single log-on to several systems, Deltek’s enterprise solutions are now an integrated part of our intranet where we mix project reporting with links to scanned vendor invoices, project documents, time schedules, expense reimbursement and more. In principle, our employees do not care where the information comes from – they just want easy access to the information they need.”

An attractive starting point with focus on the needs within consulting engineering and consulting businesses

Throughout the years, RAMBØLL has provided Deltek with valuable knowledge of the needs within the consulting engineering and consultancy industries, and Mr. Pedersen concludes: “With the product enhancements introduced over the last couple of years, we have a very well-functioning business management system.

It even covers project pricing, revenue recognition with completion percentage per task, processes for re-estimation, and other complex areas in our line of business. I can’t think of any significant suggestions for improvements necessary for a company like ours. This is true even at a time when the market demands turnkey solutions, increasing project complexity and the use of resources across business units.”

Six out of the seven areas of responsibility for project managers at RAMBØLL have a considerable financial aspect:

- Responsible for the day-to-day technical and financial aspects of every project
- Preparing quotes, estimates, contracts, etc.
- Technical and financial project management
- Invoicing and customer follow-up
- Dialog with project owner regarding resource allocation
- Approving vouchers and transactions
- Managing employees in relation to projects

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About RAMBØLL

Overview: The RAMBØLL Group is a knowledge-based group that provides consulting services and delivers system development within the consulting engineering disciplines, information technology and management.

The acquisition of the Swedish company Scandiaconsult in 2003 made the RAMBØLL Group the largest and leading Nordic knowledge-based company and number 10 in Europe within its field.

The company is headquartered in Denmark and employs more than 4,200 people across 70 offices.

www.ramboll.com

Deltek (Nasdaq: PROJ) is the leading global provider of enterprise software and information solutions for professional services firms, government contractors, and government agencies. For decades, we have delivered actionable insight that empowers our customers to unlock their business potential. Over 14,000 organizations and 1.8 million users in approximately 80 countries around the world rely on Deltek to research and identify opportunities, win new business, optimize resources, streamline operations, and deliver more profitable projects. Deltek – Know more. Do more.®

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The Deltek Advantage

The key success factors for Ramboll

- Increased transparency of financial performance and activities of subsidiaries.
- Streamlining of processes and business management procedures across subsidiaries.
- New subsidiaries perceive Maconomy as adding value to their business.
- Project management tools have made decentralization of financial responsibility for projects possible.
- Project managers have increased focus on profits and tied-up working capital.
- Considerable reduction of system running costs, staffing just one full-time employee to manage the system for the entire organization.