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CCH® Tagetik



CCH Tagetik case study

JTEKT CORPORATION

JTEKT

Company

JTEKT CORPORATION

Industry

- Automotive parts manufacturing and sales

Uses of

CCH Tagetik software

- CCH Tagetik Budgeting, Planning, and Forecasting
 - Budget planning (non-consolidated financial close / consolidated financial close)
 - Budget vs. actual management (non-consolidated financial close / consolidated financial close)
 - Investment budget management

“CCH Tagetik implementation achieved approximately 9,000 hours of annual labor savings, dramatically streamlining our cumbersome Excel operations. Previously manual and person-dependent data validation processes have been systematized, improving data quality.”

Takanari Iwai, General Manager, Finance & Accounting Dept, JTEKT CORPORATION

“Previously, investment management was performed in Excel, but we implemented CCH Tagetik systematization in parallel with transferring investment management operations to the Corporate Planning Department, achieving an efficient transfer process. Multiple investment categories—including capital investments, DX investments, and Carbon Neutral (CN) investments—are now centrally managed in CCH Tagetik, enabling immediate responses to ad-hoc management inquiries.”

Rie Suzuki, General Manager, Corporate Planning Dept, JTEKT CORPORATION

The challenge

In the rapidly changing automotive industry, JTEKT urgently needed a data infrastructure for faster decision-making. It faced three challenges in management accounting:

1. Burdensome group budgeting processes:

Excel files were collected via email from each headquarters business unit and 130+ group companies. Consolidation and transcription alone required dozens of overtime hours every month. Exchange rate changes required days of recalculation, and budget preparation took two months, pulling focus from core activities. The increasing size of Excel files further complicated management.

2. Limited multi-dimensional analysis:

Performance analysis by business unit, region, product, and customer was required by executives and the stock market, but different systems were used across locations, preventing system unification. As a result, flexible analysis was difficult, and preparing analytical reports and management meeting materials for executives took several days.

3. Lack of investment budget management system:

While portfolio management was required, delays in visualizing investment budgets created risks of reduced capital efficiency. Moreover, with the expansion of new investment areas such as DX and CN, the importance of information disclosure increased, yet it was difficult to grasp the overall picture.

Key facts

- Established in 2006 through the merger of Koyo Seiko and Toyoda Machine Works
- Consolidated employees: Approximately 45,000 (as of March 2025)
- Global operations across 30 countries with approximately 130 group companies
- JTEKT is a Japanese company that's part of the Toyota Group

Requirements

- Data integration
- Centralized data management
- Timely budget vs. actual analysis
- Multi-dimensional analysis capabilities
- Integrated budget management functionality
- Flexible report creation capabilities

“Multi-dimensional analysis capabilities have dramatically improved management decision-making speed, and CCH Tagetik has become so well-recognized as our integrated data platform that colleagues now suggest, ‘Why don’t we just collect that data through CCH Tagetik?’”

Takanari Iwai, General Manager, Finance & Accounting Dept, JTEKT CORPORATION

The objectives

To address these complex challenges, JTEKT determined it needed a CPM software that would:

Standardized planning and Excel workload reduction: JTEKT needed to systematize Excel-heavy budget preparation, unify budget processes across the group, and improve accuracy through detailed project- and line-item-level management.

Centralized investment management: The company wanted to consolidate management of investment management functions for capital expenditures, DX investments and CN investments in the Corporate Planning Department, streamlining the entire process from budget creation to performance tracking.

Multi-dimensional analysis: JTEKT sought a solution capable of budget vs. actual management across business units, regions, products, and customers, while extending performance management beyond P&L to include balance sheet, cash flow, and capital efficiency.

Integrated group management: With 130+ group companies, JTEKT required a system to establish integrated management across the group and enable monthly closing data collection within 5–6 business days for quicker performance visibility

The solution

JTEKT chose CCH Tagetik for the following reasons:

✓ **Group integrated management:** CCH Tagetik integrates domestic and international subsidiary data, centralizing budget and performance management on a consolidated basis, while supporting data aggregation across regional accounting systems.

✓ **Multi-dimensional analysis:** CCH Tagetik enables flexible configuration of analytical dimensions — such as business units, regions, products, and customers — and automatically generates detailed reports required by management, including complex multi-scenario analysis.

✓ **Investment budget management:** CCH Tagetik centralizes the management of investment projects, from capital expenditures to R&D initiatives, supporting ROI analysis from budget preparation through effectiveness measurement.

✓ **Granular, line-item level management:** CCH Tagetik goes beyond account-level aggregation, enabling detailed data storage with drill-down and drill-through analysis at project and line-item levels.

✓ **Phased scalability:** CCH Tagetik expands seamlessly, starting with consolidated performance management and extending to expense and investment budget management. Independent processes operate seamlessly while sharing a unified interface.

Results and benefits

Annual 10% in work reduction JTEKT saved approximately 9,000 hours of work in data collection and integration work across 130 group companies, including email inquiries and transcription error checking. CCH Tagetik also shortened JTEKT's budget preparation period by half a month, creating time for each business unit to focus on core activities.

4-day reduction in monthly financial closing: CCH Tagetik reduced JTEKT's monthly closing from 10 to 6 business days by eliminating data collection delays and enabling rapid reporting to senior management.

Faster management reporting through multi-dimensional analysis: CCH Tagetik enabled performance analysis across business units, regions, products, and major customers, significantly reducing the manual effort required for management reporting.

New capital efficiency indicator: With CCH Tagetik, JTEKT shifted from P&L-focused management to management that also considers capital efficiency, developing its proprietary JROIC (JTEKT Return on Invested Capital) to visualize capital efficiency across business units, regions, and companies.

Higher investment budget accuracy: CCH Tagetik streamlined the collection of data required for investment budget management. Integration with other systems for actual performance data is expected to further enhance precision in tracking investment execution status.

Cultural shift in data usage: As CCH Tagetik became established as core infrastructure, resistance to collecting new data from business units and overseas headquarters decreased, and discussions have begun regarding expansion into detailed cost analysis and R&D management.

What's next for JTEKT and CCH® Tagetik

JTEKT will extend CCH Tagetik to support its ESG reporting efforts, integrating ESG-related non-financial data, with a focus on human capital. The company also plans to leverage CCH Tagetik's dashboards and AI-driven analysis to deliver deeper insights and smarter decision-making to management.

CCH Tagetik Implementation

CCH® Tagetik solution partner, Dentsu Soken Co. Ltd., led the system implementation. Having previously supported JTEKT with its consolidated financial reporting system, Dentsu Soken recommended CCH® Tagetik through management accounting consultations. Drawing on deep expertise and careful project management, Dentsu Soken ensured a smooth rollout. For investment budget management, they analyzed existing processes and optimized the use of CCH® Tagetik's standard features, minimizing the need for additional development.

About the customer

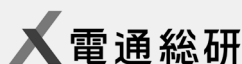
JTEKT CORPORATION is a Toyota Group automotive parts manufacturer established in 2006 through the merger of former Koyo Seiko and former Toyoda Machine Works. Since its founding, the company has continued sustainable growth through technological innovation in automotive parts manufacturing and sales and now operates as a global enterprise with production bases worldwide, contributing to automotive industry development.



Left: Takanari Iwai, General Manager,
Finance & Accounting Dept,
JTEKT CORPORATION

Right: Rie Suzuki, General Manager,
Corporate Planning Dept,
JTEKT CORPORATION

About the partner



Dentsu Soken Co., Ltd. serves as a CCH Tagetik solution partner with extensive implementation experience and deep product knowledge, primarily in manufacturing industries. Prioritizing customer business understanding, they provide solutions maximizing CCH Tagetik's standard functionality and offer comprehensive support from management integration through operation and maintenance.

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