



CCH Tagetik case study

Ajinomoto Co., Inc.

Eat Well, Live Well.



Company

Ajinomoto Co., Inc.

Industry

- Food Business
- Bio & Fine Chemical Business

Uses of CCH Tagetik software

- CCH Tagetik Budgeting, Planning, and Forecasting
 - Rolling forecast and continuous forecasting
 - Corporate performance management
- CCH Tagetik Financial Close and Consolidation
 - Group consolidation management
 - Integrated financial & non-financial information management

“We successfully kept business profit variance extremely stable for the fiscal year ending March 2024, resulting in dramatically improved accuracy in our performance forecasts. This represents a significant achievement for us. Our ability to rapidly disclose accurate figures has enhanced trust among individual investors and contributes to building long-term investor relationships.”

“By leveraging the CCH Tagetik platform, we can refine management decision-making and enhance synergies across group companies. We believe this is the essential role that we in FP&A must fulfill.”

Eiichi Mizutani, Executive Officer & Vice President, Finance & Investor Relations, Ajinomoto Co., Inc.

The challenge

In 2023, the Ajinomoto Group completely discontinued its traditional medium-term management plans, revised its target-setting approach, and aimed to transition from a quarterly outlook formulation to rolling forecasts, enabling real-time monitoring of business progress.

In response to this strategic overhaul, the company's management accounting team faced several challenges presented by its existing system:

- 1. Fragmented data management**
Budget/actual data and performance outlook/rolling forecast data were collected in separate systems with disparate master data structures. This resulted in enormous manual effort and time required for Excel-based consolidation work.
- 2. Difficulty in collecting non-financial information**
Non-financial information, such as “sales volumes” and “product-specific sales,” which don't appear in standard financial statements, was managed in separate systems, making centralized management and monitoring of diverse data types extremely challenging.
- 3. Operational burden on business divisions**
Each business division faced a significant workload in data management and input, making the introduction of an automated system essential for the transition to the rolling forecast.
- 4. Lack of speed in management decision-making**
The fragmented data structure hindered the provision of timely and accurate information necessary for informed management decisions, thereby slowing down the decision-making process.

Key facts

- The Ajinomoto Group operates globally with food and amino science as its twin business pillars
- Founded in May 1909
- Approximately 35,000 employees group-wide as of March 2025, consolidated
- 10 business divisions, over 180 business units, operations in 130 countries with 118 manufacturing facilities (as of March 2025)

Requirements

- Systematization of rolling forecast processes
- Enhanced forecast accuracy and sophistication
- Future scalability for group consolidation management
- Flexible master data management
- Integrated management of financial and non-financial information

“I was genuinely surprised by the flexibility to freely expand and customize master data. This enables centralized information management that was difficult with our previous system and provides the flexibility to handle consolidation accounting and non-financial information collection. We determined it was optimal for implementing rolling forecasts.”

Tadayuki Yorida, Senior Manager,
Consolidation Accounting Dep
Ajinomoto Financial Solutions Inc.

The objectives

To solve these challenges, the Ajinomoto Group needed a solution for Ajinomoto Group Creating Shared Value (ASV) management and rolling forecasts that had:

1. **Flexible master data structure:** The solution needed to eliminate the rigid master data constraints of the previous system and instead be flexible, scalable, and customizable. For a company operating in over 130 countries and regions worldwide, the ability to accommodate regional data nuances was important.
2. **Centralized management of diverse data types:** The solution needed to cover all management accounting data, including budgets, actuals, performance outlooks, and rolling forecasts, with extensibility to collect non-financial data such as quantities and weights. The goal was to build a foundation for integrated management and analysis of previously scattered information.
3. **Global consolidation capabilities:** System capabilities were required to support the group structure of over 100 consolidated subsidiaries and streamline complex consolidation processes. A mechanism was needed to centrally collect and analyze information from diverse data sources across companies, accelerating management decision-making.

The solution

The Ajinomoto Group chose the CCH Tagetik platform for budgeting, planning, and forecasting for the following reasons:

1. **Superior master data flexibility:** CCH Tagetik's ability to flexibly expand and customize master data structures freed the Ajinomoto Group from the rigid master data constraints of their previous system, enabling the consolidation of various information within a single system and the implementation of rolling forecasts.
2. **Comprehensive data integration platform:** The Ajinomoto Group valued CCH Tagetik's comprehensive management capabilities, which covered everything from budget management to consolidation management, reporting, and analysis. Its ability to manage financial and non-financial information from diverse data sources was also highly appreciated.
3. **Adaptability for phased expansion:** The Ajinomoto Group chose CCH Tagetik because it enabled phased expansion of utilization scope to avoid burdening internal resources. CCH Tagetik's high extensibility for consolidation accounting and non-financial information collection would allow them to establish a framework for flexible post-implementation functional deployment.

Results and benefits

Forecast accuracy at a very high level: For their 2024 fiscal year, the Ajinomoto Group achieved forecast accuracy with business profit variance within 5% of target values. This resulted from the synergistic effect of operational improvements across divisions and system implementation, and the rapid disclosure of accurate figures has vastly improved investor dialogue and trust.

Expanding rolling forecast coverage from 29 to 36 entities: The Ajinomoto Group expanded rolling forecast reporting coverage from 29 to 36 entities, achieving centralized global management of major subsidiaries. CCH Tagetik integrated the collection and analysis of budget and actual data, including non-financial information, from group companies operating in over 130 regions worldwide.

Integrated diverse data across more than 180 business units: CCH Tagetik's ETL functionality integrated diverse data distributed across segments. This enabled real-time responses to requests from management and business divisions and made it possible to create four additional key reports annually.

Reduced time spent rolling forecasts by 200 hours annually: By standardizing budget, actual, and rolling forecast data formats, CCH Tagetik shaved 15 hours monthly and approximately 200 hours annually off rolling forecasts processes, freeing up time for strategic analytical tasks.

“With the implementation of CCH Tagetik, we can now obtain budget, actual, and rolling forecast data in a unified format, dramatically improving report creation efficiency. The system’s ability to efficiently consolidate qualitative information has streamlined our confirmation processes, achieving 15 hours of monthly efficiency gains—approximately 200 hours annually.”

Aya Baba, Manager, Consolidated Budget and Accounting Group, Consolidation Accounting Dept., Ajinomoto Financial Solutions Inc.

Future Outlook

Enhanced analytics through AI integration: The Ajinomoto Group plans to advance its financial strategy by incorporating CCH Tagetik’s AI-powered advanced analytics capabilities, enabling faster and more sophisticated future forecasting.

Accelerating the integration of non-financial information: The Ajinomoto Group aims to further centralize accounting data, including non-financial information, in CCH Tagetik, creating an environment where headquarters, business divisions, and group companies can easily access management information tailored to their respective needs.

Expanded integration with SCM-related information: The Ajinomoto Group’s plans include advancing integration with SCM (supply chain management) related information to improve rolling forecast accuracy.

Maximizing group synergy: Using CCH Tagetik, the Ajinomoto Group aims to refine management decision-making and enhance synergy among group companies. This is positioned as a crucial role that FP&A should fulfill.

About the customer

The Ajinomoto Group promotes initiatives to co-create social and economic value through Ajinomoto Group Creating Shared Value (ASV). Composed of 10 business divisions and over 180 business units, the company operates globally across approximately 130 countries with 118 manufacturing facilities.



Eiichi Mizutani, Executive Officer & Vice President, Finance & Investor Relations



Aya Baba, Manager, Consolidated Budget and Accounting Group, Consolidation Accounting Dept.



Tadayuki Yorida, Senior Manager, Consolidation Accounting Dept.

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