

Case study

UBE Corporation



Company

UBE Corporation

Industry

Chemical Manufacturing

Uses of CCH® Tagetik software

- Budgeting & Planning
- Performance Management
- Data-Driven Business Management

Key facts

- A Japanese comprehensive chemical manufacturer with global operations in a wide range of chemical fields.
- Established: March 1942
- Employees: 7,882 (as of March 2024)

Requirements

- Data integration and standardization
- Improving operational efficiency
- Reducing dependencies

“With the implementation of CCH® Tagetik, we envision a future where the time required for profit-and-loss statement preparation can be reduced by 75%. We expect this will not only reduce the workload on our staff but also improve accuracy.”

Ms. Saya Goya, DX Promotion Office, UBE Corporation



The challenge

UBE set a goal to “achieve data-driven business management by 2030” but faced several significant challenges in its budget planning operations.

First, concurrently using a budget management system and Excel prevented unified performance data management, significantly reducing operational efficiency. The complex cost allocation process for products and different allocation logic across departments also led to inconsistent processes and excessive reliance on individual expertise.

Formulating a basic budget for the fiscal year took an excessive amount of time—upwards of 3.5 months. Production planning and cost calculations at the factory level took one month. Data aggregation and creating profit and loss statements took another.

Further complicating the process, as the company prepared its basic budget, the sales plan for the following fiscal year had to be submitted by mid-December, which raised concerns about the accuracy of forecasts.

“Management decisions made without timely information and comprehensive, detailed analysis carry the risk of significant losses. We must urgently realize data-driven business management that enables timely tracking of sales and profits and rapid PDCA cycles.”

Mr. Kenji Yagi, Assistant Manager,
DX Promotion Office, UBE Corporation

The objectives

In an era of rapidly changing economic conditions, management decisions made without timely information and comprehensive, detailed analysis exposed the company to significant risks. These factors combined created an urgent need for software that could facilitate data-driven decision-making. As a result, UBE Corporation defined the following objectives:

- 1. Establish a data infrastructure for data-driven business management:**
UBE Corporation aimed to unify performance data and automate budget planning and consolidation. The company also wanted to improve budget planning accuracy while expediting data collection and factory financial statement preparation.
- 2. Standardize processes to reduce individual dependencies:**
UBE Corporation wanted to standardize templates to prevent knowledge silos and ensure operational transparency.
- 3. Build a foundation for global expansion:**
UBE Corporation planned for future global group expansion by developing a management foundation that monitors overseas group company performance.

The solution

UBE chose CCH Tagetik Budgeting, Planning, and Forecasting for the following reasons:

- **Unified data infrastructure:** CCH Tagetik automated the data input and aggregation tasks previously completed in Excel.
- **Standardized budget planning templates:** CCH Tagetik's standard budgeting and planning functions enabled UBE to minimize customization. UBE adapted its operations to CCH Tagetik templates, enabling smooth operations and effective knowledge transfer. These templates have also reduced process dependency on individuals.
- **Scalable platform:** CCH Tagetik is built for complex enterprises and expansion. As a comprehensive performance management platform, CCH Tagetik can be easily extended to cover close, consolidation, reporting, ESG, compliance, tax, and analytics. Its scalability was essential for UBE as it plans to expand operations to group-wide global management consolidation.

Results and benefits

- **Expected to reduce time required for data aggregation and profit-and-loss statement preparation by 75%**
UBE expects CCH Tagetik to reduce the time required to create profit and loss statements from one month to approximately one week. CCH Tagetik will also improve forecast accuracy because the UBE team can delay submitting the sales plan to an appropriate time for optimized basic budget formulation.
- **Reduced individual dependencies**
CCH Tagetik standardized UBE's allocation processes, which were previously organized using department-specific allocation logic, by establishing minimum allocation criteria and giving the UBE team the flexibility to handle exceptional cases.
- **A foundation for global expansion**
As UBE expands key factories overseas, the company can do so confidently, knowing CCH Tagetik will enable UBE to monitor overseas group company performance and

“As we consider our response to carbon neutrality, conventional accounting processes focused solely on domestic operations are becoming less viable. It is essential to shift to management that uses solutions like CCH Tagetik.”

Mr. Kenji Yagi, Assistant Manager,
DX Promotion Office, UBE Corporation

respond to any future changes, like carbon neutrality requirements, with solutions that enable data-based decision making.

Using CCH Tagetik for budget planning operations is just UBE's first step. Over the next three years, UBE will gradually implement CCH Tagetik functions for variance analysis and product-specific monthly settlement management.

Implementing CCH Tagetik

Avant Corporation (AVANT), a sales partner of CCH Tagetik, was responsible for the system implementation. Avant possesses extensive knowledge and expertise regarding CCH Tagetik. Avant provided thorough and swift support from proof of concept through full development, earning high praise from UBE. Avant will continue supporting UBE as they progress from short-term operational efficiency improvements to long-term advanced management control.

About UBE Corporation

UBE Corporation positions “Specialty Chemicals” as its core business, operating globally across various fields, including chemicals, machinery, and construction materials. Aiming to become a specialty chemicals-focused company that contributes to the global environment, human health, and a prosperous future society, they are actively promoting Digital Transformation toward 2030. Led by their specialized “Digital Transformation Promotion Office,” they are working to realize data-driven business management. With 52 consolidated subsidiaries, they are accelerating their global business expansion.

About Avant

AVANT Corporation promotes management digital transformation that enhances customer corporate value through management system software development and the provision of various third-party products. With a track record of over 1,200 implementations, AVANT provides one-stop support from consulting to construction, implementation support, and maintenance/operation.

Focusing on “Group Management Control,” “Consolidated Accounting,” and “Business Management,” AVANT supports the integration, analysis, and utilization of management information and data from both management and IT perspectives to realize data-driven management.



About Wolters Kluwer

Wolters Kluwer (EURONEXT: WKL) is a global leader in information, software solutions and services for professionals in healthcare; tax and accounting; financial and corporate compliance; legal and regulatory; corporate performance and ESG. We help our customers make critical decisions every day by providing expert solutions that combine deep domain knowledge with technology and services. Wolters Kluwer reported 2023 annual revenues of €5.6 billion. The group serves customers in over 180 countries, maintains operations in over 40 countries, and employs approximately 21,400 people worldwide. The company is headquartered in Alphen aan den Rijn, the Netherlands.

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