

A cyclist is seen from behind, riding a road bike on a paved road. The cyclist is wearing a dark blue jersey with 'changing diabetes' written on the back, a blue and black helmet, and black gloves. Their arms are raised in a celebratory gesture. The background consists of rolling green hills and mountains under a clear sky. The text 'Novo Nordisk's Business Intelligence' is overlaid on the right side of the image.

# Novo Nordisk's Business Intelligence

**An FP&A journey from chaos to chatbots...**

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TEAM NOVO NORDISK  
Professional cycling team





**12 months ago our approach to BI  
in FP&A was in rough waters...**

# We operated without...

-  A strategy and direction
-  A common agreement on platform
-  A clear approach across Line of Business...or within IT...
-  Any cutting edge solutions
-  BI standardization and data transparency...



# Our BI approach was chaotic



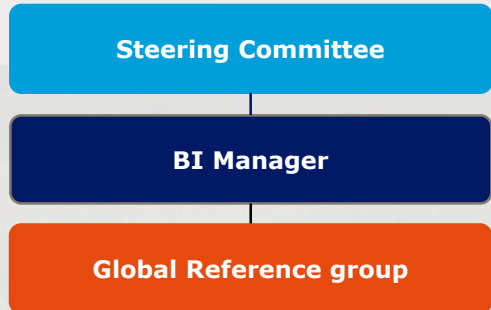
**Today our approach to BI is much clearer...**





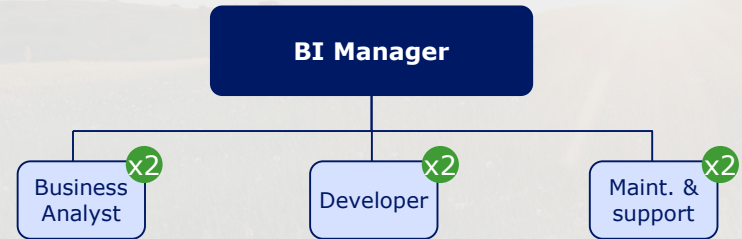
# It takes a simple governance model

## Steering group for strategy & reference group for input and piloting



- Headquarter
- North America
- IO
- China
- Japan & Korea
- Europe
- Latin America
- Africa, Middle East, Oceania
- GSC

## In 2019 a dedicated project team for development and optimisation



# It's now also embedded in the Finance strategy

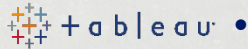




# And focused as well...



- FP&A within Commercial Units
- FP&A within HQ



- FP&A Product Supply



# It's acknowledged by analysts and senior management



# How did we get there?










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# We decided it was time to break away



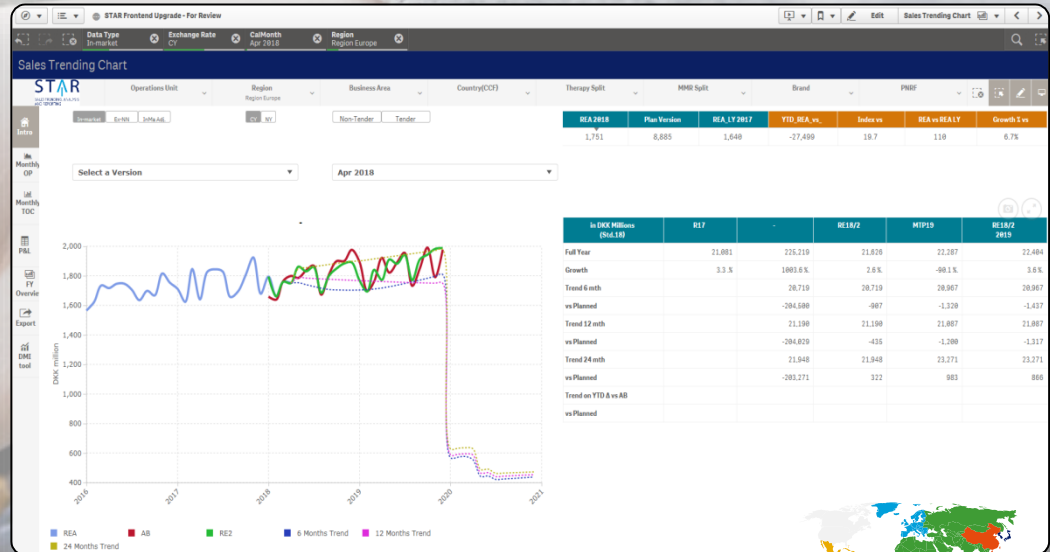
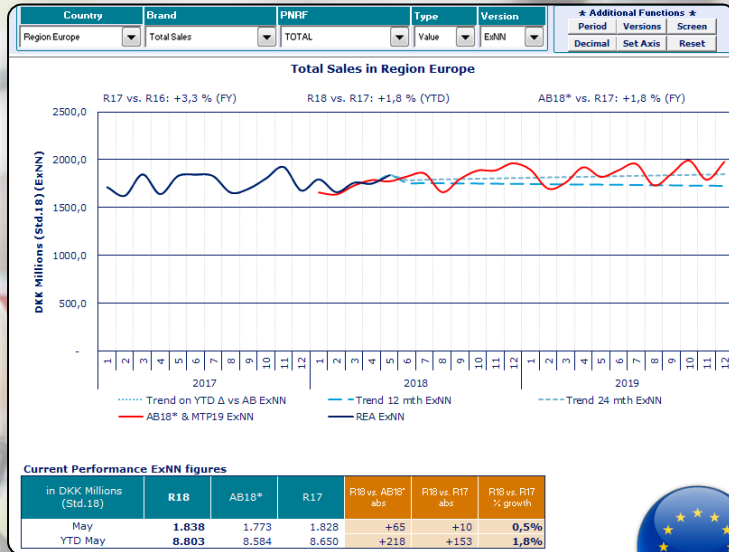
# Some key takeaways...

-  Make decisions fast...
-  Do not waste organizational energy between Finance and IT...
-  Remember you don't need an IT project, but a finance solution...
-  Then go all in... Not with \$, but with energy, efforts and ambitions...
-  Stay simple and innovate from where you are...



# Innovate from where you are...

## First dashboard, stolen with pride



**Then explore new territory...**







# Traditional FP&A reporting in Novo Nordisk

## Manual Data collection

Planning system



Reporting cubes



Data in Excel



## Reporting pack creation

- Manual
- Formula management
- Commentary collection
- Excel -> PDF & PPT

## Drawbacks

- Static, stacks of paper
- PPT, PDF or Excel
- No standardisation
- Not dynamic
- No drill down
- No search
- Late / No update

## Extract to Excel



## Mail distribution

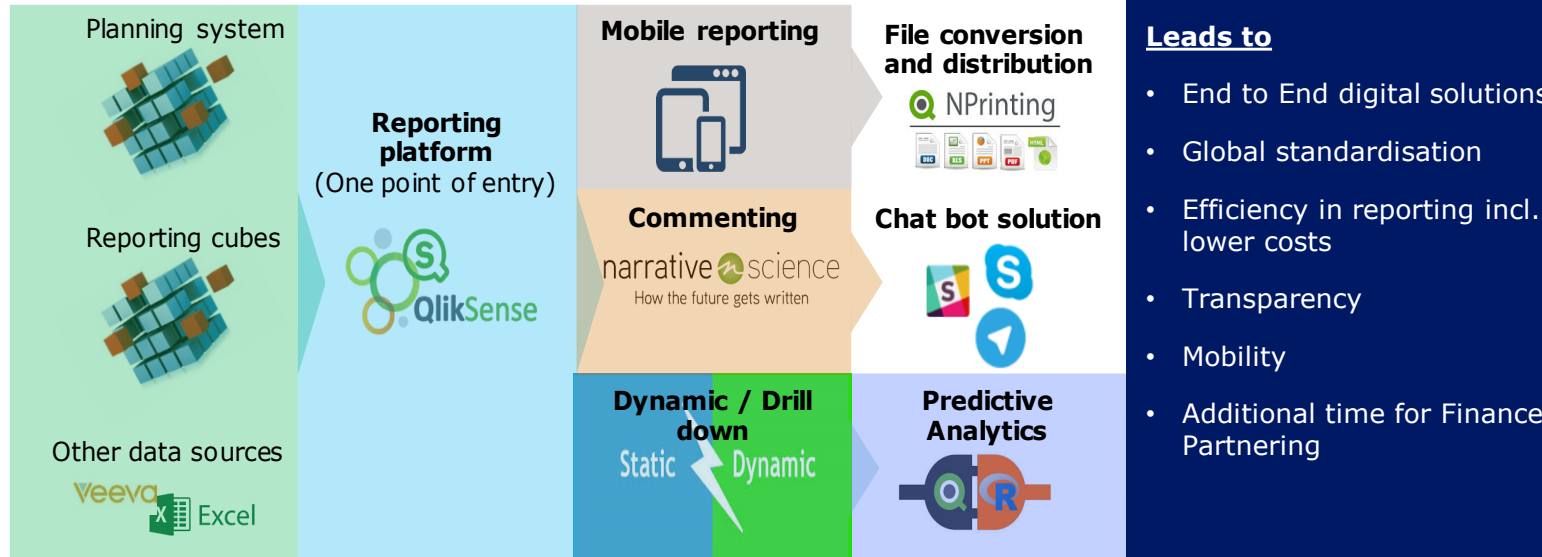


# ...and we explored new technology

## The future of FP&A is digital

### Automated Data collection

### Integrated and automatic extensions on top of the platform











# Now one year later we have...

The screenshot displays the Qlik Sense Enterprise interface for the Business Insights HUB. The top navigation bar includes the Qlik logo, the text 'Sense Enterprise', a search icon, and a menu icon. The user profile 'PLMA' is visible in the top left. The main content area is titled 'Business Insights HUB' and features a grid of dashboard tiles. The left sidebar contains a navigation menu with the following items: Personal, Work, Published, Streams, BISHUB Training, Business Insights HUB (highlighted), Corp Procurement S..., Corporate Procurem..., Daily Sales, Demos, Global Sales Dashbo..., MMR Dashboard, PADAWA+, and Quill Project. The dashboard tiles are arranged in two rows:

- Row 1: STAR (SALES TRENDING, ANALYSIS AND REPORTING), BisBot, FMT (Forecast Monitoring), GROW, MARKET INSIGHTS, MMR Dashboard (Monthly Management Report).
- Row 2: OP - YTD, PVM (Price Volume Mix).

Additional controls in the top right of the main area include a sort icon, 'Alphabetically', a grid icon, and a menu icon.

# And we are compliant too!

-  We source data directly from our ERP system
-  We do not duplicate data in larger data lakes
-  We avoid maintaining master data several places
-  User accesses linked and controlled via existing ERP system
-  Our data sources continues to be governed by IT controls
-  House in Order is fundamental when you operate with critical financial data and Sarbanes Oxley controls



# What is natural language generation?

## The MMR that writes it self

### Comment example

**+341 mDKK (+15%): Basal insulin** driven by Region AAMEO (+121 mDKK) reflecting Tresiba® and Levemir® volume growth, **however MI+NGI basal volume market share declines slightly (0.2%-point) as NN volumes grow slower than the market (10%) (MAT March).**



Data sources



Sales



PVM



Market Insight