

CUSTOMER CASE

DFDS Moves Forward With Unified Consolidation and Reporting



About DFDS

DFDS is an international transport and logistics company connecting countries in Europe and beyond with extensive ferry routes and logistics services. Founded in 1866 and headquartered in Copenhagen, Denmark, DFDS operates a network of around thirty routes, around seventy freight and passenger ships as well as vast land transport network and logistics services in more than twenty markets.

With revenues over DKK 30 billion, the business employs more than 16,500 people across twenty countries. DFDS' purpose is to Move for All to Grow—moving people, moving goods, but also moving mindsets and new, important agendas.

In December 2023, DFDS launched a new strategy, "Moving Together Towards 2030". In the past years, DFDS has grown and expanded geographically and in terms of range of services. Now, the strategic focus turns to unlock the value of this strong network through organic growth by pursuing five strategic pillars:

- ✓ Increase Profitability
- ✓ Foster Simplicity
- ✓ Embrace Digital
- ✓ Prioritise Sustainability
- ✓ Be a Great Place to Work

These pillars are the focal point of the project to implement an improved financial reporting system.

Overview

Digital transformation is a key pillar in the DFDS 'Moving Together Towards 2030' strategy. In 2022, the business embarked on a process to select new CPM technology to help unify and improve financial reporting. The goal: to improve accuracy, create more efficiency and enhance strategic decision support.

Previously, internal and external reporting were handled separately at DFDS, using different data sources, structures, and levels of detail. One of the main aims for their CPM transformation was to unify financial consolidation and reporting processes by replacing a multi-cube setup built on legacy technology, all with separate data models and serving a different purpose, thus making alignment, reconciliation and decision making more difficult.

The company migrated to OneStream to consolidate both management and legal reporting into a single unified platform. This transition aimed to enhance data quality, automation, and alignment across all financial reporting processes.



Company
DFDS

Location/Headquarters
Denmark

Year Founded
1866

Industry
Transportation, Logistics, Supply Chain
and Storage

No. of employees
16,500

Website
www.dfds.com

Solutions delivered

- ✓ Consolidation & Close
- ✓ AMCO Partner Solution:
IFRS16 Lease Accounting
- ✓ Guided Reporting
- ✓ Integration to Snowflake:
Data Analytics Platform
- ✓ Allocations



In close partnership with AMCO, DFDS have streamlined consolidation, achieved faster reporting cycles with improved automation, while future-proofing for new evolving reporting and business requirements. Additionally, DFDS were able to improve financial integrity and transparency while streamlining reconciliations and integrating intercompany eliminations.

The transformation to OneStream has enabled finance with a single set of numbers, automated data flows—including cash flow—and integration to multiple ERP systems, with drill-back for more granular analysis—all within a unified platform.

Mid-project, DFDS migrated to a new data analytics platform on Snowflake, which required a realignment of data integration for the new CPM solution.

The first phase of the DFDS OneStream financial reporting solution went live in January 2025, allowing the business to move ahead with a single source of the truth and a scalable platform to help drive the business forward with greater insight and clarity.

Creating Efficiency

In their previous legacy system, DFDS encountered inefficiencies while managing two separate reporting processes. Internal reporting was automated through the ERP into SAP BPC, while external reporting depended on multiple Excel workarounds and manual uploads.

Moreover, maintaining a multi-cube setup created complexity, as there was no automatic alignment between internal and external data, and teams were disconnected. This also led to inconsistency across different levels of granularity, eliminations, and reporting frequency.

Following extensive evaluation and discussions with finance leadership, it was decided to migrate to one unified solution to ensure consistency, improve data quality, and streamline reporting across the group.

Main challenges in their legacy solution:

- Manual data input for external reporting vs. automated ERP feeds for internal reporting
- Misaligned data granularity, eliminations, and reporting cycles
- Disconnected teams: Business Finance (internal) vs. Financial Controllers (external)
- Reduced data integrity between P&L and balance sheet due to separate reporting setups
- Duplicated systems administration effort while maintaining a dual BPC setup



CPM Vendor Selection

A selection process to review alternative CPM applications to replace the existing legacy system was undertaken as part of DFDS's wider digital transformation strategy. The review was based on several criteria, incorporating goals and scope objectives, led by finance leadership.

OneStream was selected due to its capabilities to deliver multiple solutions across a single platform and its future-proof, scalable software tool that would ensure data quality and consistency across all business data models.



Implementation: Collaboration, Flexibility & Partnership

DFDS is a dynamic and fast-paced business that constantly reacts to changing market conditions and global factors, so its CPM transformation journey required flexibility and adaptability.

During the project, the company completed several acquisitions, each with a different ERP system that needed to be integrated into the revised CPM process, data flows, and systems within OneStream.

Additionally, DFDS went through a redesign of the Chart of Accounts, a dynamic and important change to the company's financial structure that required the project team to pivot while always balancing day-to-day internal and external reporting needs. This also required a restructure of the setup and dimensionality of the business units into the new OneStream design.



This was a very interesting project to be a part of, and I cannot mention the success without mentioning our partnership with AMCO. Kenneth and his team were highly responsive, and his deep expertise gave everyone in the organisation confidence at every phase.

Kevin Sumner
Financial Systems Consultant, DFDS

Mid-project, DFDS went through a change in data management process, migrating to a new cloud-based data analytics platform on Snowflake. The combined AMCO and DFDS project team was, therefore, required to pivot their data integration and mapping setup from the main existing Visma and Microsoft Dynamics 365 source systems.

The pace of change is rapid and constant in a dynamic and important business like DFDS, so the project team remained flexible and agile in their approach. DFDS were able to draw on AMCO's extensive experience of implementing OneStream solutions for rapidly evolving businesses and the combined AMCO and DFDS team worked in partnership to deliver a solution that provides significant value to the business.

Some of these transitions were addressed through:

- A robust and scalable design is a critical factor for the success of finance transformation change initiatives of this nature, and the project team engaged senior finance leadership at an early stage and throughout the programme.
- Several impact assessments were undertaken within the planning and design phase, again with full engagement from senior finance leadership and stakeholders, to ensure that the transformation strategy met the needs of the business.
- The team followed a structured and disciplined project management methodology, supported by in-depth documentation, to ensure project cadence, governance, and risk reduction.
- Partnership, support, and advisory. DFDS and AMCO followed a co-build strategy for the project to ensure that key DFDS resources were trained and had sufficient knowledge and skill level to maintain and further enhance their OneStream solution in the future. Partnership was a key to success.

This collaborative, flexible approach ensured the project stayed aligned and DFDS were able to deliver such a strong outcome for their finance operations.

A Unified Platform – Value & Benefits Delivered

DFDS now operates with a streamlined, scalable finance platform that enables faster reporting, better control, and improved consistency. Reporting is more unified, and the business benefits from improved data quality, more automation, faster reconciliations, and stronger collaboration between finance teams and their partners in the business operations.



DFDS supports better insight from their new CPM platform and is achieving the following main benefits:

✓ **Unified Data & Improved Data Quality**

- Single data model ensures consistency between internal and external reporting.
- Automated ERP data loads have eliminated manual input errors.
- Enhanced data governance and auditability with OneStream's built-in controls.

✓ **Efficiency & Time Savings**

- Reduced manual data entry & reconciliation efforts.
- Faster reporting cycles due to automated workflows and streamlined consolidations.
- Reduction in last-minute adjustments and delays in external reporting.



✓ **Improved Financial Integrity & Transparency**

- EBIT reconciliation between internal and external reporting has improved significantly.
- Intercompany eliminations are now integrated within the system, ensuring accurate consolidation.
- Greater focus on data integrity between P&L and Balance Sheet, benefiting external disclosures.

✓ **Enhanced Collaboration Between Teams**

- Financial Controllers and Business Finance now work from the same structured dataset.
- Increased awareness and ownership of data accuracy at the ERP level.
- Reduced friction between teams due to aligned processes and shared insights.

✓ **Advanced Reporting & Scalability**

- Improved drill-down capabilities for deeper financial analysis.
- More flexible and scalable reporting platform, supporting future expansion.
- Enhanced dashboarding and analytics, providing better insights for decision-making.

The Unified Platform that DFDS Required - Delivered

DFDS now consolidates all financial data in a unified structure, and decision-making can benefit from having a single source of the truth.

Moreover, DFDS successfully transitioned from a multi-cube setup that had required a fair amount of manual integration with data moved manually to five fully synchronised cubes. Data now flows from ERP source systems D365 and Visma to OneStream via a Datamart being fed from Snowflake aligning systems for more accurate and reliable reporting. Manual adjustments are reduced and DFDS has improved consistency between internal and external numbers.

A dedicated cube was also built for vessel pool allocations, automatically calculating and feeding results into the main cube for a complete view of income and costs by activity and business unit.

KEY ONESTREAM FEATURES

- Lease Accounting & Reporting using AMCO's IFRS16 Solution – available in the OneStream Solution Exchange
- Automated cash flow built using AMCO's Cash Flow Solution
- Use of OneStream Guided Reporting for centralised access
- Streamlined reporting from multiple cubes to provide one source of truth

BEYOND FINANCE

Designed and implemented by the project team in full partnership, AMCO and DFDS have delivered a OneStream solution that can be easily extended beyond the Office of Finance into operational areas. The system supports operational insights by managing non-financial data, such as shipping details, route metrics, and logistics KPIs. These capabilities help calculate revenue and costs per route, empowering finance and operations teams to make smarter, data-driven investment decisions.



TAILORED SOLUTIONS DESIGNED AND IMPLEMENTED BY AMCO

- Data flow from ERP source systems D365 and Visma to OneStream being fed from Snowflake via a Data Lake.
- A bespoke intercompany report by entity and business unit.
- Dashboards to improve system administration, including data imports and security matrix oversight.
- Unified import forms across 300+ international users.
- A branded landing page with quick access to FX rates, training videos, and guided reporting—all enhancing user efficiency and experience.

The migration to OneStream has helped improve DFDS's reporting processes, delivering higher efficiency, accuracy, and strategic alignment between internal and external reporting. The transition has set a strong foundation for improved decision-making that overall supports the DFDS mission to digitise to transform and standardise to simplify, in line with their "Moving Together Towards 2030" strategy.

What's next for DFDS and AMCO

DFDS is looking forward to extending its partnership with AMCO to accelerate its finance transformation journey. The goal is to drive further automation, provide deeper insights, and enhance integration across performance management processes.

Building on the success of the first phase, which went live in January 2025, DFDS aims to extend the use of OneStream beyond consolidation and reporting to support more operational and strategic planning across the business.

Future areas of focus for the DFDS OneStream platform:

- Driver-based planning for route profitability
- Leveraging Sensible AI and Machine Learning to enhance efficiency and accuracy
- Operational planning and data (for example, logistics and volume of loads per route and container)
- Expanding fixed asset data within OneStream
- Intercompany Transaction Matching & Account Reconciliations
- ESG Reporting and Planning
- Tax Reporting and Pillar 2 compliance
- Task Manager



We are very happy with the outcome of this project. Our finance teams now have a streamlined solution that delivers finely tuned, efficient reporting, and provides the insights they need quickly, saving time and improving accuracy. My systems team collaborated closely with AMCO, and we are grateful for their guidance, training, and expertise throughout the project.

Soren Jakobsen
OneStream Systems Manager, DFDS

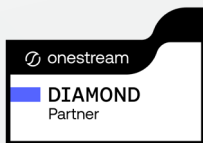


AMCO Solutions is a global finance business partner providing end-to-end business services for CPM & ERP solutions.

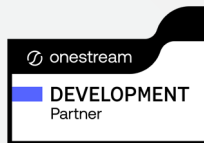
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AMCO operates in 11 locations worldwide, supported by 220+ dedicated professionals.

Our 18 years in business allow us to fulfil implementations and support services in over 40 countries. Our experience is backed up by 250+ OneStream projects for over 160 customers in different industries.



OneStream
Diamond Partner



OneStream
Development Partner



Microsoft Managed Partner
(Dynamics365 and Azure)

WHY CHOOSE AMCO

- **Proven Experience**
More than a decade of CPM & ERP consulting, implementation and support services to global organisations.
- **Customer References**
Actual references justify and ensure that our customers receive services and solutions based on successful customer engagements.
- **End-to-end Partner for Implementation & Support**
Our collective expertise in business and application lifecycles gives our customers a “one-stop-shop” solution for their CPM and ERP needs.
- **Competitive Pricing**
Competitive pricing based on blended rates from onshore (Europe) and offshore (Asia) resources.



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