

Using Business Intelligence to Improve Corporate Financial Decision-Making: A Case Study from SOFT NYU PULS

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Article information:

Manuscript received: 02 Apr 2025; **Accepted:** 03 May 2025; **Published:** 10 Jun 2025

Abstract: This study explores how Business Intelligence (BI) tools can enhance corporate financial decision-making, focusing on a real-world implementation at SOFT NYU PULS in Uzbekistan. Through a comparative analysis of financial performance before and after the introduction of BI tools such as Power BI and Excel-based dashboards, the study reveals measurable improvements in reporting speed, forecasting accuracy, and cost efficiency. In addition to empirical results, the paper investigates organizational factors influencing BI success, discusses challenges during deployment, and offers a set of best practices for financial managers. The paper contributes practical insights for financial managers in emerging markets who seek to leverage BI solutions for more agile, data-driven decision-making.

Keys words: Business Intelligence (BI), Financial Decision-Making, Emerging Markets, Power BI, Forecasting Accuracy, Financial Reporting, Cost Optimization, Uzbekistan, Data-Driven Strategy, SME Digital Transformation, BI Tools Adoption, Financial Analytics, BI in Corporate Finance, Case Study, Performance Metric.

1. Introduction

In today's complex and rapidly evolving financial environment, companies face growing pressure to make timely, accurate, and strategically sound decisions. Traditional reporting methods often fail to deliver the speed and depth of insight required in competitive markets. Business Intelligence (BI) has emerged as a transformative tool, enabling organizations to collect, analyze, and visualize financial data in real time.

The strategic use of BI is particularly valuable in emerging markets like Uzbekistan, where small- and medium-sized enterprises (SMEs) are increasingly seeking digital solutions to enhance financial planning and management. However, the full potential of BI tools is still underutilized due to a combination of low digital literacy, limited infrastructure, and a lack of standardized implementation frameworks.

This paper presents a case study from SOFT NYU PULS, a mid-sized technology services provider based in Jizzax, Uzbekistan. The study aims to demonstrate the tangible benefits of BI for financial decision-making and offer practical guidance to financial leaders considering BI adoption.

2. Methods

2.1 Research Design A case study approach was selected to analyze the specific outcomes of BI implementation at SOFT NYU PULS. The study compares two financial quarters: Q1–Q2 2024 (pre-BI)

and Q3–Q4 2024 (post-BI). This design allows for an in-depth examination of both quantitative and qualitative impacts of BI.

2.2 Data Sources Data were collected from:

- ✓ Internal financial reports and performance dashboards
- ✓ Interviews with the CFO, financial analysts, and IT staff
- ✓ Historical accounting records
- ✓ Post-implementation satisfaction surveys from finance team members

2.3 BI Tools Implemented

- **Power BI:** Used for interactive dashboards and visual analytics, including custom visualizations for trend tracking and variance analysis
- **Excel BI Add-ons:** For advanced calculations, budgeting models, and scenario simulations
- **SQL Database Integration:** Enabled automated extraction and real-time aggregation of financial KPIs

2.4 Metrics for Evaluation Key metrics tracked before and after implementation included:

- ✓ Monthly financial reporting time (in hours)
- ✓ Forecasting accuracy (percentage error compared to actuals)
- ✓ Operational cost savings (in USD)
- ✓ Decision-making cycle time (from data request to actionable decision)
- ✓ Data accessibility (percentage of data automated vs. manually extracted)

3. Results

3.1 Reporting Time Before BI implementation, monthly financial reporting required approximately 40 hours per cycle. Post-BI, this time was reduced to 22 hours, a 45% improvement. Automation of data extraction and pre-configured templates were the main contributors.

3.2 Forecasting Accuracy **Forecasting accuracy improved significantly.** Prior to BI, forecasts had an average error rate of 40%. With BI-enabled models, error rates dropped to 15%, enhancing financial planning and resource allocation. These models incorporated dynamic variables and rolling averages that allowed for adaptive forecasting.

3.3 Cost Savings The finance team reported a 12% reduction in procurement costs, achieved through real-time budget monitoring and spend analysis dashboards. Additionally, cost centers were able to identify redundant expenses, resulting in improved budget alignment across departments.

3.4 Dashboard Functionality BI dashboards introduced included:

- **Cash Flow Overview:** Real-time cash flow trends with predictive analytics
- **Expense Heat Maps:** Visual representation of departmental spending patterns
- **Profitability by Product Line:** Identification of high-margin offerings
- **Accounts Receivable Aging:** Tracked overdue payments and improved collections

3.5 Employee Feedback Finance department staff reported higher confidence in decision-making and greater transparency in financial communication. In post-implementation surveys, 87% of users reported that BI dashboards improved their work quality.

4. Discussion 4.1 Why BI Tools Worked The effectiveness of BI at SOFT NYU PULS can be attributed to:

- ✓ User-friendly interfaces enabling adoption without extensive training
- ✓ Customizable dashboards providing relevant insights to each department
- ✓ Centralized data, reducing reliance on fragmented spreadsheets
- ✓ Top management support, ensuring dedicated resources and cross-departmental cooperation

4.2 Organizational Change Management: The successful adoption of BI tools was supported by clear communication of project goals, designated BI champions within the finance team, and iterative training sessions. Resistance to change was mitigated through inclusion of end users in the dashboard design phase, ensuring relevance and usability.

4.3 Implications for Emerging Markets: The case demonstrates that even with limited resources, SMEs in emerging markets can adopt BI effectively. Cloud-based BI tools like Power BI offer low barriers to entry and scalability. Moreover, such tools can serve as foundational steps toward broader digital transformation.

4.4 Practical Tips for Financial Leaders

- **Start Small:** Begin with one key financial process (e.g., budgeting or cost control)
- **Train Champions:** Develop internal experts who can support other users
- **Use Cloud BI:** Avoid high infrastructure costs
- **Measure Impact:** Continuously evaluate time saved, errors reduced, and user satisfaction
- **Focus on Data Governance:** Clean, structured data is essential for meaningful insights

4.5 Limitations The study is based on a single company and a short observation window. Broader generalizations require additional case studies across sectors and over longer time frames. Additionally, external market factors affecting performance were not fully isolated.

4.6 Future Research Future work could explore BI adoption across industries in Uzbekistan, a comparative study between companies using different BI platforms, or the long-term ROI of BI systems. Researchers could also examine the cultural and educational factors that influence successful BI implementation in post-Soviet economies.

5. Conclusion

Business Intelligence has proven to be a powerful enabler of financial efficiency and strategic agility at SOFT NYU PULS. With relatively low investment, the company achieved notable improvements in reporting time, forecasting, and cost management. The success of BI in this context shows that emerging market companies can gain substantial competitive advantage by transitioning to data-driven financial management. Financial leaders are encouraged to explore BI not only as a tool for data analysis but as a strategic asset for long-term growth. The broader adoption of BI tools could significantly contribute to improving financial literacy, transparency, and efficiency across the region.

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