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- Mark Perez, Divisional Controller

SAVE MILLIONS BY LEVERAGING EXISTING SOFTWARE INVESTMENTS

The Challenge

Waste Connections (NYSE: WCN) has grown from a regional hauler into a North American leader in integrated waste services, with over 20,000 employees serving seven million customers across the U.S. and Canada. During their earlier years, finance and accounting relied on a multitude of manual Excel workbooks to complete the monthly close, projections, and budget comparisons. Controllers and analysts, adept at building bespoke spreadsheet tools, spent countless hours each period importing reports and exports, reconciling dozens of accounts, creating journal entries, and creating various consolidated reports.

As more and more districts were acquired, reporting requirements grew and became increasingly complex. Variations in financial close workflows across regions made standardization difficult, resulting in higher learning curves and impeded internal audit reviews. Growth continued to add pressure to the close over the years, often resulting in late nights and weekends. Finance leaders wished for more time for proactive analysis and strategic planning, less preparation and manual work.

A Familiar Interface, Enhanced

Rather than undertaking a big intrusive, million-dollar ERP replacement, Waste Connections chose to build on the spreadsheet expertise of their teams. In partnership with INTERJECT—founded in 2006 by a former controller— they worked together to transform critical Excel workbooks that supported the financial close into a governed portal for real-time data. From financial reporting, budgeting, forecasting, journal entry preparation, financial close management and more, the business processes that were originally manual spreadsheets, were now extensions of their ERP, adding new functionality. As a result, with nearly 9 billion in annual revenues today, Waste Connections has been able to leverage the same ERP investment

to support its continued growth, saving millions compared to the popular but expensive enterprise-level ERPs.

This approach also preserved the autonomy and familiarity of existing workflows for financial controllers while ensuring consistency, auditability, and scalability across every district. It was also built to run reports quickly, so reporting would not slow the controllers down.

Spreadsheet-Centric Approach

INTERJECT’s work started with the very spreadsheets that controllers already relied upon. The targeted requirements were born from those manual workbooks, addressing the exact gaps teams had been filling with manual steps. In this

way, the project deliverables met the users expectations at each iteration. And by re-imagining each sheet as a live data interface—rather than a stand-alone file—finance retained the familiar layouts and formulas they trusted, while gaining governed, real-time connections to the ERP. Controllers could still tailor views and tweak calculations on the fly, but beneath the surface, every data pull, reconciliation, and journal entry flowed from a single, centralized data source.

Tangible Results Saved Time

The speed to achieve a final report was greatly improved, and variance explanations are now saved to a central database rather than sent via email to supervisors. Mark Perez, Divisional Controller, said, “I couldn’t imagine closing our financial period without INTERJECT. I used to write my own reports and spend hours on analysis...now with INTERJECT, all the information is a few clicks away.”

Reconciliations were a big improvement, making multiple account reconciliations easier to complete, train on, and review. By consolidating disparate reconciliation workpapers into a single interface, controllers could follow a consistent process across all districts. Brent Ditton, Western Region Controller, added, “INTERJECT is, without a doubt, the most important financial tool we have as accountants in the field. The reconciliation reports are essentially ‘real time,’ which during a furious month-end or quarter-end close becomes an essential element of our reporting.”

Journal entries were configured to be staged and later exported to the ERP directly from the spreadsheets that serve as documentation. The new features enabled review sign-offs and pro forma financials (with staged, unposted, and posted journal entries separated by column). The act of exporting entries was quick, and much of the earlier input complexity was automatically handled, leaving controllers fewer steps to manage. As a result, JE

errors and related rework dropped significantly.

Appreciated Outcomes

Looking back over the years, Jennifer Spence, Executive Director of Financial Systems, stated ‘Calculating the savings is difficult with so many places that INTERJECT has improved. There are thousands of tasks completed each month across our enterprise that would take significantly longer without INTERJECT.’ She continued, “Those savings made us more productive, allowing controllers to close more districts than ever before.”

A key testament to the results and impact is that WCN is still, 30 years from its inception and nearly 9 billion in revenue, using the same mid-level ERP solution. Waste Connections' competitors utilize enterprise-level ERPs that are significantly more expensive and require highly specialized consultants for their maintenance support. WCN saved millions of dollars and attained the features they needed to scale.

They found a unique opportunity in INTERJECT to help provide the outcomes Waste Connections envisioned. Dave Eddie, Chief Accounting Officer, said, “INTERJECT is actually able to accomplish what they set out to do. Other vendors claim they can do anything and then struggle to fulfill their initial promises.”

Summary

WCN is a leader in the solid waste industry, proving that a large, efficient operation can run with less overhead, less centralized management, and more autonomy in each local community. Their vision for a better way to operate in the waste industry has been proven in their growth and stock performance over the last 30 years. INTERJECT was one of the vendors chosen to help support that vision, partnering with WCN for the past 20 years to deliver solutions tailored to their distinct needs. Cost-effective innovation in automation requires a different approach—one that unlocks value from the tools companies already have, extending features in a way that is sustainable, highly adopted, and less disruptive. This ensures that growing companies can internally support their own advancements and avoid the bloat that can erode margins and efficiency over decades of growth.

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