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SPREADSHEET REPORTING, BUILT TO SCALE AND FOR SPEED

The Challenge

Waste Connections (NYSE: WCN), a leader in integrated solid waste services across North America, provides collection, transfer, disposal, and recycling. With over 20,000 employees across the United States and Canada, WCN prides itself on decentralized, agile management focused on local service excellence.

The company's acquisition-focus brought tremendous growth over the last three decades, which also demanded a highly adaptable financial reporting system to integrate with their ERP software, Epicor. Timely and accurate financial reporting, budgeting, and forecasting were all key to guiding operations.

In the earlier stages of their growth curve, the extensive manual processes associated with these spreadsheets became a bottleneck as they acquired more companies, hindering efficiency and adding pressure to financial deadlines, including the monthly close and annual budgeting and projection cycles. Waste Connection's earlier reporting software investments, utilized a spreadsheet interface, did provide improvements but soon led to new frustrations as they continued to grow.

- Reports ran progressively slower—some taking over 10 minutes—and corporate report batches exceeded 2 hours, resulting in significant delays to the review and financial close processes.
- Report maintenance became complicated as new financial accounts required manual updates to hard-coded reports.
- Their spreadsheet, Microsoft Excel, had to be operated in manual calculation mode in their original software, which was frustrating for most Excel users.
- Budgeting and forecasting administration began to take more time as additional acquisitions came on board, as it required longer to recalculate the budget worksheets for company-wide assumption changes.

These inefficiencies created frustration among users, delayed critical decision-making processes, and increased risks around data accuracy and compliance. Waste Connections was looking for a better option, and the clock was ticking since their budgeting software would no longer be supported the following year.

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Selecting INTERJECT

Waste Connections had previously collaborated with Jeff Honsowetz, founder of INTERJECT, who had initially developed tools to streamline the financial close process using Excel. Understanding the ongoing limitations of existing systems, Jeff proposed continuing to leverage their existing ERP and spreadsheet expertise. He would use the INTERJECT platform to replace the functionality of their original budgeting and reporting software but with improved speed, usability and scalability. Dave Eddie, Chief Accounting Officer, and Josh Veach, Director of Accounting, championed Jeff's new approach, supporting a proof-of-concept that was successful.

Implementation and Immediate Impact

INTERJECT's implementation was carried out seamlessly, initially replacing the budgeting system and subsequently the advanced reporting module. Users found INTERJECT intuitive due to its spreadsheet interface.

Key features delivering substantial improvements included:

- **Rapid Reporting Speed:** Reports previously taking hours were reduced to mere minutes or even seconds, facilitated by INTERJECT's

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patented approach and caching technology.

- **Near Real-Time Data Updates:** Financial data was refreshed almost instantaneously as journal entries were proposed, even with thousands of simultaneous users later, significantly accelerating the financial close process.
- **Automatic Report Updates:** New financial accounts are automatically integrated into existing reports, eliminating the need to manually add the new accounts to the hard-coded templates.
- **Standard Excel Functionality:** Excel operated normally, removing the need for manual recalculations or unnecessary data reloads.
- **Enhanced User Engagement:** Flexible spreadsheet reporting options (tabular and formula-based) facilitated easier adoption and customization across multiple user levels.

Quantifiable Results

Waste Connections achieved substantial, measurable improvements with INTERJECT, saving significant time and reducing errors dramatically. The previously cumbersome reporting process transformed from hours to seconds, substantially improving productivity across over 500 locations.

Even with the company's continual growth, average run times for formula-based reports improved drastically from hours and minutes to seconds. Per reporting logs from 2024, there were 850 users running over 238,000 formula-based reports and the average elapsed time was 9.77 seconds.

The tabular-based reports INTERJECT continued to expand to a broader number of users. They run more efficiently and often formula-based reports are often converted to tabular reports before sharing to the

entire company. In 2024, logs showed tabular report times averaged 4.95 seconds over 2.2 million reports run from 2,389 users.

Reports that run faster, provide two important benefits. They allow controllers to verify their work further and more rapidly, adding better quality. They also save time, enabling teams to be more productive. With a total of 2.5 million reports run, saving even just 30 seconds per report on average, it is equivalent to 10 full time staff. Since most of the bigger reports are run by higher level positions, the opportunity cost is estimated to be over 1 million dollars per year.

Report Type	Users	Reports Run	Average Time Per Report
Tabular Reports	2,389	2.2 Million	4.95 Seconds
Formula Based Reports	850	238 Thousand	9.77 Seconds

Summary of report speeds, users and usage for year 2024

Jeff Honsowetz, CEO of INTERJECT, explained there are other key areas of efficiency that often go unnoticed, "Working as a financial controller, closing the books, it's not only important to obtain the data you need quickly, but the manner of which it is delivered has to be efficient. Even if I get the data in 5 seconds, if it doesn't immediately flow into my supporting schedules, then I have to copy it there. We leverage the spreadsheet interface as an ideal reporting medium since it makes me efficient through the entire last mile of my analysis work."

User Adoption and Feedback

User adoption was rapid due to the familiarity of Excel, and users quickly embraced the efficiency improvements INTERJECT provided. INTERJECT's business background was a key factor in the success. Brent Ditton, Western Region VP, emphasized, "What I appreciate about INTERJECT is that I'm dealing with accountants, not purely systems professionals. They understand what I deal with at my desk. They know what is important to me." Dave Eddie highlighted INTERJECT's ability to handle complex projects for the company by stating, "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

INTERJECT has provided Waste Connections with a scalable, efficient, and user-friendly reporting solution that has remained fast and efficient even through exponential growth. This is a rare attribute for an enterprise reporting system that is layered on top of Microsoft Excel. By leveraging their familiarity with Excel, the company experienced minimal disruption during adoption and immediately benefited from speed, accuracy, and productivity gains.

