



BUDGETING BUILT FOR HIGH GROWTH ENTERPRISES

The Challenge

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

Budgeting is a strategic discipline at Waste Connections, but its legacy budget software was near its end of life and grew more cumbersome as the company grew. Controllers resorted to external workbooks and copy-paste gymnastics, slowing projections and introducing complexity. Corporate assumption changes and scenario analysis meant the system reopening hundreds of files to recalculate, taking significant time and at times, halted for template errors.

Interject: A Proven, Innovative Resource

Having previously collaborated with INTERJECT to streamline spreadsheet-based reporting solutions for financial close processes, Waste Connections (WCN) sought additional improvements to their budgeting approach. INTERJECT's founder, Jeff Honsowetz, leveraged his team's deep experience in budgeting and forecasting to identify opportunities for enhancement, allowing WCN to maintain its familiar spreadsheet environment while overcoming limitations in its existing system.

Dave Eddie, Chief Accounting Officer, and Josh Veach, Director of Accounting, championed the project, confident that INTERJECT could provide a customized, flexible solution tailored to their complex and expanding needs.

Seamless Implementation

INTERJECT's budgeting solution was smoothly integrated into WCN's existing processes. User adoption took minimal effort since the workflow was similar to before and they appreciated the time saving improvements. Controllers could retain their established budgeting workpapers, facilitating a one-step copy to the budgeting template. This simplified the learning curve and minimized disruptions, allowing users to utilize advanced features at their own pace.

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- Brent Ditton, Western Region VP, Waste Connections

A key innovation introduced in phase 2 was the shift from a centralized, web-based spreadsheet to local templates, providing users with greater control and flexibility in their budget creation process while maintaining centralized data governance and accuracy through direct database integration. This approach simplified template management and empowered local teams with more flexible options to integrate into supporting schedules.

Essential Features that Drove Success

INTERJECT introduced several powerful features explicitly tailored for WCN's high growth and innovative culture:

- **Budget Process Management:** Provided real-time visibility into user engagement and status updates, with detailed tracking of changes.
- **Advanced Change Management for Budget Reviews:** Facilitated straightforward comparisons of budget iterations at both district and regional levels. Review meetings could set a date and time after which reports would remain unchanged while districts continued to update their budget work. This minimized complexity and version confusion, allowing each district to stay productive and focused on their deadlines.
- **Flexible Version Control:** Streamlined the categorization of budget modifications made throughout the year, enhancing clarity in investor narratives for quarterly earnings calls.
- **Real-Time Data Integration:** Seamless integration with their ERP, and other operational data sources, enhancing accuracy and efficiency.
- **Local Excel Templates:** Provided controllers with greater autonomy, enabling them to develop customized, connected workpapers without compromising data integrity.

Dramatic Improvements Realized

The transition to INTERJECT resulted in significant

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- Kevin Malone, Corporate Interim District Manager, Waste Connections

operational improvements:

- **Considerable Time Savings:** It is conservatively estimated that a savings of at least three hours per district per projection cycle and for each of the five months of the annual budget season was achieved. Across approximately 500 districts, this translates to over 25,500 hours annually, equivalent to approximately \$1.2 million per year.
- **Improved Data Accuracy and Accountability:** Real-time visibility into budget changes provided more opportunities for review, enhancing quality and bolstering productivity across all districts.
- **Reduced Disruption:** Controllers could continue budgeting after review cutoff times without additional complexity, eliminating previous bottlenecks.
- **Long-Term Scalability:** INTERJECT's solution has proven to be scalable, effectively managing WCN's rapid growth without the need for costly system replacements for nearly two decades.

Testimonials

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— Brent Ditton, Western Region VP, Waste Connections, Inc

“The support the team provides has been exceptional. [Their] willingness to dig in and get to know our business process intimately is indispensable. The result is applications that are tailored to suit our needs with minimal issues.”

— Kevin Malone, Corporate Interim District Manager, Waste Connections, Inc

Summary

INTERJECT empowered Waste Connections to budget and forecast efficiently in a high-growth environment. By enabling controllers to retain their familiar workflows within a robust, integrated framework, INTERJECT delivered substantial cost and time savings. This innovative approach allowed WCN to scale efficiently, supporting decades of rapid growth while maintaining operational excellence and flexibility.