



Client Success Stories Implementing Oracle's Hyperion Financial Management and Leading Practices

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Introductions

Arun Pillai



Arun is a Manager in Deloitte Consulting LLP's Performance Management Technology practice. He has 11 years of experience in implementing Hyperion Financial management, Hyperion Financial Data Quality Management and Hyperion Financial Reporting. He has been instrumental in implementing large scale Hyperion solutions at clients across the globe. He has deep expertise in the Hyperion suite of products and has serviced industries ranging from Technology Media and Telecommunication, Financial Services and Retail. For close to 9 years he has been in the consulting industry and has worked closely with clients delivering Hyperion solutions.

Preston Meeder



Preston is a Manager in Deloitte Consulting LLP's Performance Management Technology practice. He is a seasoned business leader with more than 7 years of financial management experience with an extensive background in global financial consolidations and reporting, financial technology, finance transformation, business process reengineering, and project management leadership. Preston has deep knowledge of the Hyperion Suite with multiple global, full life cycle implementations across various industries. He is also a certified Oracle Hyperion Financial Management Implementation Specialist. His responsibilities have included business development, executive level client relationships, thought leadership, subject matter expertise, and overall solution design and delivery.

Agenda

- Client Success Stories: Issue to Impact
- Lessons Learned
- Questions

Client Success Stories: Issue to Impact

Global Retailer

Issue to Impact

Issue

Global retailer engaged Deloitte to facilitate the global implementation of HFM

- Existing HFM application was not used by countries; only Corporate
- Translation occurred outside of legacy HFM application, in Excel
- Many countries did not follow global standard for Chart of Accounts so financials were provided at a summary level via Excel
- G/L detail data is in separate systems and Corp had no visibility to detail data in one system
- Lack of visibility into Intercompany eliminations (legacy app simply reversed out GL values)
- Lack of consistent global reporting standards
- Varying external reporting requirements were maintained by countries in Excel

Solution

Implementation of Oracle's Hyperion Financial Management module:

- Implemented FDM, HFM, and DRM
- Improve global consolidation processes
- Improved data quality through FDM
- Increased level of detail in data submitted to Corp
- Semi-automated cash flow
- Improved controls and governance processes
- Facilitated external reporting requirements for multiple countries (USGAAP, Local GAAP, IFRS)
- Automated data extracts to downstream processes (management reporting / Essbase)

Impact

A streamlined aggregation of financial information from Canada, Japan, China, India, Chile, Argentina, Brazil, Mexico, Central America, UK and US to Corporate Controllershship.

- Corporate has visibility to detailed country G/L data in local currency and USD
- Automatic feeds of G/L data via FDM to HFM
- HFM automates 70-80% of Cash Flow, previously calculated offline
- Standardized translation across all countries
- Rounding process reduces LOE by several hours/month
- Reduced time for close and consolidation process for countries from ~14 days to ~5 days
- Single source of truth for external reporting (IFRS and USGAAP)

Innovation

- **Innovation:** *Using HFM APIs to automate Extended Analytics extract generation, systematically rounded HFR reports; Cash Flow automation, Complex Minority Interest calculations w/o custom consolidation rules, Intercompany eliminations w/o trading partner detail, IFRS accounting differences in COA*

Telecommunication Company

Issue to Impact

Issue

We were engaged to transform the finance processes and create business value at this telecom major.

- Manual Processes - Manual data aggregation from multiple sources.
- Lack of automated integration
- Complicated reconciliation of financial data & ledgers
- Extensive manual effort to consolidate
- Accounting driven P&L lacking alignment to business operations
- Unclear ownership & accountability of close and consolidation process

Solution

Implemented Oracle's Hyperion Financial Close Module:

- Using a combination of HFM, FDM and DRM a fully automated global consolidation program was created.
- Created automated data loads from source systems with error notifications and TB validations.
- Strong governance and controls for metadata management and a workflow based automated process for direct metadata updates.
- Systematic and Flexible external and internal reports using HFR and Smart View

Impact

Using leading practices and integrating multiple work streams we successfully implemented a global financial solution.

- Close, Consolidation & External Reporting has transformed the close process and related reporting, with an accurate, secure and trusted solution.
- The solution is flexible, scalable, integrated and designed to support the evolving business models of the firm and changing accounting rules.
- Promoted user adoption by creating web-based training, quick reference guides, and implementing 24-hour support for global users in the close, consolidation and reporting process.

Innovation

- **Innovation:** *Using HFM APIs to automate load of metadata generated by DRM into the Hyperion application. The tool could be scheduled during close to upload metadata to HFM and send error files to the HFM admins.*

Lessons Learned

Lessons Learned

The following are key lessons learned from our combined experience in implementing EPM solutions.

Key Lesson	Importance
Integrated Design Approach	<ul style="list-style-type: none"> • Directs focus of a unified team across all systems, business functions, and stakeholders to an integrated design and build • Conduct integration design meetings to gain understanding of other systems and limit surprises during build
Detailed Process Workshops	<ul style="list-style-type: none"> • Used to define current and future state processes and help identify integration points • Increased stakeholder involvement to validate current state process and play an integral role in future state design
Integrated Design Document	<ul style="list-style-type: none"> • Integrated design document across eBS, EPM, and BI facilitates a common approach and methodology used during the build phase. This allows for validation that all systems share components of design. • Increases awareness of system limitations and integration risk areas
Integrated Data Flows	<ul style="list-style-type: none"> • Identifies data integration points and allows for one version of truth. • Increases visibility into system limitations and enhances awareness of specific system requirements • Facilitates efficient data flow and eliminates data redundancies between systems for improved reporting and analysis

Lessons Learned Cont.

The following are key lessons learned from our combined experience in implementing EPM solutions.

Key Lesson	Importance
Integrated Project Plan and Timeline Alignment	<ul style="list-style-type: none"> • Results in increased alignment of consolidated tasks across all work streams • Highlights project integration points and dependencies in order to plan appropriately • Increased visibility into functional and technical dependencies across systems
Interactive Design and Build	<ul style="list-style-type: none"> • Help in gauging expectations, validating requirements, and to keep the project scope confined <ul style="list-style-type: none"> • Presents a 'big picture' view of the overall project • Gives client and other teams an increased understanding of system design and build • Point of View Presentations educate offshore teams, client, and work stream leads through real time business processes
Integrated Testing	<ul style="list-style-type: none"> • Multiple test cycles allow comprehensive testing of system integration pain points • Educate various teams in EPM testing nuances (i.e. Planning more UAT focused, Consolidation - Parallel testing) • Project should be flexible to accommodate varying test schedules as EPM teams may not be ready for early test cycles due to timing
Integrated Reporting	<ul style="list-style-type: none"> • Developing a comprehensive reporting matrix is time well spent: <ul style="list-style-type: none"> • Reduces redundancies • Limits rework • Clearly defines system-wide scope for reporting requirements • Integrated reporting provides holistic view of data and increased data consistency across reporting • Enables detailed data drill-through functionality

Lessons Learned Cont.

The following are key lessons learned from our combined experience in implementing EPM solutions.

Key Lesson	Importance
EPM Center of Excellence	<ul style="list-style-type: none">• Establish a Center of Excellence for Hyperion with client and project teams• COE unit would support functional and technical requirements through entire close process• Define governance criteria, ownership, roles and responsibilities, manage technical and functional issues, and implementing enhancements• Team would consist of members of the business that drove requirements and design, as well as have members of the technical team that administer the application

Implementation Leading Practices

Leading Practices for EPM Implementations

The following are some of the leading practices in the industry when implementing EPM solutions.

Project Discipline	Leading Practice
Design	<ul style="list-style-type: none"> • Conduct detailed current and future state process workshops with all stakeholders, business functions, and entities involved in the Planning and Consolidations processes • Whiteboard sessions used to increase client buy-in and socialize future state design within the organization • Define standard COA / metadata across systems • Create and use report, calculation, web form inventories to level set expectations and increase understanding of EPM • Cross-system security and controls • Spend time with eBS and BI leads, to highlight differences in EPM process driven design
Communication and Coordination	<ul style="list-style-type: none"> • Set strong project cadence, only hold necessary meetings, establish clear objectives, prepare agenda and distribute in advance • Use integrated project plan that has been coordinated amongst the team • Coordinate integration points against integrated timeline • Implement consistent methodology across teams • Conduct weekly integration meetings
Build	<ul style="list-style-type: none"> • Frequent Conference Room Pilots, which include client and other work stream team members, enable increased expectation alignment and confine scope <ul style="list-style-type: none"> • End-to-end business process steps, including mock-ups for client review, to be used for configuration by the development team • Dedicated COA team that includes resources from eBS, EPM, and BI • Client resource involvement during build phase reduces knowledge transfer timeline and increases client buy-in of the system

Leading Practices for EPM Implementations

The following are some of the leading practices in the industry when implementing EPM solutions.

Project Discipline	Leading Practice
Testing	<ul style="list-style-type: none"> • Phased approach to test cycles • Leverage on single system to track testing and quality control • Dedicated team leads, to lead the different parts of the testing cycles • Daily status touch point meetings with users, team leads, and executive leadership • Dedicated testing resources
Training	<ul style="list-style-type: none"> • Dedicate single team for Training and Change Management • Implement a Train-the-Trainer methodology • Coordinate documentation of training and knowledge transfer • Coordination of users – develop resource training plan for trainers
Post Go-Live Maintenance	<ul style="list-style-type: none"> • EPM administrators should be a blend of technical and functional personnel • Define change request / management process • Confirm that comprehensive governance and monthly check list is documented and communicated

Questions?

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