Finance Transformation via a Portfolio of Oracle Hyperion EPM projects

Fortune 100 Conglomerate
Globally offers products and services to optimize energy and operations efficiencies of buildings, automotive batteries, electronics and interior systems for automobiles.

$42.89 Billion in Revenue and 1.33 Billion in Net Income (2014)

EPM Product Suite

<table>
<thead>
<tr>
<th>EPM Product</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hyperion Financial Management (HFM)</td>
<td>Consolidations</td>
</tr>
<tr>
<td>Financial Data Quality Management (FDM)</td>
<td>Data mappings and Integration Scripting</td>
</tr>
<tr>
<td>Data Relationship Management (DRM)</td>
<td>Metadata management</td>
</tr>
<tr>
<td>Essbase</td>
<td>Data warehousing</td>
</tr>
<tr>
<td>Financial Reports</td>
<td>Canned Reports</td>
</tr>
<tr>
<td>Smart View</td>
<td>Excel reports &amp; Plan/Forecast submission</td>
</tr>
<tr>
<td>EPM Maestro</td>
<td>Automation</td>
</tr>
<tr>
<td>Accelatis</td>
<td>Performance Monitoring</td>
</tr>
</tbody>
</table>

Application Stats (2015)

<table>
<thead>
<tr>
<th>APP 1</th>
<th>APP 2</th>
<th>APP 3</th>
<th>APP 4</th>
<th>APP 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account-Total Members</td>
<td>13,284</td>
<td>5,508</td>
<td>4,773</td>
<td>2,750</td>
</tr>
<tr>
<td>Entity-Total Members</td>
<td>54,045</td>
<td>64,793</td>
<td>6,540</td>
<td>6,183</td>
</tr>
<tr>
<td>Custom1-Total Members</td>
<td>2,286</td>
<td>29</td>
<td>2</td>
<td>148</td>
</tr>
<tr>
<td>Custom2-Total Members</td>
<td>133</td>
<td>111</td>
<td>73</td>
<td>74</td>
</tr>
<tr>
<td>Custom3-Total Members</td>
<td>264</td>
<td>132</td>
<td>106</td>
<td>117</td>
</tr>
<tr>
<td>Custom4-Total Members</td>
<td>36</td>
<td>29</td>
<td>18</td>
<td>52</td>
</tr>
<tr>
<td>Scenarios</td>
<td>28</td>
<td>27</td>
<td>23</td>
<td>31</td>
</tr>
<tr>
<td>Process Control Enabled</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Reports</td>
<td>26</td>
<td>53</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>Web Forms</td>
<td>9</td>
<td>7</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>User Grids</td>
<td>2,640</td>
<td>1,624</td>
<td>115</td>
<td>198</td>
</tr>
<tr>
<td>FDM Locations</td>
<td>130</td>
<td>305</td>
<td>63</td>
<td>98</td>
</tr>
</tbody>
</table>

Environment Landscape (2015)

- 3,000+ users in 60 countries
- 300 source ERP systems
- 25 Production Servers (of 61 total EPM Servers)
  - 2 Citrix (64 bit)
  - 1 DRM (32 bit)
  - 2 Essbase
  - 2 FDM (32 bit)/FDME (64 bit)
  - 10 HFM Application (64 bit)
  - 3 HFM Web/EAS (64 bit)
  - 3 HSS/Workspace/Reporting
  - 2 Oracle Database Servers
Overview

Finit has assisted this Client with numerous Oracle EPM initiatives that included HFM, Essbase, FDM, DRM and reporting application activities. The client is one of the world’s largest deployments of HFM with over 3,000 users and 5 Production applications. Additionally, one of Client’s primary Business Units is using Essbase for Management reporting to over 1000 users.

Client Challenges

When Finit partnered with Client in 2009 to implement Oracle Hyperion System 11, Client was using Hyperion Enterprise for Financial Consolidation and Reporting. Some of the key challenges they faced at the time were common to a diverse multinational company:

- Disjointed application instances and services – 20+ applications hosted across multiple continents.
- Limited dimensionality – the inability to easily report and pivot on additional reporting classifications – like Line of Business, Functional Area, Customer, or Platform.
- SOX compliance and Transparency issues - they lacked the ability to quickly drill into the source of consolidated data, often encountered a disconnected audit trail, and suffered from minimal standard data and metadata controls.

Finit/Client Solutions

Client’s implementation of System 11.1.1.3 in 2009 addressed these concerns. The success of that project enabled Client to benefit from a Global, centrally hosted EPM solution where diverse Business Units were finally aligned by one web-based Financial Close and Consolidation process.

Since that project, and through an established Hyperion Center of Excellence, Client has continued to work with Finit to build an EPM environment that is transparent and reliable, with the flexibility to adapt to new business requirements.
The Successful Oracle Hyperion Initiatives Driving Finance Transformation
Project Overview
Finit assisted with the implementation of HFM, FDM, BI+ Reporting. Client deployed one of the world’s largest EPM solutions, to over 3,000 users across 5 separate Production HFM applications in an 84-server environment.

Project Highlights
• HFM application build and testing activities for 5 HFM applications. HFM serves as the book of record for External, Tax and Internal Management reporting for both consolidated company and individual business units.
• A Global Chart of Accounts deployed across the enterprise with business units expanding detail into local detail.
• Financial Close process optimization and standardization across the entire organization.
• HFM metadata and governance activities performed inside of DRM. DRM is the entry point of all HFM metadata changes.
• Complex, expansive FDM deployment. Through FDM, users load over 300 source system files into 4 BU HFM applications. FDM integrates and bridges the BU and Consolidation applications together. FDM also serves as a downstream integration solution to load HFM data to feed tax systems (CorpTax and OneSource Tax Provision), data warehouse and Essbase systems.

Client Benefits
• Client has many different GL systems and the Oracle EPM systems allow them to have improved data accuracy, controls and analysis of all financial data.
• Single source of trusted data serving External, Tax and Management reporting requirements.
• Client was able to create a Center of Excellence for administration and governance activities, which better unifies the entire organization and the different applications together.
Project Overview
The objective of the project was to provide the same metadata, data and calculations as in HFM, but yield faster calculation times to enable users to react more efficiently to changes during the various budget and forecasting cycles. Phase 1 required a 10 implementation timeline.

Project Highlights
- Developed automated Database comparison process to reconcile HFM data tables between old HFM and new HFM for 100,000+ entities across 5 years, 10+ scenarios. This significantly accelerated the data reconciliation process and enabled Client to discover variances at lower level intersections.
- Employed custom processes to create and disable Smart View connections for over 3,000 users, ensuring a seamless conversion from old Environment to new Environment.
- Utilized HTTP Listener to extract data for lights-out downstream data feeds to multiple Sales and Compensation statistical applications.
- Managed the re-integration of 100+ upstream ERP sources.
- Administered global surveys to distinguish between Smart View and HFM Web users.
- Developed performance testing scripts using FDM batch processing to mimic real world HFM user loads during month-end-close.
- Worked with multiple migration tools, including Schema Update Utility, lifecycle management, and HFM’s copy app utility to move components across environments.

Client Benefits
- The BU had extremely large data volumes. Originally the intent was to use HFM not only as their consolidations tool, but also as their Financial Planning, Forecasting and Reporting tools as well. Lengthy consolidation times required BU deploy Essbase to help them with those tasks.
- Finit was able to provide the business unit a solution that is highly efficient by implementing a set of cubes that would independently yield good performance and work collectively as one to provide a seamless single database with which users interact, maintaining as much simplicity for end users as possible.
# Upgrade to EPM 11.1.2.3

## Project Overview
Finit assisted in upgrading HFM, FDM, DRM and BI+ Reporting from version 11.1.1.3 to 11.1.2.3. Client upgraded to ensure their EPM applications and infrastructure were compatible with company wide standards for IE 10, Windows 8, Office 2013, and Oracle 11g support. Client’s goal was to ensure their global infrastructure and application suite stayed supported for the next 5 years.

## Project Highlights
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- Worked with multiple migration tools, including Schema Update Utility, lifecycle management, and HFM’s copy app utility to move components across environments.

## Client Benefits
- Client is regarded as one of the largest, most complex EPM environments in the world. The size of Client’s EPM environment, the large number of upstream ERP data sources and downstream system integrations, and the complexity of the applications required a thoroughly executed plan. Finit’s EPM experience and specific knowledge of Client’s environment helped ensure a successful upgrade.

## Project Timeline

## Products
- HFM
- FDM
- DRM
- BI+ Reporting

## Solution Highlights
- Moved from 84 to 61 EPM servers
- 300 ERP instances
- 5 Production HFM Apps
- 5 Prod FDM Apps
- 3000 Active End Users
- 800 FDM Locations
- 155,000 total Entities, 36,000 total Accounts
**Project Overview**
Finit led the implementation of Oracle Account Reconciliation Manager (ARM) to two Business units for Client. The implementation of ARM included integration with source data as well as process workflow as a part of the certification process.

**Project Highlights**
- This project focused on reconciliations performed from 1 of the largest ERPs (SAP). A wave strategy was used comprising of groups of reconciliations. 2 waves were deployed in this project. Wave A resulted in the creation of 35K reconciliations. Wave B will add another 5K reconciliations.
- Reconciliations are performed by 3 teams: Shared Services, Business Unit, or Country Financial Services.
- ARM was rolled out to approximately 1000 users.
- ARM replaced AssureNet that was used by the Corporate US team.
- The implementation helped standardize the following:
  - Reconciliation due dates
  - Layout of the reconciliation
  - Frequency of the account reconciliation
- Set the groundwork for additional future deployments with Client’s additional ERPs.

**Client Benefits**
- Client has many different processes and locations to store Account Reconciliations, the majority of which are manual. The implementation of ARM helped provide visibility to the process.
- This project also helped drive standardization of the reconciliation process across the organization.
- Enabling the auto reconciliation features in ARM also reduced the amount of time users used to spend on those reconciliations and allowed them to focus on the reconciliations that needed their attention.

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**Project Timeline**

**Products**
- Account Reconciliation Manager (ARM)
- FDMEE

**Solution Highlights**
- 1000 active users
- Integration with a single ERP
- Sub-ledger data integration for comparison purposes.
- Process standardization across the enterprise.
- Reduction of manual processes
- Increase of controls
Project Overview
One of Client’s Divisions underwent an initiative to carve out a separate HFM application for a global business unit (BU-1). They needed to build two new HFM apps, one for the BU-1 only items, and one for BU-2 only items. This initiative also involved redesigning the HFM chart of accounts to align with the reporting requirements of each business unit, as well as building two new FDM apps and integrating those apps with 100+ ERP systems.

Project Highlights
• Created co-mingled ledger orgs in both apps for ledgers with a mixture of both BU-1 and BU-2 cost centers.
• Designed custom file sync process to split ERP data to multiple FDM instances.
• Built parallel batch load process with email alerting to automate the data workflow for large data sets.
• Analyzed historical database storage patterns and used information to reassign data segment tables in FDM, making data loads process significantly faster in the split applications.
• Statistical rules redesign and account reduction resulted in improved consolidation times.
• Used MS Access and Extended Analytics to map and reconcile data between split apps and old app to reconcile 6 years of Actual data, and 7 different years of forecast/budget/plan data.
• Created new ICP report consisting of 3 grids. The first two grids referenced the BU-1 and BU-2 applications respectively and were hidden. The third grid calculated the difference between the two grids, and was visible to the end users.

Client Benefits
• Client simplified entity structures by consolidating base level entities and integrating history into a combo of entity and custom fields.
• As a result, Client recognized a 45% decrease in Consolidation times in the split apps, and was able to simplify the future divesture of BU-2.

Solution Highlights
• 100+ ERP systems
• 450 FDM Locations (split to 300 and 200)
• 1,700 active end users
• 80,000 entities (split to 64,700 and 33,400)
• 10,200 accounts (split to 5,500 and 5,100)
Project Overview
One of Client’s Divisions underwent a transformation in the way they report financial segment data. The Division was reporting data externally based on global regions. Following this project, Division reported external segment data based on System and Services, Products, and Manufacturing. Within these segments, reporting is further organized by regions to align with historical reporting. Client uses a separate consolidated application for external reporting across business units.

Project Highlights
• Used Entity attribute tags, business rules, and a Data Type dimension to generate multiple slices of new and existing data.
• Finit’s solution allowed for a multi-purpose application with minimal change to the front-end interface for users, reducing the need for new applications and significant end user training.
• Access databases were used for historical data reconciliation between old and new app, which increased comfort level in accurate data by allowing for a far more detailed tie-out.
• Automated excel tie-out reports were used for reconciling the new Application with Corporate’s global consolidation app.

Client Benefits
• Client’s primary challenge was building an application that served a dual role - providing new flexible Segment reporting capabilities for future reporting, while ensuring the application continued to report global regional Segments for historical data.
• Another key challenge was aligning with the corporate consolidation app. Division’s data feeds a separate Corporate HFM application used for external and tax reporting. A key design principle for all of Client’s EPM projects is limiting the potential impact on the consolidation app. Finit delivered a solution with minimal impact to the consolidation app, while simultaneously expanding the reporting capabilities of Division.
Project Overview
Finit assisted Client with implementing a redesigned Corporate HFM (CO HFM) application. The CO HFM application was originally created to align with an Oracle ERP, and was updated to better align new SAP profit centers and accounts within HFM.

Project Highlights
- Redesign included addition/deletion/rename of entities, intercompany partners, accounts, member lists, rules, and reports
- Utilized DRM to maintain HFM metadata
- Updated FDM maps and scripts to reflect redesign changes
- Used a custom multi-period FDM adapter to load mapped data quickly into the new application
- Drastically reduced consolidation times in the new production application
- Access Databases were used for data reconciliation which reduced time needed for validation
- Over 4 million records validated in 4 hours
- LCM was used to import HFM application and BI+ artifacts, and user security
- Copy Application Utility was used to copy the newly redesigned application to production.

Client Benefits
- The redesign affected many applications and required multiple changes in HFM, FDM and DRM. Additional detail was needed to ensure go live cutover was a success.
- The project allowed Client to create a model for other BU’s to follow when redesigning applications after an ERP change.
**Project Overview**
A business unit for this client spun off a portion of the business unit into a joint venture with a separate company. Client created a new HFM application for the joint venture company to use for its financial consolidation and reporting activities. The application was a copy of the current BU HFM application with marginal changes to support the spin off.

**Project Highlights**
- Created cloned HFM app with calendar year design change to accommodate different fiscal reporting period.
- Used DRM automators to add new SAP entities for joint venture company.
- Built new data extract process to feed separate joint venture HFM application
- Managed user acceptance and parallel testing.
- Migrated shared service security database tables to ensure seamless security migration for end users of joint venture application.

**Client Benefits**
- The spinoff allowed for the joint venture to separate their reporting processes without the time and expense of building a brand new application from scratch.
- Both the joint venture and Client enjoyed cleaner applications with fewer entities than the combined application, leading to streamlined user experience.

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**Project Timeline**

**Products**
- HFM
- FDM
- DRM
- BI+ Reporting

**Solution Highlights**
- 140 FDM Locations
- 100 active end users
- 54,045 Entities
- 13,200 Accounts
Client Testimonials

A Culture of Integrity

Our culture is person-to-person, not business-to-business
public testimonial from client: “<client>, a global diversified company in the building and automotive industries, selected finit solutions as a business partner for a large, innovative, complex hfm/fdm/drm implementation project covering 3,000 hfm users. finit was selected based upon its previous successful history of working with <client>; its high-quality, experienced and knowledgeable personnel; its strong commitment to customer satisfaction, and its capability to execute large projects.”

financial systems analyst: “i strongly recommend <finit consultant> to any party or client who seeks essbase consultancy. he is extremely knowledgeable, reliable, responsible, patient and personable. i have been working very closely with him during the essbase project deployment. he always gives good advice and seeks best solution to improve the system performance in a very timely manner. he is always available for help during after-work hours and weekends. i totally relied on his essbase expertise and advice. one night our production database crashed he worked the whole night with me and tried different approaches to restore the system. i really appreciate his hardwork and his great personality.

program manager: “overall outstanding. the entire team enjoys working with <finit consultant>. he goes out of his way to proactively share knowledge so that other project team members can be increasingly successful in their roles.”

project manager: “<finit consultant> does an outstanding job of demonstrating his knowledge and more importantly sharing it with the team. in a situation where he does not have a readily available answer - he researches effectively and provides his findings.”
Financial Systems Manager: “<FINIT CONSULTANT> is terrific consulting, easy going and very smart. He is detail orientated and very knowledgeable about Hyperion. Gladly recommend his services to other companies.”

Financial Systems Architect: “<FINIT CONSULTANT> is very knowledgeable about Hyperion systems, he is willing to help out and fix things on the spot. He gets the bigger picture of the issues and is willing to share his knowledge to solve problems.

Financial Systems Architect: “I always feel strange giving evaluations that are "superior" in every item, but when reading each question I sincerely felt that <FINIT CONSULTANT> exceeded my expectations on every line. He proactively sought better solutions, proposing ideas, even happily (and rapidly) answering un-related questions that my teammate and I had spent futile hours chasing. In every interaction, <FINIT CONSULTANT> has been unfailingly respectful and cheerful, managing to be friendly and "fun" while remaining professional. I enjoy working with him, both because of his personality and because of my confidence in his commitment and ability. Every time I hang up the phone with him, I do so with a sense of zen-like peace and contentment, because I know that he will have an innovative answer in my inbox - before the next time I get around to remembering that I asked the question.”