

Hyperion Focus 2015

EPM MANAGED SERVICES The Mondi Group Experience

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AMOSCA Hyperion Focus 2015

Presenters: Simon Burgstaller - Mondri Group
Stuart Lothian - AMOSCA



Overview



- Introduction of Mondi Group
- History of Mondi's HFM
- Audit findings 2013 and actions to correct them
- Current status and challenges
- Summary



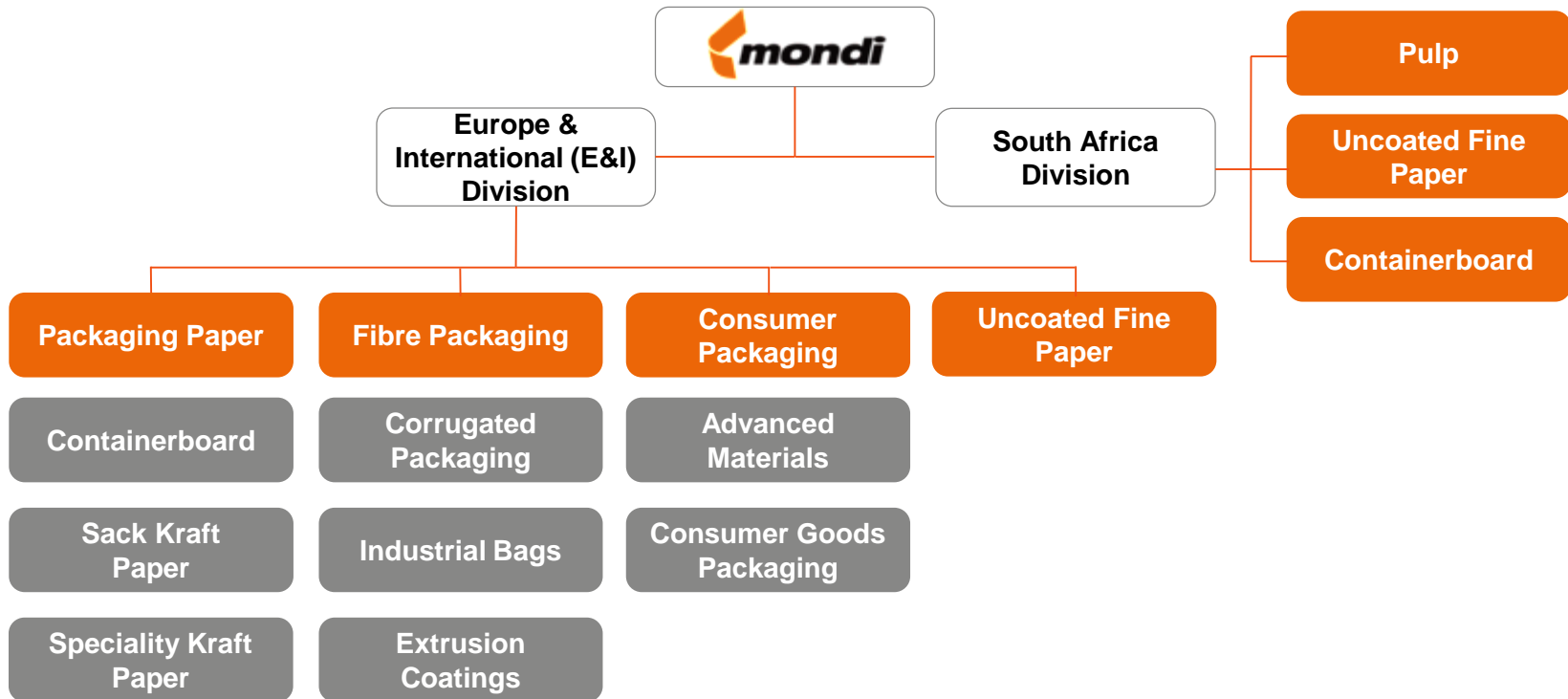
INTRODUCTION OF MONDI GROUP

About Mondi Group



We are an international packaging and paper Group, employing around 25,000 people across more than 30 countries.

Our key operations are located in central Europe, Russia, North America and South Africa.



About Mondi Group



IN TOUCH EVERY DAY

Our products touch the lives of millions, every day.



About Mondi Group – Key figures



In 2014 Mondi had revenues of €6.4 billion and a ROCE of 17.2%. The Group is listed on both the London Stock Exchange (LSE) and Johannesburg Stock Exchange (JSE).

Mondi Group	2014	2013	Change
Revenue	€6,402m	€6,476m	(1%)
Underlying EBITDA ¹	€1,126m	€1,068m	5%
Underlying operating profit ¹	€767m	€699m	10%
ROCE ²	17.2%	15.3%	-

¹ The Group presents underlying EBITDA and operating profit as actions which exclude special items in order to provide a more effective comparison of the underlying financial performance of the Group between financial reporting periods.

² ROCE is underlying profit expressed as a percentage of the average capital employed for the year, adjusted for impairments and spend on strategic projects which are not yet in operation.

HISTORY OF MONDI'S HFM

History of Mondi's HFM



2003

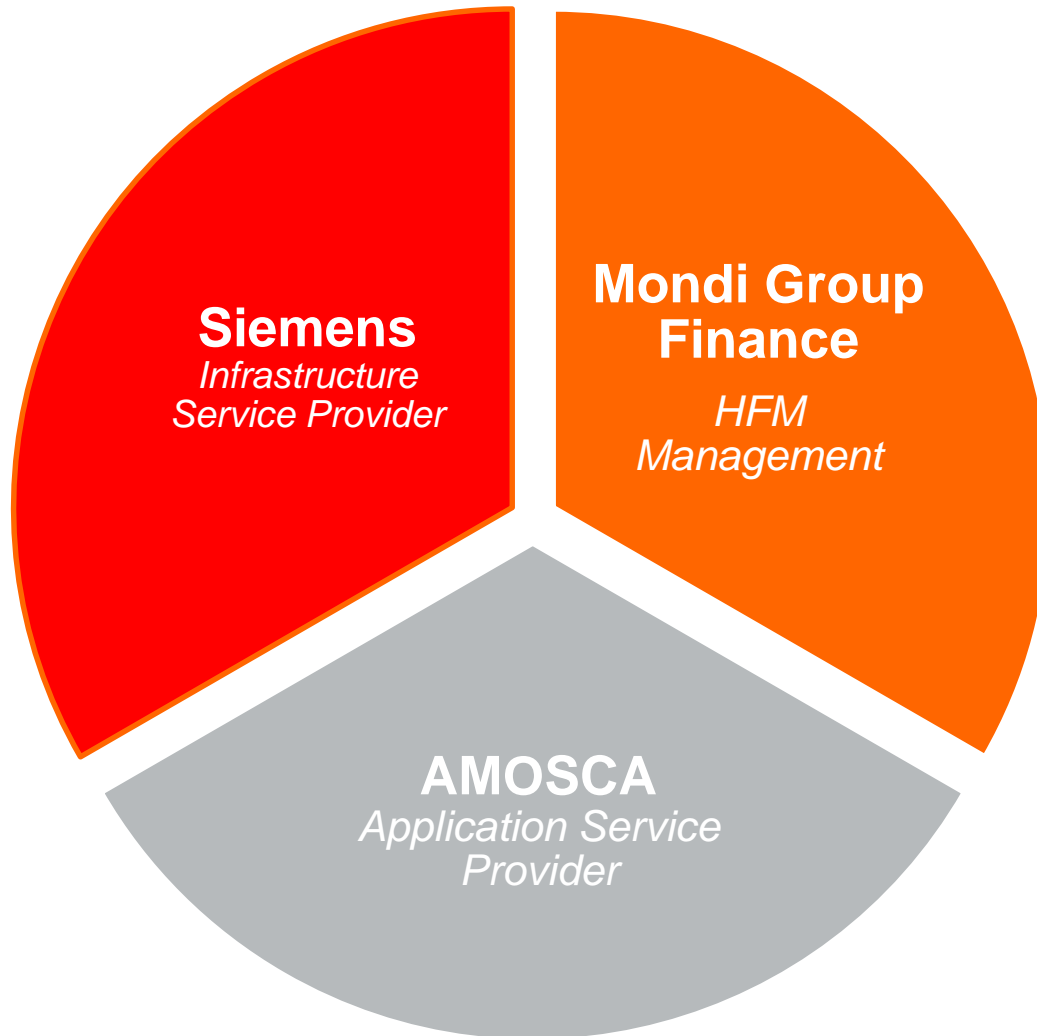
- Mondi was the packaging and paper division of Anglo American Ltd
- To harmonize financial reporting it had been decided to use HFM as financial reporting system as a separate application from Anglo's
- Management and development of the HFM project in the finance department
- The project got the name

MIRAS - Mondi Information Reporting and Analysis System

2007

- Mondi Group demerged from Anglo American Ltd
- The Mondi HFM manager went back to Anglo American
- Finance systems co-ordinated from London
- Decision to outsource application and infrastructure management
 - Hosting of HFM servers is in Europe and Siemens is the infrastructure service provider
 - AMOSCA became application service provider and responsible for coordinating with Siemens

Involved parties 2007



History of Mondri's HFM

2008

- Creation of **CAPEX** application by Mondri and AMOSCA
- Continued application support by AMOSCA
- Upgrade to HFM version 9.3
- Hosting moved to US (Pinnacle/Titan)
- Finance systems co-ordinated from Johannesburg

2011

- Upgrade to HFM version 9.3.3
- Hosting moved to Europe (IBM/Infratect)

2012

- Upgrade to HFM version 11.1.2.1

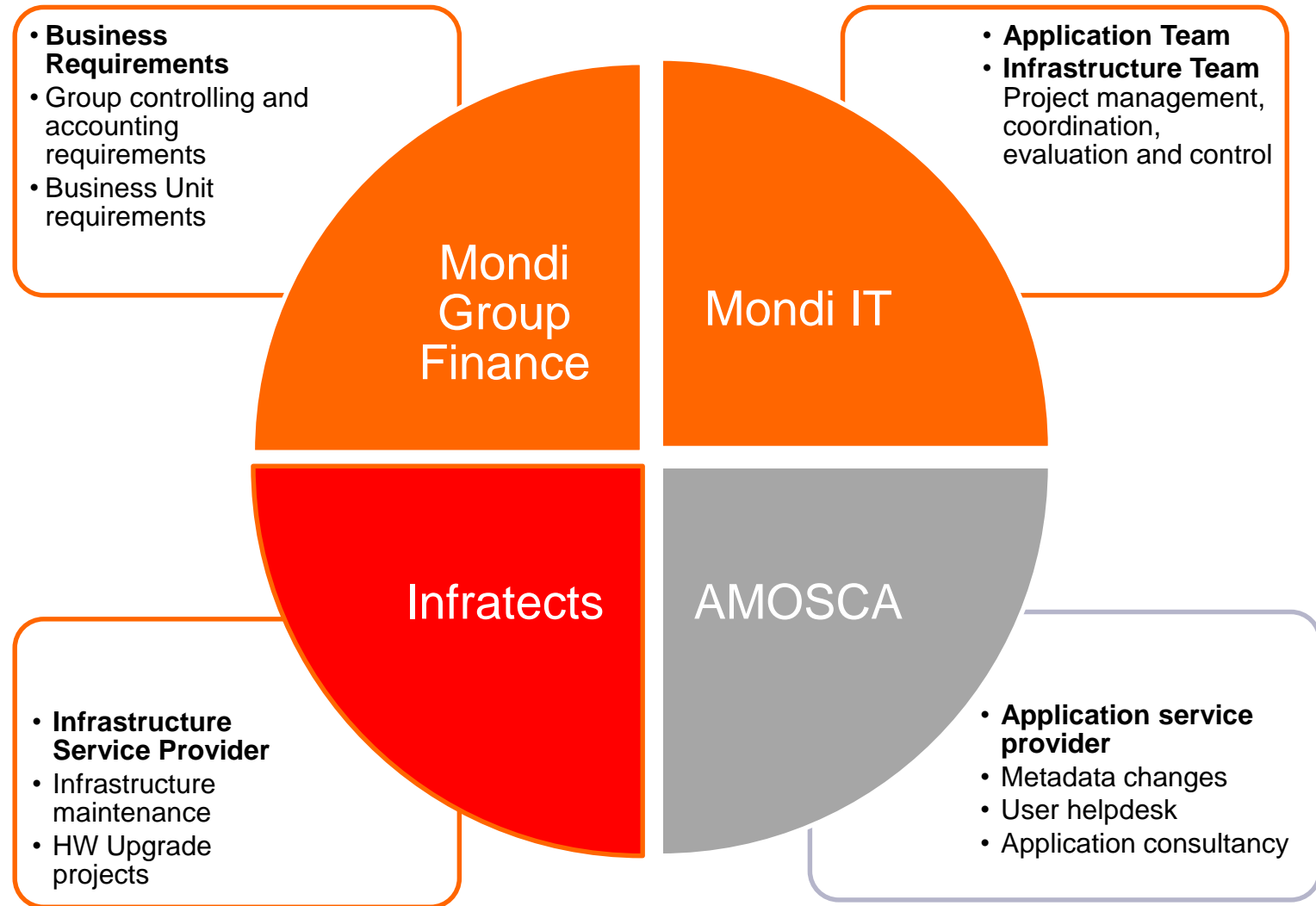
2013

- Creation of SIM (sustainability application) by internal resources. Maintained and supported by AMOSCA

2014

- Move of Mondri HFM Team from finance to IT department
- Finance systems co-ordinated from Vienna
- Mondri IT infrastructure department took over the IT co-ordination with Infratect

Involved parties since 2014



AMOSCA's involvement



Ongoing tasks

- Application support
- Monthly metadata updates
- User security and provisioning
- User query management
- Overnight processing
- Technical sounding board
- Partnership with Oracle (UK)

Project based tasks

- Application development
- Ad-hoc projects
- Project management for environment updates

History of Mondi's HFM

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- Move of Mondi HFM Team from finance to IT department
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- **IT Audit report for financial year 2013 states a need for improvement in information security and change management**

Summary of the IT audit report findings 2013 with medium risk

● Information security

➔ *“No formal procedure for reviewing Hyperion user access rights”*

○ *“Password Policy Settings can be improved”*

○ *“Passwords set to never expire”*

● Change Management

➔ *“Inadequate change control process”*

➔ *“Hyperion does not maintain a log of programs, rules and Meta data changes”*



ACTIONS TO CORRECT AUDIT FINDINGS

Actions – 2014



“No formal procedure for reviewing Hyperion user access rights”

1. Creation of a user access rights data base to...

- Keep track of all user requests and provide statistics
- Quarterly E-Mail to business unit representatives and group finance to review the access rights of their users
- Monthly procedure to match HFM active directory with the corporate one
- Easily create security after metadata loads and for new applications

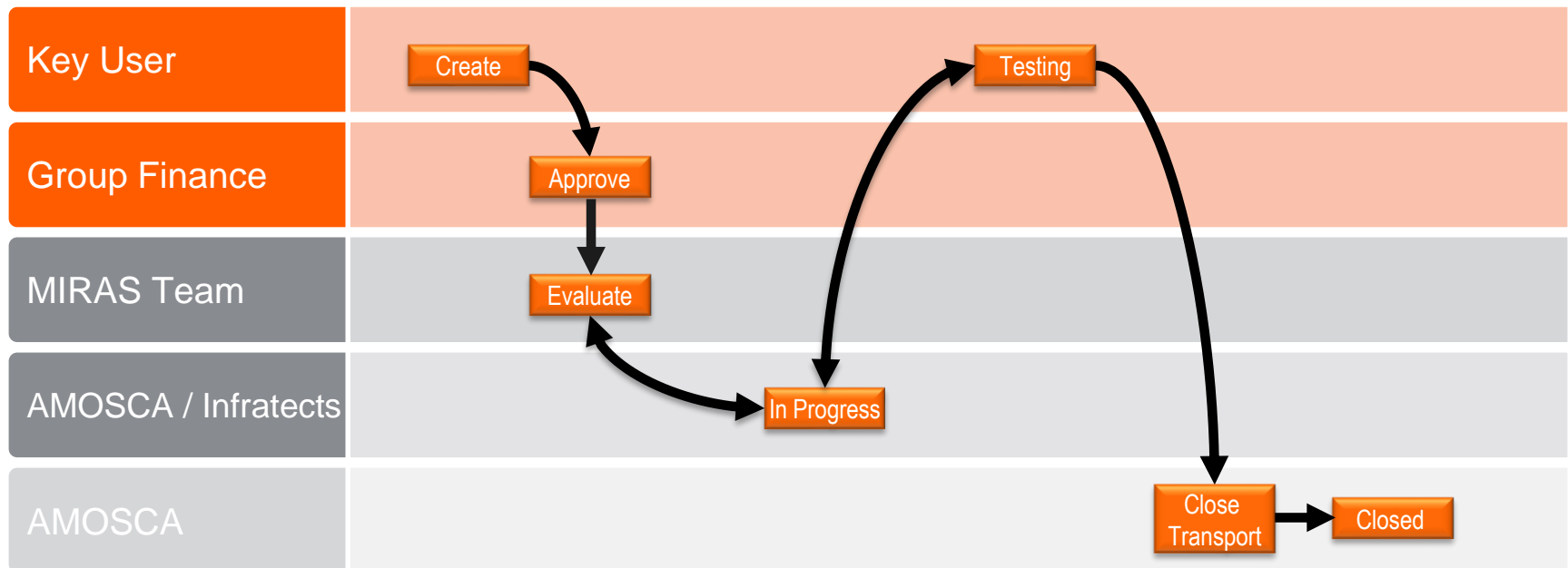
Actions – 2014



“No formal procedure for reviewing Hyperion user access rights”

2. Implementation of PPM User request workflow for all requests to...

- Creating, modifying and deleting of users



Actions – 2014



“No formal procedure for reviewing Hyperion user access rights”

● Outcome of action 1 and 2

- User access rights database for full overview of given access rights
- Integration in existing Mondy IT helpdesk solution
- Single platform for all types of HFM requests
- Formal approval and audit trail for all user requests
- Dedicated support consultant
- Dashboards for internal and external users to check status of requests

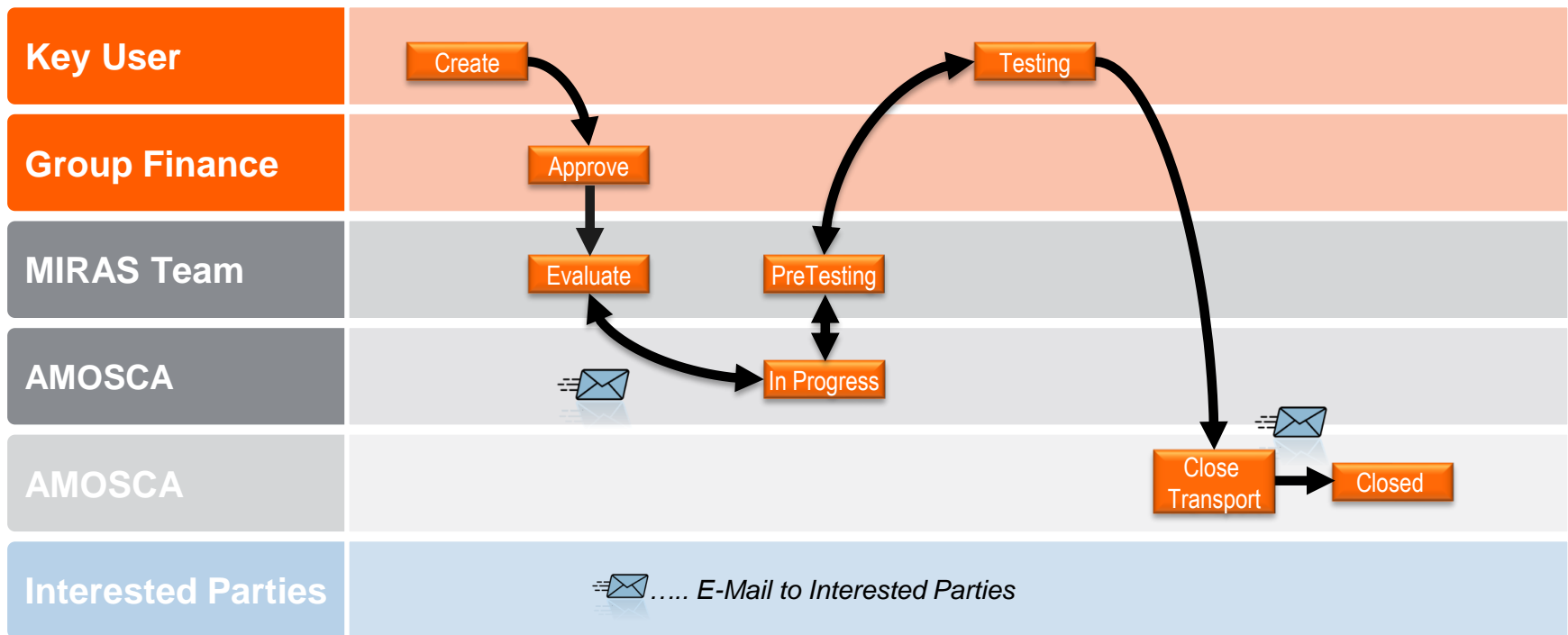
Actions – 2014



“Inadequate change control process”

3. Implementation of PPM change request workflow for application changes

- Metadata, rules, member lists and statistical data



Actions – 2014



“Inadequate change control process”

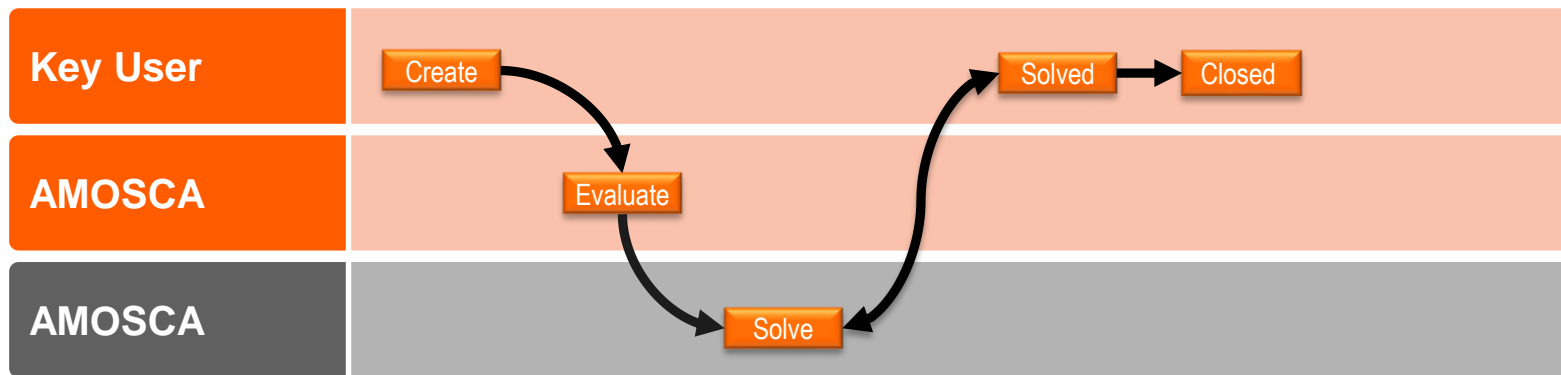
● Outcome of action 3

- Integration in existing Mondri IT helpdesk solution
- Single platform for all types of HFM requests
- Formal approval and audit trail for all user requests
- Dedicated support consultant
- Dashboards for internal and external users to check status of requests

Actions – 2014

Additionally – Incident Request Workflow

- Implementation of Incident request workflow for...
 - All requests which are not change the user access rights or application



● Outcome

- Streamlining of helpdesk requests to AMOSCA
- Integration in existing Mondy IT helpdesk solution
- Single platform for all types of HFM requests and all types of Mondy IT tools
- Dashboards for internal and external users to check status of requests

CURRENT STATUS AND CHALLENGES

Current status - 2015



- Approx. 550 users worldwide
- Three HFM applications
 - Finance
 - CAPEX
 - Sustainability
- Average number of request per month
 - 40 Change requests
 - 50 User requests
 - 80 Incident requests



Challenges in supporting users



- Difficult to motivate user to use ticket tool instead of calling or sending personal E-Mails
- Definition of change requirements by business and information transfer to AMOSCA
- Tight time schedule for monthly metadata changes
- Business expects zero errors after loading metadata
- Remote support



Definition of change requirements



- Templates for Change and User Requests with all details necessary for the implementation

New Entity (Base / Parent) CR 1	Reason for change		<i>Please provide a reason for the change.</i>
	Is the new entity a base entity or a parent ?	<i>Please make selection.</i>	<i>Please indicate if the new entity is a base entity or</i>
	Entity label		<i>Please choose a label that is not already used. 03B...: reserved for MEI 04B...: reserved for MSA 05B...: reserved for group holdings excluding MEI 07/08B...: unique to SIM</i>
	Entity description		<i>Max. 80 characters; do not use: . + - * / # , ; @ " { }</i>
	Currency of entity		<i>Provide FX Code (three digits). If it is a currency that is not used in MIRAS, please indicate this in the comment field.</i>
	Parent 1 (main hierarchy)		<i>Please provide immediate parent 1.</i>
	Parent 2 (parallel hierarchy)		<i>Please provide immediate parent 2 (if applicable).</i>

Tight time schedule



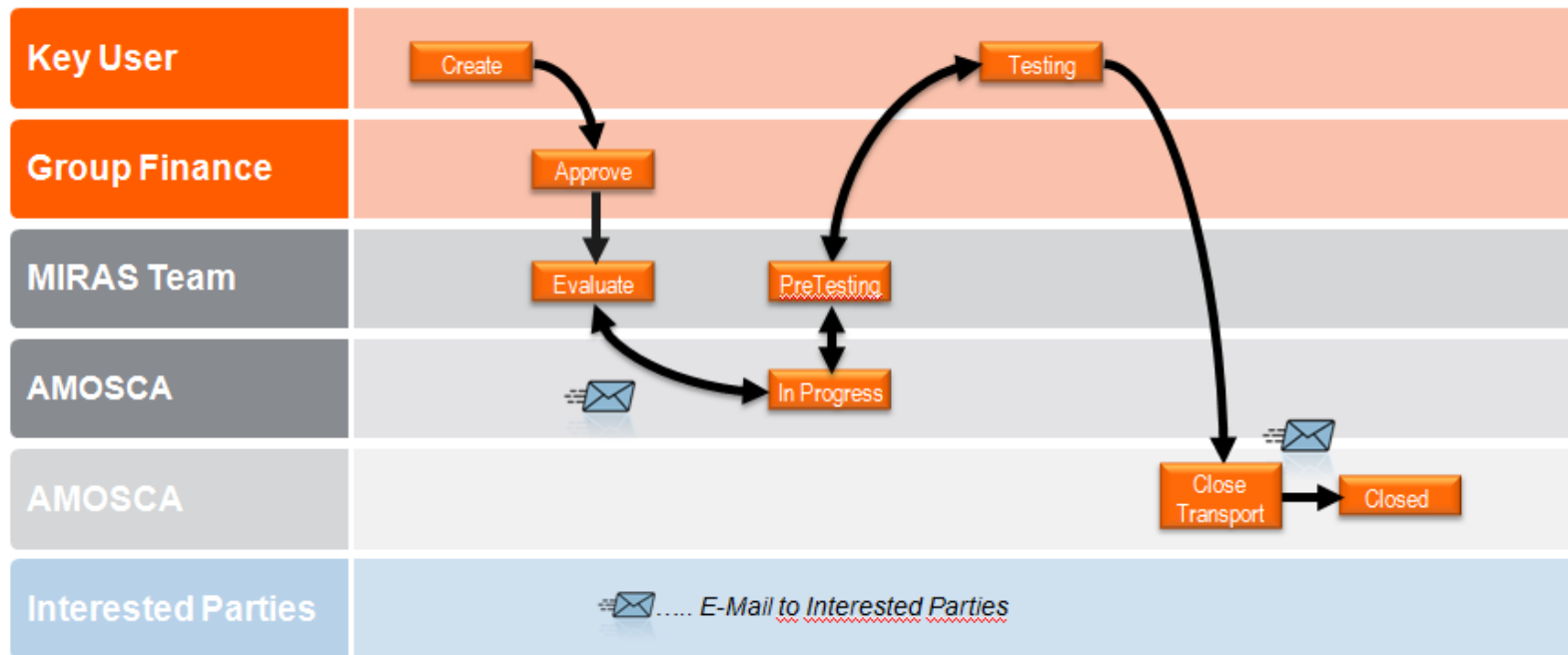
- In the beginning of the month the business receives a reminder for the upcoming metadata change deadlines

<h2>FIN / SIM - Metadata change schedule</h2>				
<h3>August 2015</h3>				
	Due date SIM / FIN metadata requests	Due date changes loaded into FINNEW / SIMDEV	End of testing period	Due date loaded into FIN2015 08/ SIM2013
Date	Wed, 12.08.2015	Wed, 19.08.2015	Wed, 26.08.2015	Fri, 28.08.2015
Duration	> 12 days to log calls	> 7 days to implement changes in development	> 7 days to test changes in development	2 days to transport changes to production
	On 1st day of month Team MIRAS sends reminder with all dates for the current month. Until the third last	On the second last Wednesday before the metadata load AMOSCA will have finalized the implementation in development and will run	On Wednesday before the last Friday of the month is the deadline to feedback problems via PPM .	On the last Friday of the month the changes will be transported from the development environment (FINNEW, SIMDEV) to the production environment

- Communication of reporting calendar to all involved parties

Expect zero errors

- Business expects zero errors after loading the metadata into production, therefore AMOSCA implements and tests (In Progress), before Team MIRAS (PreTesting) and business (Testing) are testing as well.



Remote support



- In case users have problems and it can't be easily solved via PPM, AMOSCA uses Mondri WebEx to view and control the users screens
 - No installation needed
 - Quickest and fastest way to understand and fix more complex user problems



Summary



- Formal, auditable process for all kinds of requests
- Dedicated support consultants
- Commitment to metadata change schedule
- Understanding business process
 - Reporting calendar / processes
- Know each other / regular communication
 - Weekly meetings and monthly reports
- Hardly any errors due to testing on three levels
- Remote support via WebEx



Questions?

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Thank you!

