

Hyperion Focus 2015

a Roadmap in progress

James Wilby

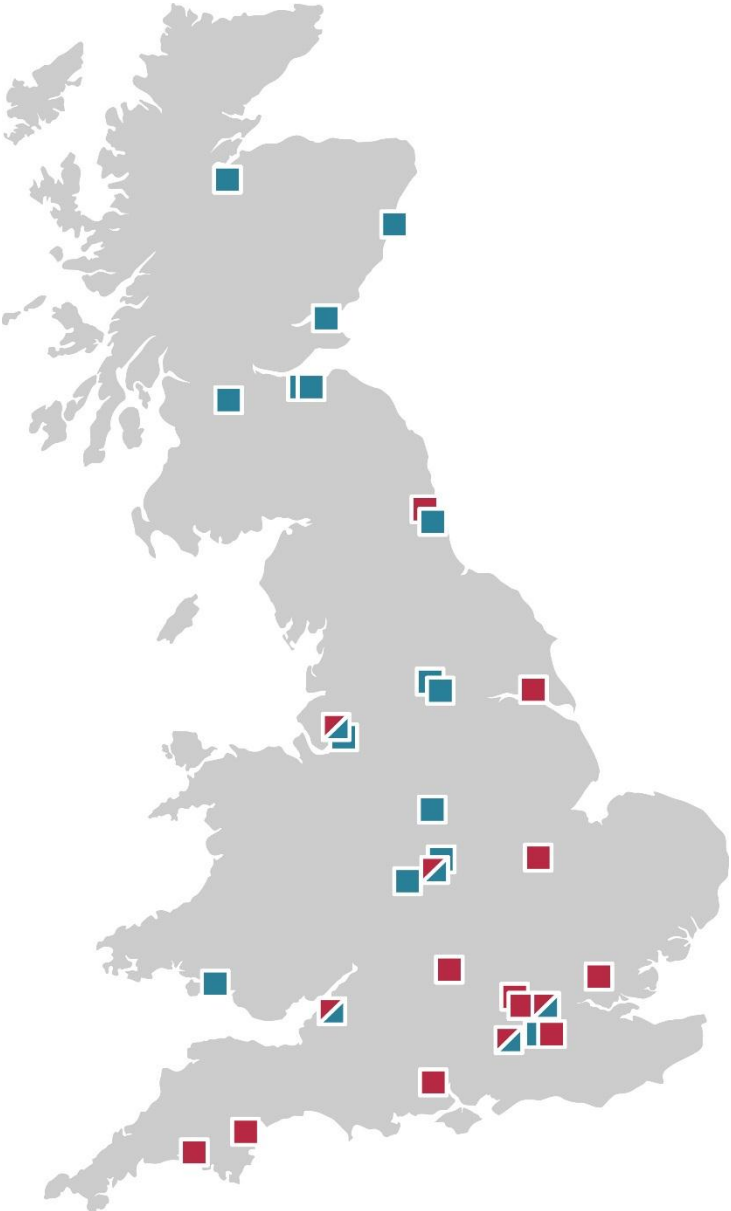
GallifordTry Plc

 GallifordTry Morrison
Construction Linden
HOMES Rock & Alluvium OAK
DRY LINING Pentland

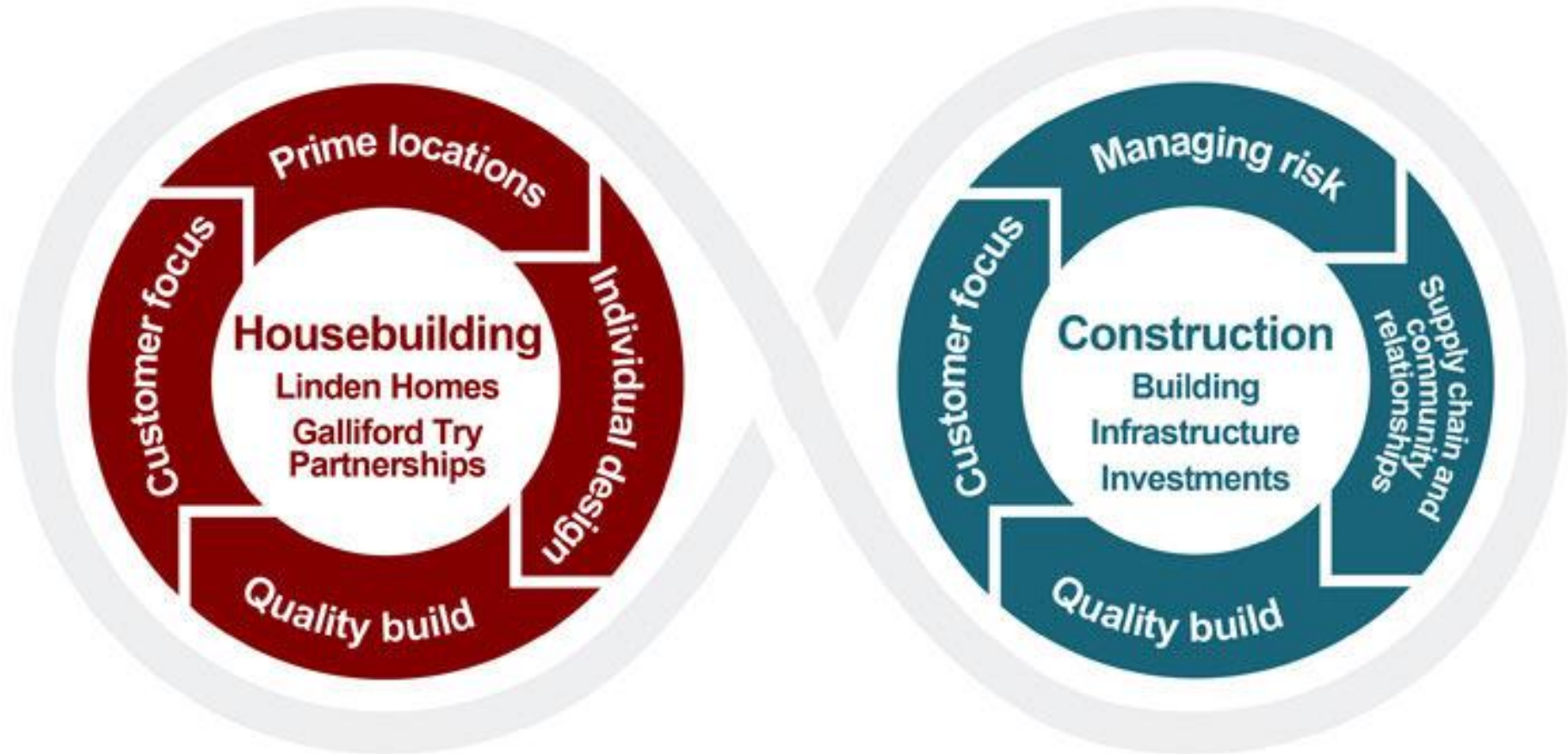
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- **Background to GallifordTry**
 - **Financial systems roadmap**
 - **Where we are?**
 - **Where we want to get to?**
 - **Lessons we have learnt**

Galliford Try is a FTSE 250 housebuilding and construction group delivering industry leading performance in constructing a sustainable future.

- Group Revenues £1,800m
- 40 offices across the UK
- 5,200 direct employees
- 18,000 including those employed through supply chain
- 4,600 new homes delivered (Linden Homes)

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- Housebuilding (Linden Homes & Galliford Try Partnerships)
 - Construction

Galliford Try Diverse Activities



Our hybrid model of housebuilding and construction businesses, reinforced by our vast experience and unmatched competencies in regeneration, facilities management and PPP investments enables us to undertake the most complex of projects

Flagship Projects



Queensferry Crossing



Cholsey Meadows



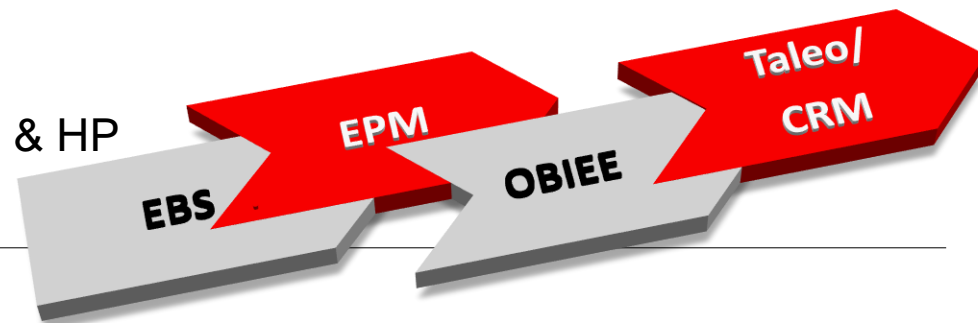
Wimbledon



World Resorts NEC

Our Journey to Improvement

- A very diverse business built from many acquisitions
- Our journey to improve our Financial systems started in September 2010
- Aims
 - Consolidate Disparate Systems
 - Optimise existing Shared Service Centre
 - Efficiency (do more with less)
 - Foundation for growth and deeper insight
 - Move away from managing by Spreadsheets
- Oracle Footprint
 - EBS R12 (Finance, Procurement, HCM, Projects)
 - Hyperion Planning, Hyperion Financial Management
 - Oracle Business Analytics (OBIEE / BI Applications / (new) BICS)
 - (new) Oracle Taleo
 - (new) Oracle Sales Cloud
- EBS live November 2013
 - Followed by initial phases of HFM & HP



Has it been a success?



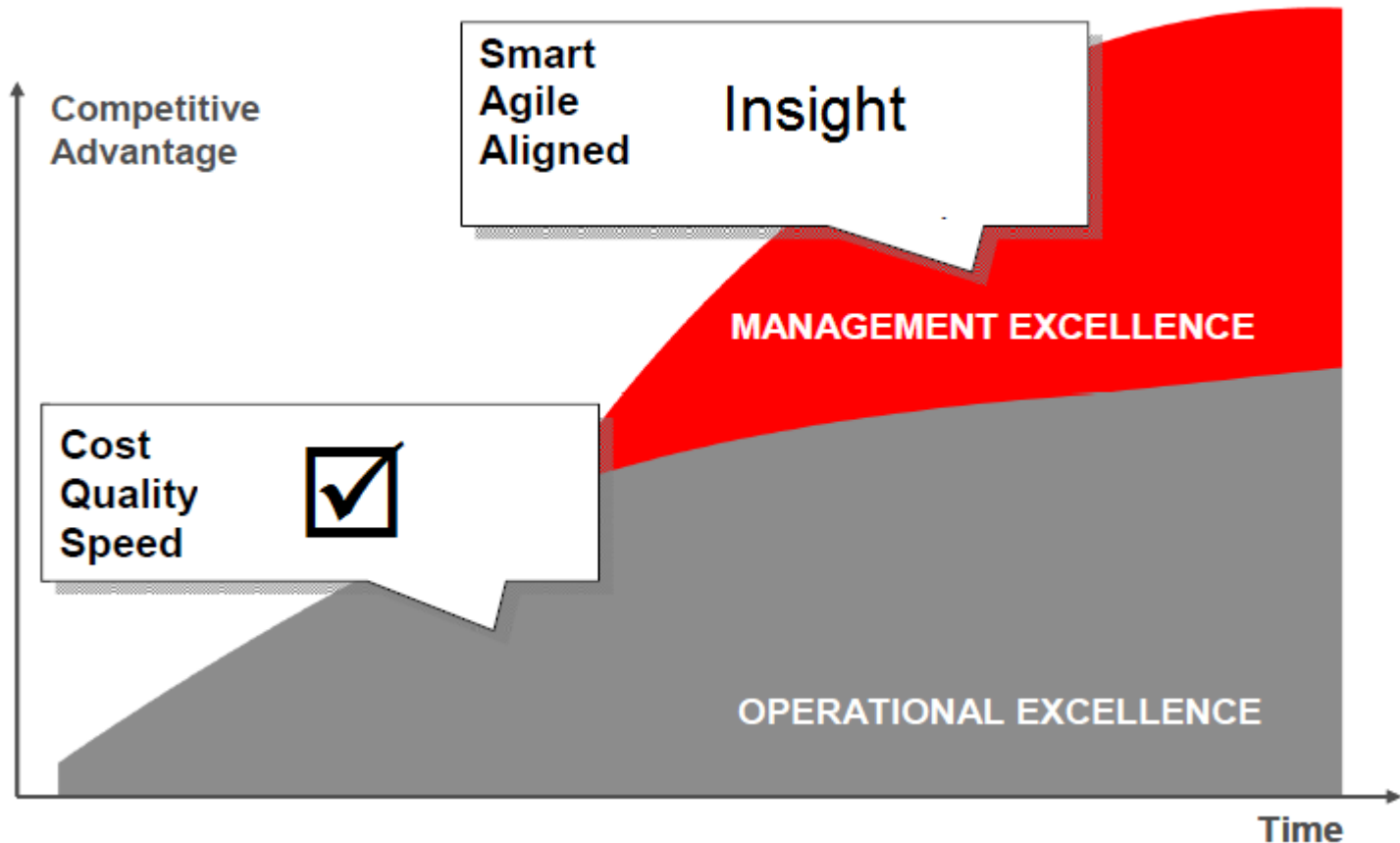
- Helped standardise processes across divisions
- Greater governance and control around expenditure
- Group consolidation significantly quicker
- Greater visibility of cost base



- Implementation has required significant process change
- Some processes take longer – but disciplines and controls now in place
- Data Insight from EBS/HP/HFM limited
- Analytics wasn't a success
- Hyperion Planning Rollout not complete
- To many spreadsheets still

The journey continues.....

Transactional to Analytical



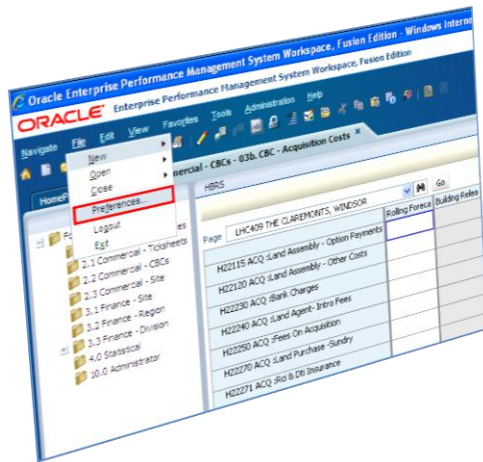
- Focus has been on processing and reporting – providing solid foundations.
- Driving Consistent Processes driven through the use of common tools.
- Fixing what is obviously broken
- Massive change management exercise

- Release 11.1.2.0 – currently reviewing upgrade project to 11.1.2.3
 - Hosted by Oracle Managed Cloud Services (OMCS)
 - **HFM**
 - Being used for group consolidation across circa 40 BUs.
 - Implemented Report Authority
 - **Hyperion Planning** applications:
 - **Construction Division: Cost Value Reconciliation Model (CVR)**
 - Driven through Smartview
 - Limited data feeds from Oracle EBS.
 - Simple model – but works – being used consolidate BUs cost forecasts
 - Advantages for Division, less for BUs
 - **Housebuilding Division (TPP & CSF):**
 - Planning, Budgeting and forecasting
 - Detailed feeds from Oracle EBS ensuring one version of the truth end to end
 - Complex model – challenging to deploy
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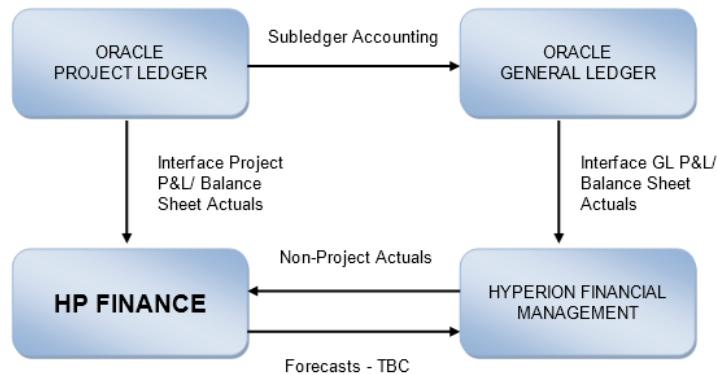
Initial Phase:

- Operated to a monthly timetable
- Based around a plot database, building up to site and BU



Current Site Forecast (CSF)

- 2nd half of the month
- Order Values and commitments fed from Oracle EBS
- Generates margin strike per site
- Significant benefits to Business users and group
- Providing visibility and insight never seen before
- “faster than excel”
- Implemented across 10 Housebuilding Business units



Turn Over and Profit Projection (TPP)

- Financials interfaced from EBS and HFM
- Takes in costs from CSF.
- Forecast (eg. Sales date entered into HP)
- P&L, Cash flow forecast and balance sheet
- Not as flexible as Excel
- Challenging to deploy – working in 5 of our 10 BUs.

Future Phase – *the prize for our Business*



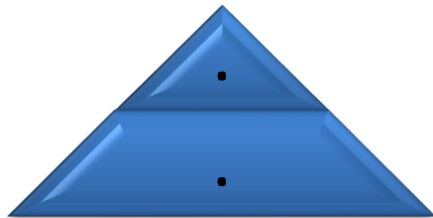
Modelling and Scenario Planning

- What if (house prices go up (or down))
- What if we build semi vs detached houses
- Simulate buying a parcel of land, how best to fund etc



Further Reports & Weekly Reporting

- Use information in Hyperion to provide all local BU business reporting, reducing dependency on Excel
- Build a model to allow reporting on a weekly basis



Divisional Roll Up

- Build up an overall view of CSFs and TPP reports at regional and divisional level.
- Substantially reduce work across the BU and allow faster reporting of numbers
- Earlier identification of areas of concerns, better intelligence to drive future decisions



- Gaining Clarity of the requirements
- Changing scope, long running programme



- Establishing Supplier Relations
- Technical Stability



- (not) Keeping it Simple
- System interfacing



- Slow delivery
- Discipline of Development approach.



- Change management
- Moving away from Spreadsheets
- Local reporting “needs”

Lessons learned (so far)

- Establish the scope in line with the product
 - Monthly vs Weekly
- Don't aim to replicate all the old ways of reporting
- Get the right Partners in early
- Listen to their experiences
- Plan with end in mind – understand the role of the source systems.
- Plan stage delivery
- Focus on benefits to BUs not just group.
- Ensure non-finance managers will agree what “they’ll see” from their finance teams in future





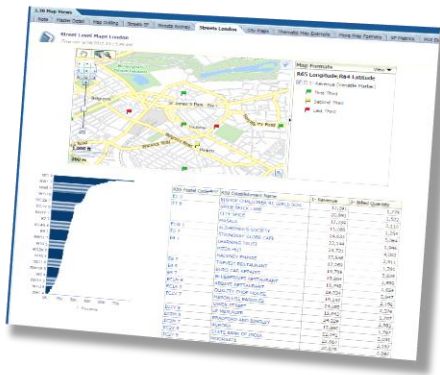
Move from reporting to gaining insight

- Using Hyperion Planning to it full capability
- Making use of OBIEE / BICS
- Bring together various sources (EBS, HP, HFM etc.) to drive decisions.
- Move away from gut feel to fact and being predictive.



Adoption of Mobile

- Increase availability of information,
- Anytime - Anywhere.



Improve

- Continue to improve Operational excellence
- Use the tools and data to drive a culture of management excellence.
- Work with partners and Oracle to establish best practice and use of our Oracle investment.

constructing a sustainable future



Thank you!

