

Hyperion Focus 2015

Implementing HFM in multiple geographies

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Amosca

01 Brightstar Overview

02 Project Overview

03 The Implementation

04 Go Live & Challenges Ahead



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Project Overview with AMOSCA

The end game – Corporate Vision



- Common ERP (under review)
- Common global platform for Financial Performance Management
 - HFM, Hyperion Planning
- Global Financial and Management Reporting solution
- Global Budgeting and Forecasting solution

European Reporting Strategy

Why the need for change?

- **Fragmented systems and processes** across financial and management reporting is driving misalignment, waste and excessive month end cycle times
- Finance resources disproportionately support **information production** rather than value added insight and advice.
- **Analytical and business insight activity are largely manual.**
- **Corporate and external reporting and information requirements,** demands will not decrease

What are we trying to achieve?

- Enable support of Corporate, Regional and entity reporting requirements more effectively than is possible now through implementation of European HFM solution– **drive close cycle times down to 4 days by December 2014**
- **Increase business insight and consistency of reporting**
- **Reduced workload** through:
 - Standardised & simplified processes.
 - Maximised use of automation, systems and optimised processes to improve the quality and timeliness of outputs and
- **Align European solution with Global solution vision,** enable retro fit back into global design by **leveraging existing IP and procured software** and valid solution work completed to date

How do we intend to go about it?

- **Key stakeholder solution and process design**
- **3 phase plan to improve reporting systems and processes**
- **Corporate sponsorship**
- **Self sufficiency, leveraging experts as required**

Future State – what do we want to end up with

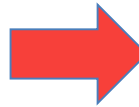
Objectives

1. Create a European regional reporting strategy and capability that is consistent with Corporate reporting systems vision, and **leverages Brightstar Corporate strategy, platforms and solutions**
2. **Support B* Corporate**, European region and divisional financial, management reporting requirements with European region HFM solution
3. Build European reporting solutions that allows future integration to Corporate application, and **supports regional information and reporting requirements**
4. **Significantly reduce** monthly, quarterly and yearly reporting **cycle times** by December 2014 (from 16 days to 4)
5. Create a **single, integrated consistent framework** for all types of monthly, quarterly and annual reporting processes and requirements in Europe
6. Drive **data quality**, data and process **ownership**
7. Reduce the cost and effort and manual interventions associated with reporting
8. Minimum disruption, Don't try and fix what's not broken – eg ERP & Insight
9. European owned, managed and maintained solutions and processes that can evolve with the business

The HFM that is currently being designed and planned for implementation to support financial close processes has a number of key gaps need to be resolved at Corporate, regional and legal entity levels

Challenges and Gaps

- No integrated EPM and BI solution architecture exists to support all Corporate and / or regional and / or legal entity financial reporting requirements
- “Use Cases” - end to end, integrated functional and process requirements for financial reporting activities supported by HFM has not been completed.
- Not all procured solutions (eg Essbase and OBI) are currently being leveraged, or included at all in solution design for Brightstar
- HFM solution design is focussed on Corporate, regional and legal entity support and benefit is low or nil
- Process re-engineering, deployment, training and change management plans are unclear
- Corporate and Regional management (financial) reporting has significant gaps that require addressing eg consolidated PL, BS, CF
- Fiscal year end change (and implementation plans) is out of scope and high impact if required
- Europe is out of scope, and currently has very limited EPM capability.
- A further 24 key gaps have been highlighted and socialised by Kris Murphy.



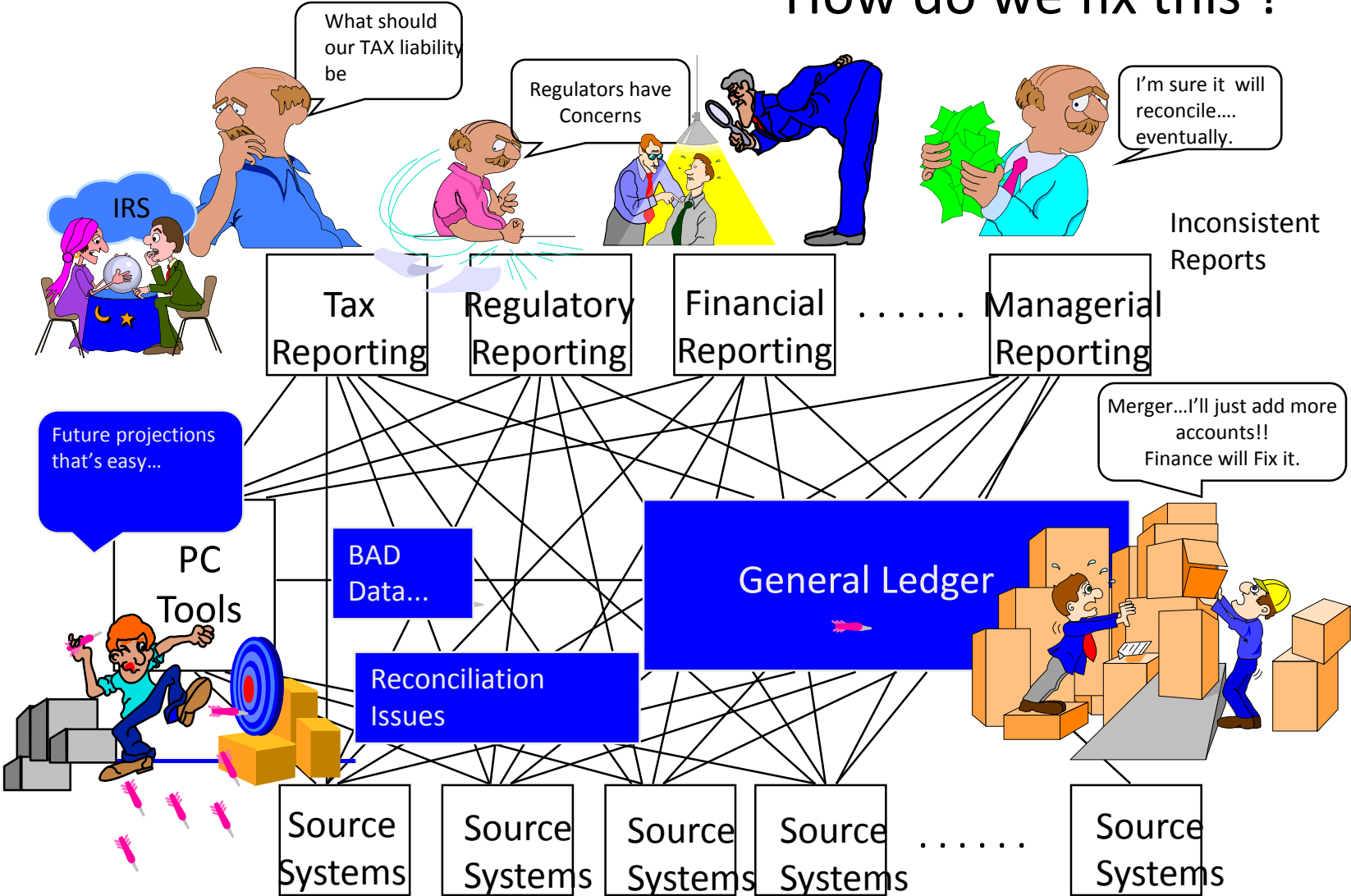
Key Questions

- **Does the current HFM solution design support the vision for an integrated, global financial reporting solution**
- **Are all financial reporting, use case, functional, technical and process requirements met by the solution.**
- **Are the above requirements known and documented?**
- **How do we best leverage ALL the available procured software to meet the above requirements, once known and validated**
- **Can the work that has been completed to date be leveraged to provide benefit to, and accelerate regional and legal entity financial reporting capability**
- **How do we specifically address significant European financial reporting systems, process, integration and automation issues.**
- **How can we lock in and deliver value for Brightstar from the investments already made in the HFM stream**

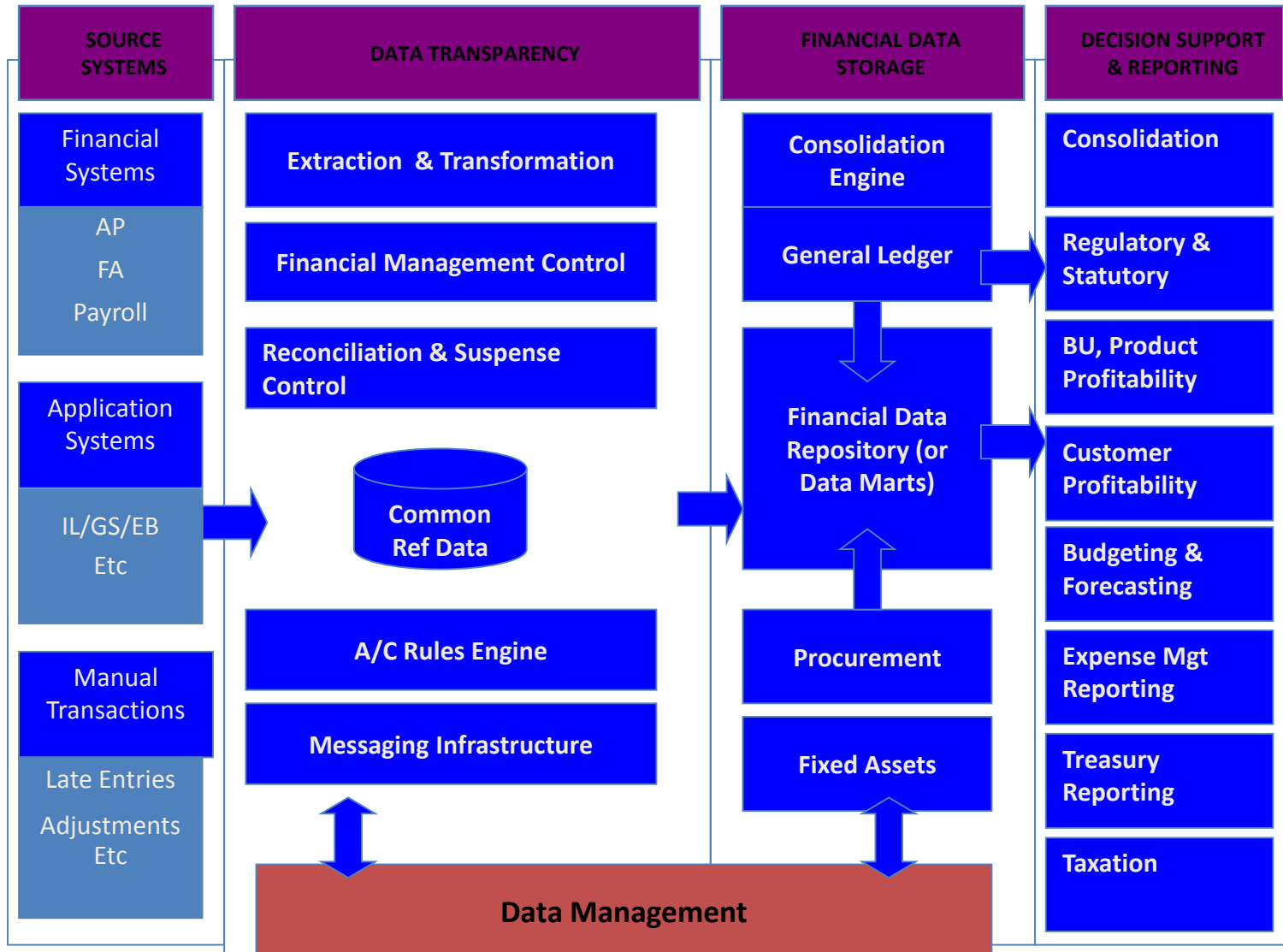
Where coming from?

- See next slide
- Typical position
- Usually described as aspirational
- Does it look familiar?

How do we fix this ?



Key elements in a financial systems architecture include:



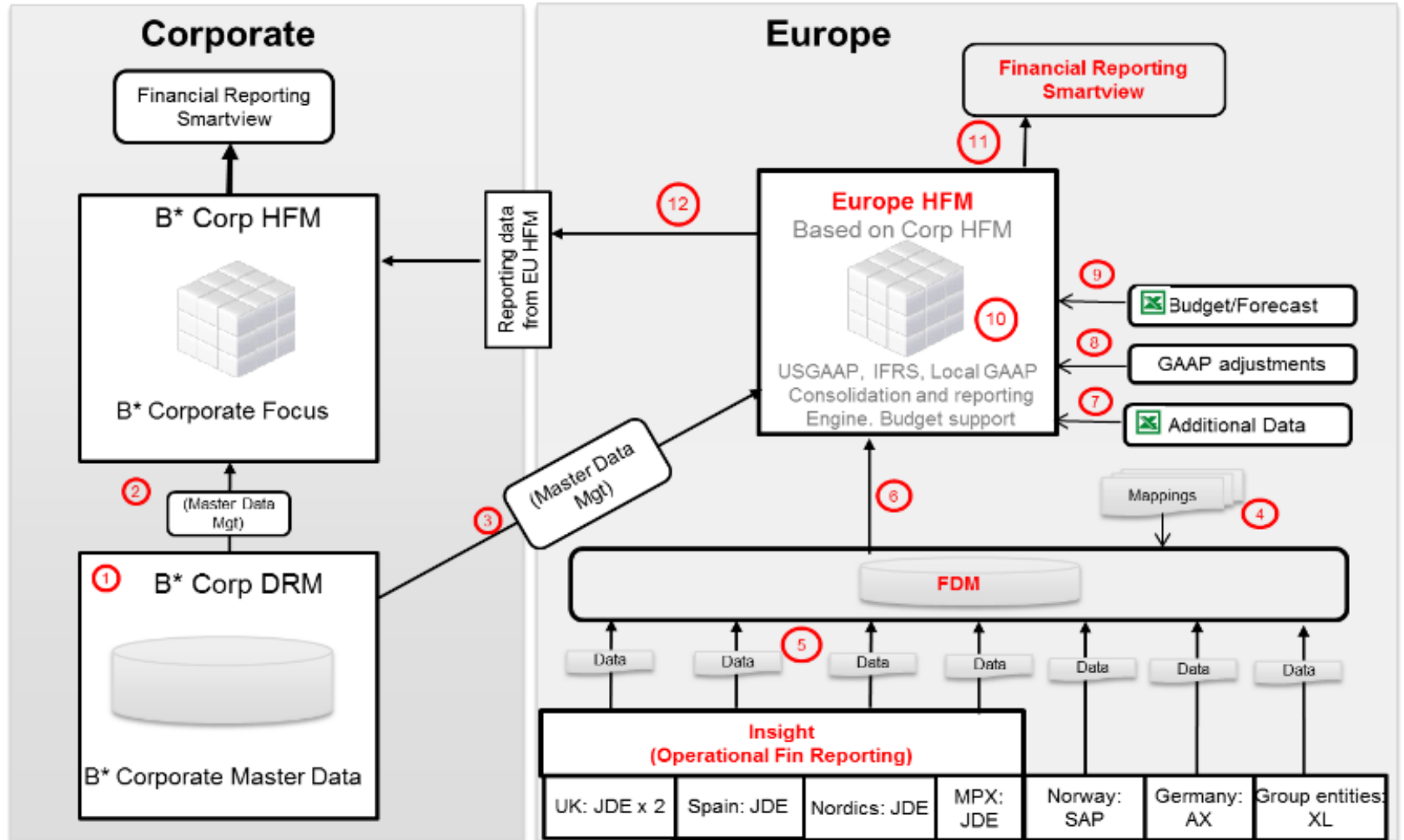
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High level systems strategy – Europe



Data

Identifying Data



Pushing Data IN



Solution FDM



Financial Reporting

- Formatted Report writer
- Report, Books and batches
- Schedule email reports
- Deliver PDF or web link
- GAAP compliant
- Reporting annotations



Smartview

- Bank and Funding Partner Reporting – “Bank Reporting”
- COE Staff Results
- CFO Main Deck
- EBITDA Master
- Monthly Profile ROIC Detail
- Quarterly Analytics Template

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- Resources (Internal and External)
- Softbank Reporting Requirements
- Acquisitions
- BAU processes

Thank you!

