

Oracle Planning Best Practices

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Reporting







Agenda



- Background
- Functional/Design Process
- Design Considerations
- System 9 Current Features/Enhancements
- Planning/Consolidation within one Application





Practice Background



- Leader in EPM Solutions focused around Oracle Hyperion Solutions
- Leader of BIPM FP&A Practice
- 1st Original Customer of Hyperion Planning
- Member of Oracle Customer Advisory Board
- Member of Oracle Beta Development Team
- Consultant experiences (100's of Implementation)





Practice Background



- Member of Oracle Application User Group
- Extensive FP&A, Consolidation and Reporting Experience
- Strong Technical Expertise
- Full Implementation Partner





Industry Background



Solutions built around the following industries

- Financial Services
- Manufacturing
- Retail
- High Tech
- Consumer
- Travel
- Higher Education
- Healthcare
- Communications







Requirements / Design







Requirements Process



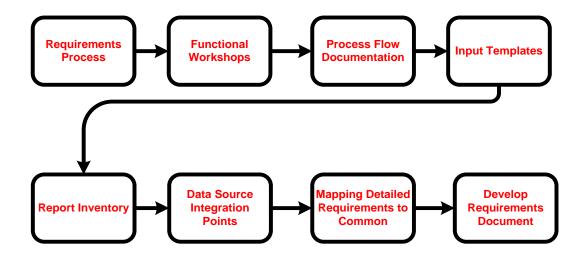
- Focused Workshops with each functional area
- Process Documentation from each workshop
- Detailed Report Document Inventory
- Mapping of specific requirements to common elements
- Data Source Analysis
- Detailed Requirements Document





Requirements Flow







Design Process



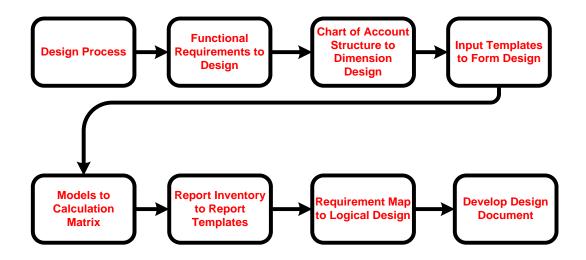
- Mapping Functional Requirements to Design
- Chart of Accounts Structure to Dimension Design
- Input Templates to Form Design
- Functional Models to Calculation Matrix
- Report Inventory to Report Templates
- Requirement Map to Logical Design
- Design Document





Design Flow



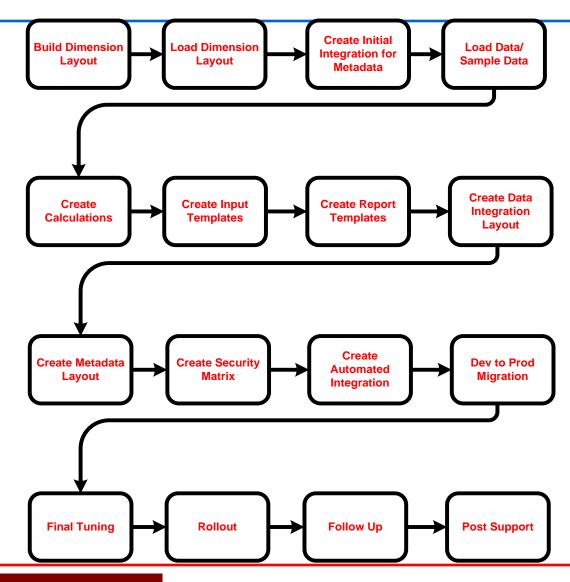




Development Process



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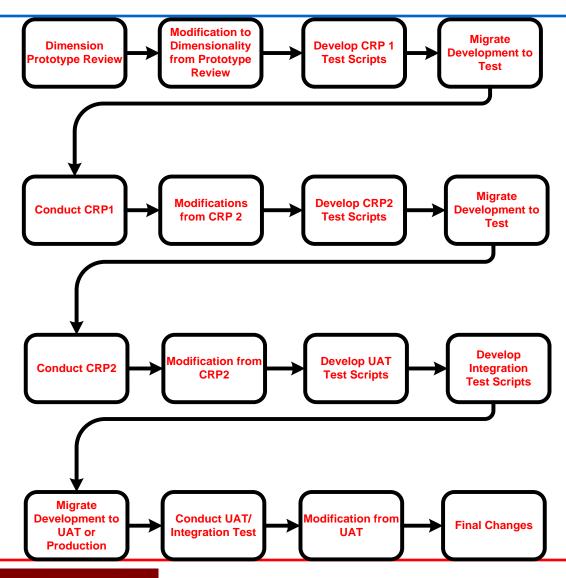




Testing Process



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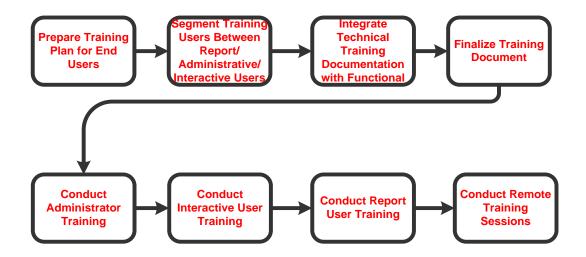






Training Process







Benefits of EPM System



- Data Integrity (Single Version of the Truth)
- Cohesive Process
- Consistent Reporting
- Leveraging of Microsoft Office Suite
- Clear indicators of business drivers
- Automation of Data Sources







Best Practices





Current Pre Assessment



- High Use of Excel
- Complex Model
- Decentralized Process
- Minimal Drivers
- Inconsistent Reporting
- Inconsistent Data
- Minimal Analysis





Future Assessment



- Centralized Planning Model
- Common Reporting Framework
- Integrated Reporting/Planning Platform
- Integrated Models
- Driver based budgeting
- Centralized Data Integration
- Common Security
- Web/Excel User Experience





Guiding Principles - Overall



- Technology can help the process, but changes can be implemented across the process side as well
- Increase in efficiency
- Increase in effectiveness
- Processes will change over time as system adaptability increases
- Processes and technology should be implemented in sync
- Don't just replicate your current process, take advantage of more efficiency





Common Design Principles



- Design, design, design.
- Don't just look at what you do today. Don't try to model your entire Hyperion Planning environment in one application.
- Do a phased approach
- Design your most common reporting needs in the main hierarchy structure (divisionally, functionally, company).
- Design your business rules so they can easily be modified with org structure changes, account structure changes.
- Create standardized forms that can accommodate most users
- Provide a robust reporting environments (Excel, Standard, Dashboards)





Product Suite Use Cases



- P&L Application
- Balance Sheet Application
- Cash Flow Application
- Product Applications
- Project Application
- Marketing Application
- Employee Application
- Capital Application
- Allocation Model
- Product P&L's





Product Suite Use Cases



- Commission Model
- Consolidation Application
- Financial Reporting Application
- Operational Reporting Application
- Transaction Drill Through Model
- Dimension Maintenance Model
- Operational Model
- What If/Target Setting Application
- Business Segment Model
- Currency Application





Phased Approaches



- Phase I:P&L Model
- Phase II: Balance Sheet, Cash Flow, Autonomous Models
- Phase III: Operational Models and Reporting



Common Elements Best Practices



- Budgeting/Forecasting is not an exact science, it should be your guide
- Focused Models-Unique Accounts/Drivers in Each Model, calculate focused models
- Integrate Common Elements/Common Stats
- All Data Entered at Lowest Level for continuity
- Create TopDown Application
- Limit the use of excessive amounts of Inputs, more Common Drivers





Best Practices for Line Items



- Expense forecasting by specific GL account line item
- Driver based budgeting for certain line items
- Most users budget 30-50 line items with extensive supporting detail for non-calculated line items
- Focus on common drivers





Product Planning



- Load Historical Data for Driving Future Revenue
- Adjust Common Drivers/Assumptions
- Focus on Initial 12 to 36 Months of Budget/Forecast
- Drive Integrated Revenue/Expense-Dependencies
- Review Inputs Via Drivers vs Detailed Schedules
- Focus on the areas that drive the Business





Employee Planning



- Load Employee Data for Budget via end date Payroll Cycle
- Load Employee Data via end date Payroll Cycles for Forecasting
- Adjust Burden/Merit/Bonus/Salary Assumptions
- Adjust New Hires/Headcount Reductions
- Employee Planning Process should be simple, this is not an HR System





Expense Planning



- All Headcount should not be adjusted as it is derived from Detail, Accounts will locked
- Use Drivers for Common Elements (Travel, Recruiting, Office Supplies, Contract Labor)
- Inputting of Direct Expenses should be less than
 50
- Use Supporting Detail where necessary to Build up Budget/Forecast
- Use Revenue/Headcount as Basis for Costs





Capital Planning



- Planning by Asset Type
- Building up Capital Detail with Supporting Detail
- Common Drivers for Capital Expenditures (Computers, Furniture/Fixtures)





Project Planning



Headcount Planning by Project

- Capital Planning by Project
- Expense Planning by Project
- Don't affect the entire user base if limited use design project app





Reporting/Consolidation



- Focused Consolidation for Specific Division Reporting
- Corporate Consolidation/Reporting via locked down process

 Lock users for updating working versions via process management or scenario control

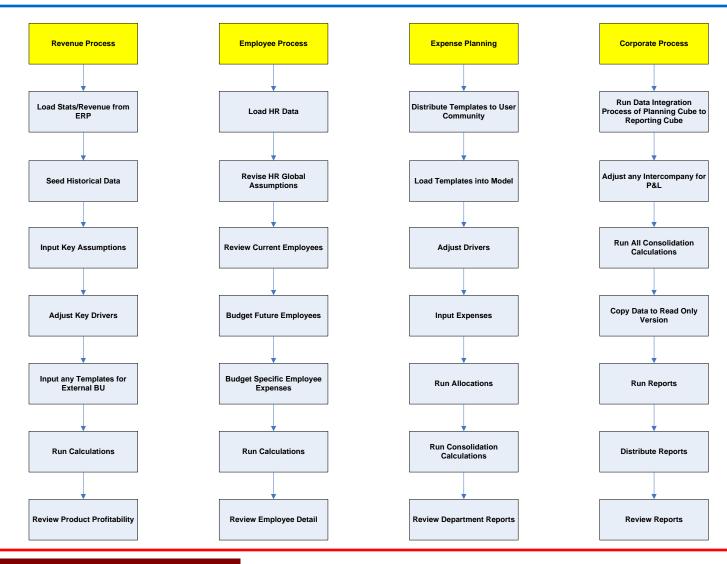




Process Example-Update



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Design Best Practices



- Best practices on dimension design
- Standardized dimensionality for single currency
- Dimensions size to 10 dimensions

Hybrid Dimensions





Logical Design Model



Employee Data Headcount Salary **Benefits Products Employee** Stephonic States Son to Moone Separate Sep P&L Reporting PandL Data **Departmental Reports** Income Statement What If Model **Reporting App Balance Sheet App**





Allocations



- Manufacturing Allocations
- Facilities, IT, G&A Allocations
- Activity/Project Based Allocations
- Business Unit Allocations
- Fully Burdened P&L
- Capital Allocations
- Sales & Marketing Allocations
- ABC Allocations





Best Practices - IT Allocations



IT Allocations Best Practices

- Allocate cost based upon number of pc's per department for general IT Allocation
- Allocate direct server expenses for specific department use for either capital or direct expenses supporting the environment
- Allocate general IT expenses (Email, Intranet, etc) based upon the number of employees per department





Best Practices - Facilities Costs



Facility Cost Allocations Best Practices

- Allocate cost based upon square footage per department for true facility costs
- Allocate office supplies/general office expenses based upon # of employees per department
- Allocate direct facility expenses to facility general cost center within each business unit





Best Practices – G&A



G&A Allocations Best Practices

- Allocate cost based upon revenue/headcount for each business unit
- Allocate direct cost from G&A based upon direct activities/project for new or existing business units





Allocation Process-Step 1-Source



Identify the Source of the Costs

- Business Unit Level
- Department Level
- Account Level
- Product Level
- Project Level





Allocation Process-Step 2-Methodology



- Identify the Methodology for the Allocation
 - Basis of Revenue
 - Basis of Costs
 - Headcount
 - Square Footage
 - Project Methodology
 - Multiple Steps





Allocation Process-Step 3-Home for Costs



- Identify the Home for Costs
 - Allocate each components of costs to unique account so that traceability is easily maintained and documented

Provide standard report with details of each account being allocated





Allocation Process-Step 4-Credit of Costs



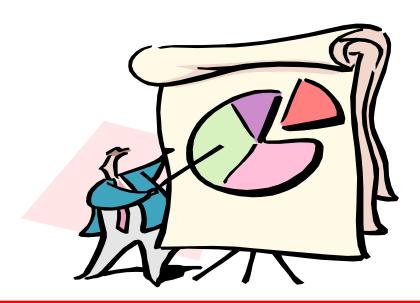
- Identify the Destination Credit
 - Credit the originating source of the costs

 Use unique account for crediting the source, to easily determine traceability of debit/credit of full allocation process





Application Best Practices







Application Setup



Classic Application vs BPMA

- Single Currency vs Multi Currency
- How many Plan Types?
- Calendar Setup





Metadata Maintenance



EPMA

Master Data Management

Essbase/Planning Master Data Model



Data Integration



ODI

• DIM

Data Load Rules

FDM

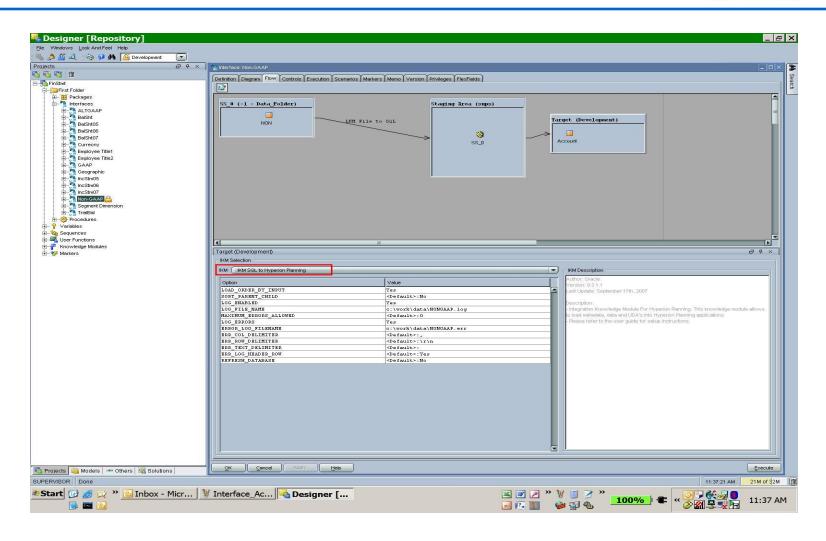




ODI Screenshot



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Form Design



- Asymmetrical rows
- Asymmetrical columns
- Optimal form size
- Leverage sub-variables and user variables
- Leverage Smart View for large forms
- Not all forms will satisfy all users
- Linked Formulas in SmartView, notate via cell text





Calculation Design



- Substitution variable usage
- Runtime prompts for specific types of calculation
- Process Calculations
- Batch calculations
- Consolidated Calcs, Focused Calcs
- Process Division Consolidations at conclusion of Budget/Forecast



Security Design



- User security (Adding Users)
- Network Groups
- Group security (Common Elements)
- Dimension security (Detailed access)
- Calc security (HBR and Essbase Calcs)
- Form security (Common)
- Data Sensitivity Issues





Report Design



- Point of View
- Prompts by user
- Batches, Scheduling monthly books
- Snapshots, be careful with security
- Create a Standard Set 30 to 50 Reports
- Create Batch Process for Monthly Reports
- Disable Access for Certain Report during critical process times
- Create ASO Model for Archiving and Report Distribution





Workspace



- Create Department Folders
- Create Excel Ad-Hoc models
- Create Dashboard for both KPI's Metrics and Ad-Hoc Analysis (Standard, and Ad-Hoc)



Data Movement



- Xref
 - Small Data Sets
 - Dynamic Xref-Minimal accounts
- Report Scripts-Efficient at times, with smaller dimensional models, not large extraction
- Customized Extraction Utility, Large amounts of data





Essbase vs Planning



 No Differences anymore all changes need to be made in planning



Reasons for Allocations



- Fully Burdened P&L
- Determining the profitability of product line
- Project Based Organizations for engineering type costs
- Business Segment Allocations
- Activity Based Budgeting







System 9 Features/Enhancements





Current Functionality



- User Variables, guiding users to change data elements without affecting the number of forms
- Task List-Helpful process with guiding user into specific tasks
- Smart View-Use Cases
- Interactive Menus
- Text Description Boxes





Other Functionality



- Essbase Lock and Send Access
- Multiple Application Windows
- SmartView Ad Hoc
- Refresh in Web/No more Desktop
- All metadata maintenance in planning
- Offline Planning
- EPMA



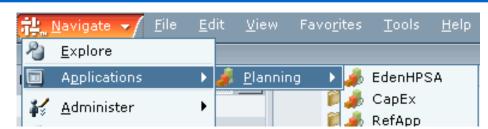


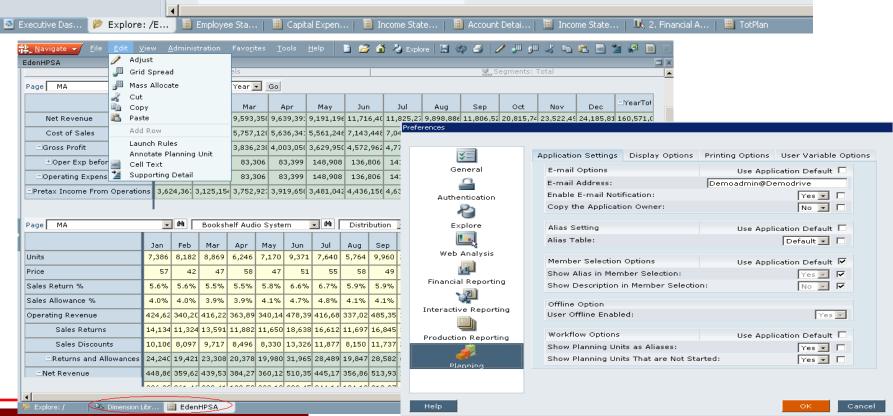
Workspace Integration



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- □Tabbed view of content
- □ Seamless integration of Planning menu within Workspace
- □One interface. Seamless navigation for







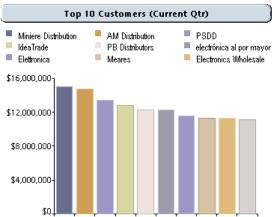


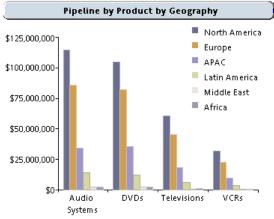
Workspace



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Actual Current Assets \$942,309,183.80 Fixed Assets \$681,270,958.50 Other Assets \$178,251,793.20 Total Assets \$1,801,831,935.50 **Current Liabilities** \$555,147,937.30 Long-Term Liabilities \$694,862,009.40 Total Liabilities \$1,250,009,946.70 Total Shareholder's Equity \$551,821,988.80 Total Liabilities and Equity \$1,801,831,935.50

Balance Sheet



. — Аlerts
Customer Sat & Mkt Share
Net Income Below Plan
Revenue Below Plan
Code of Conduct Training







Workspace Folder View



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ame 🔺	Туре	Modified	Description
🔥 1. Sales Analysis	Web Analysis document	5/16/07 5:53 PM	
🖟 2. Financial Analysis	Web Analysis document	5/16/07 5:42 PM	
🔥 3. Workforce Analysis	Web Analysis document	3/30/07 9:15 AM	
🔥 4. 5-Year Plan	Web Analysis document	3/27/07 3:07 PM	
🔥 5. Ad-Hoc Analysis	Web Analysis document	3/27/07 3:07 PM	
🖟 6. Facilities & Equipment	Web Analysis document	3/27/07 3:07 PM	
🖟 7. Property Tax Detail	Web Analysis document	4/3/07 11:06 AM	
🖟 8. Capital Analysis	Web Analysis document	3/27/07 3:07 PM	
Account Detail Report	Financial Reporting Report	4/30/07 11:57 AM	Account Detail Report
Balance Sheet	Financial Reporting Report	4/30/07 11:57 AM	Balance Sheet
Capital Expenditure Detail	Financial Reporting Report	9/28/07 12:21 AM	Capital Expenditure Detail.
Capital Expense Summary	Financial Reporting Report	4/30/07 11:57 AM	Capital Expense Summary
Cash Flows	Financial Reporting Report	4/30/07 11:57 AM	Statement of Cash Flows
Compensation Report	Financial Reporting Report	4/30/07 11:57 AM	Compensation Report
Consolidated IS	Financial Reporting Report	9/28/07 12:23 AM	Statement of Income.
Department Variance Report	Financial Reporting Report	6/26/07 11:44 PM	Department Variance Report
Eden Logo	Financial Reporting Image	4/30/07 11:57 AM	
Eden Month End Financial Statements	Financial Reporting Book	3/27/07 3:33 PM	
Employee Status Report	Financial Reporting Report	4/30/07 11:57 AM	Employee Status Report
Forecast - Compare Versions	Financial Reporting Report	9/28/07 12:23 AM	Forecast - Compare Versions.
Header	Financial Reporting Text	3/27/07 3:29 PM	
Income Statement	Financial Reporting Snapshot Report	9/28/07 12:41 AM	Statement of Income.
Income Statement	Financial Reporting Report	9/28/07 12:21 AM	Statement of Income.
Income Statement - Act vs Plan	Financial Reporting Report	4/30/07 11:57 AM	Statement of Income - Act vs Pla
Income Statement - Pct of Net Sales	Financial Reporting Report	9/28/07 9:11 AM	Income Statement - % of Net Sal
Income Statement - Pct of Net Sales	Financial Reporting Snapshot Report	9/28/07 12:42 AM	Income Statement - % of Net Sal
Income Statement Trend	Financial Reporting Report	9/28/07 12:21 AM	Statement of Income - Trend.
invoice.JPG	JPEG Image file	3/26/07 1:02 PM	
Operating Leases	Financial Reporting Report	4/30/07 11:57 AM	Operating Lease Report
Planning Audit	Interactive Reporting document	3/28/07 2:48 PM	
Revenue by Segment	Financial Reporting Report	9/28/07 12:21 AM	Revenue by Segment.
🖟 Strategic Analysis	Web Analysis document	3/27/07 3:07 PM	
	Financial Reporting Report	6/26/07 11:45 PM	Travel & Entertainment Detail Rep



Text Reports



	Assumption									
	Employee Type	FT/PT	FTE	Merit Month	Position	Grade	Tax Region	Health Plan	Performance	Total Compensation
Employee										
Virginia Green - Sales Admin	Regular	FT		1 Jan	Assistant	1	No Region	Family	N/A	22,517
Debra Nelson - Sales Rep	Regular	FT		1 Apr	Manager	2	USA	Family	N/A	9,650
George Cook - Sales Rep	Regular	FT		1 Mar	Manager	2	USA	Individual+1	N/A	37,100
Jose Peterson - Sr Sales Rep	Regular	FT		1 Jul	Director	8	USA	Family	N/A	103,600
Andrew Sanders - Dir-USA Production	Regular	FT		1 -	Assistant	1	USA	Individual	N/A	33,200
TBH1	Regular	FT		1 -	Assistant	1	USA	Individual	N/A	26,000
TBH2	Contractor	FT		1 -	Assistant	1	USA	Individual	N/A	45,000
TBH3	Regular	FT		1 -	Director	40	USA	Family	N/A	2,103
TBH4	Regular	FT		1 -	Assistant	5	USA	Individual	N/A	53,404
TBH5	Regular	FT		1 -	Director	7	EMEA	Family	N/A	70,200
Total Employees			10	0 -		-	-			402,773



Text Descriptions



Page: MA ▼											
		Asset Description	Asset Units	Asset Rate	Basic Cost	Purchase Date	In Service Date	Salvage	Priority	Justification	
Furniture and Fixtures	Line Item 1	Office Furniture	1	5,000	5,000	3/1/07	3/1/07	500	High	New Hires	
	Line Item 2	Chairs	1	5,000	5,000	7/24/07	8/1/07	500	High	Sitting on Floor	
	Line Item 3	big chair	1	500	500	6/29/07	7/9/07	10	High	NEED IT	
	Line Item 4	bigger chair	1	10,000	10,000	8/24/07	8/24/07	0	Medium	0	
Vehicles	Line Item 1	Sales Manager - New Auto	1	30,000	30,000	3/1/07	3/1/07	5,000	High	New Hire	
	Line Item 2	Cars for Exec	5	50,000	250,000	7/2/07	7/2/07	25,000	Medium	New hires	
Computers	Line Item 1	Lenova Laptop	20	4,000	4,000	3/1/07	3/1/07	500	High	New Hire	
	Line Item 2	HP	1	40,000	40,000	10/2/07	10/22/07	2,000	High	ROI over 20%	
Tangible Assets	Total New				344,500			_	-		



Financial Report



	Jan	
Actual	Plan	Var %
156,793,906	166,504,726	\$ (0.06%
101,217,315	98,202,516	-0.03%
55,576,591	68,302,210	-0.19%
35.4%	41.0%	-
2,265,464	2,136,201	-0.06%
678,030	678,761	0.00%
1,179,957	1,175,965	0.00%
2,777,829	2,764,343	0.00%
19,028,926	7,471,645	-1.55%
2,418,569	2,419,251	0.00%
402,259	403,625	0.00%
3,330,155	5,854,434	0.43%
0	0	0.00%
13,270,554	402,545	-31.97%
45,351,743	23,306,769	-0.95%
10,224,848	44,995,441	-0.77%
-3,897,502	-7,882,766	-0.51%
6,327,346	37,112,675	\$ (0.83%

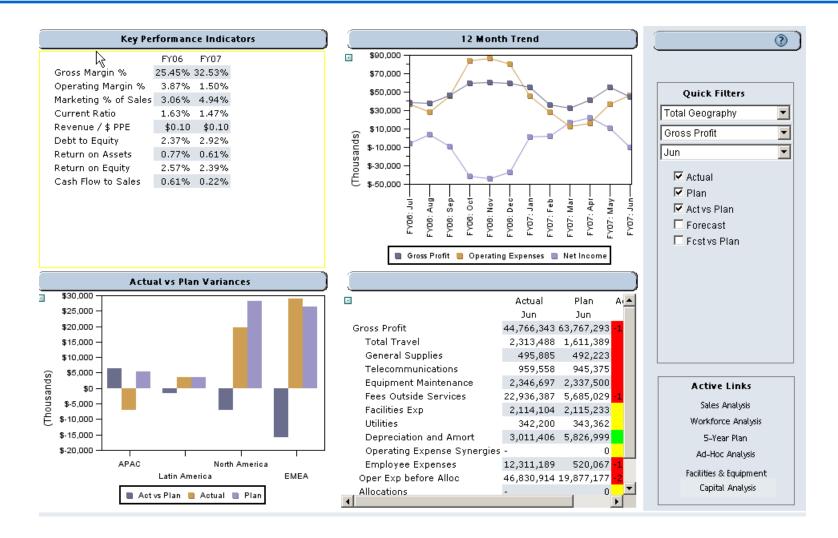
		YTD	
	Actual	Plan	Var %
Net Revenue	156,793,906	166,504,726	\$ (0.06%
Cost of Sales	101,217,315	98,202,516	-0.03%
Gross Profit	55,576,591	68,302,210	-0.19%
Gross Margin %	35.4%	41.0%	-
Total Travel	2,265,464	2,136,201	-0.06%
General Supplies	678,030	678,761	0.00%
Telecommunications	1,179,957	1,175,965	0.00%
Equipment Maintenance	2,777,829	2,764,343	0.00%
Fees Outside Services	19,028,926	7,471,645	-1.55%
Facilities Exp	2,418,569	2,419,251	0.00%
Utilities	402,259	403,625	0.00%
Depreciation and Amort	3,330,155	5,854,434	0.43%
Operating Expense Synergies	0	0	0.00%
Employee Expenses	13,270,554	402,545	-31.97%
Operating Expenses	45,351,743	23,306,769	-0.95%
Pretax Income From Operations	10,224,848	44,995,441	-0.77%
Other Exp (Inc)	-3,897,502	-7,882,766	-0.51%
Total Pretax Income	6,327,346	37,112,675	\$ (0.83%



Web Analysis



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EPM Architect



□ Simplified multi-application administration □Build, deploy, and manage dimensions and applications in a graphical easy to use repository ☐ Faster deployment and easier testing of financial applications **☐** Migrate applications between environments □Copy applications for testing and for what-if analyses ■Move data into and between applications using Data **Synchronization** □Import external data into applications ■ Map data flows and move data across applications





Planning 9.3 Administration Changes



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- □ Application creation will be done through BPM Architect
- □ Dimensions and properties will be created and managed through BPM Architect
- □ Planning desktop administration functions will handled via the Planning Web
 - Manage Database
 - **■** Manage Currency Conversion
 - Manage Exchange Rates
 - Manage Security Filters

<u>A</u> dministration	Favo <u>r</u> ites	<u>T</u> ools
Manage Data	Forms	
Manage Task	Lists	
Manage Ment	ıs	
Manage Prop	erties	
Dimensions		
Copy Data		
Reporting		
View Statistic	s	
Application S	ettings	
Copy Docum	ent Link	
Manage Mode	els	
Data Load Ac	lministration	
Manage User	Variables	
Manage Data	base	
Manage Curr	ency Conver	sion
Manage Exch	ange Rates	
Manage Secu	rity Filters	

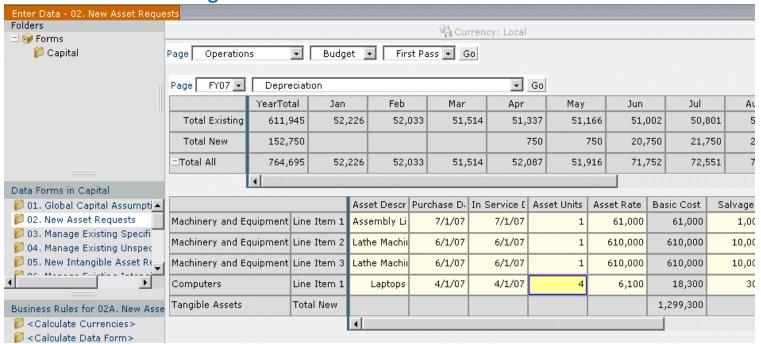




Composite Data Forms -



- □Composite forms combine two or more data forms on one screen
- □Perform real time impact analysis by entering data on one data form (for one plan type) and view calculated results in another (for the same or another plan type)
- □Choose the order data forms are displayed on the screen and whether to combine the POV and Page dimensions



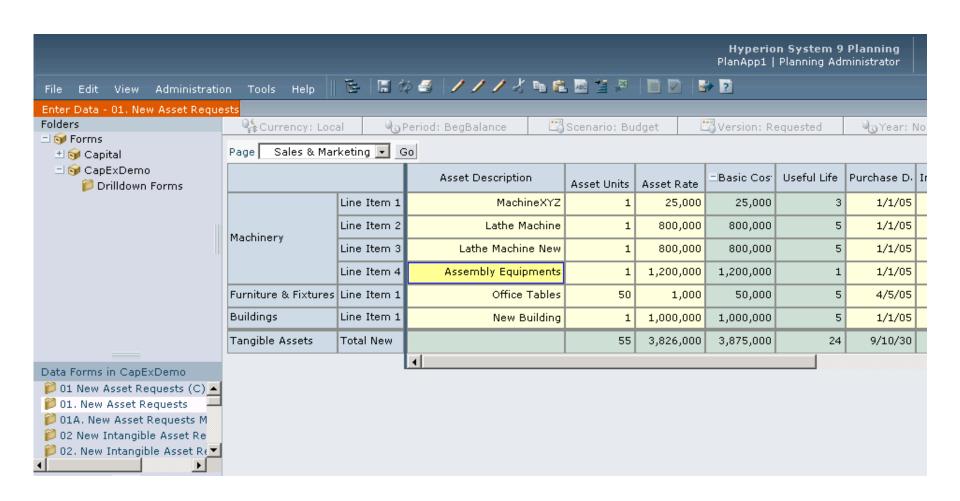




Text in Cells



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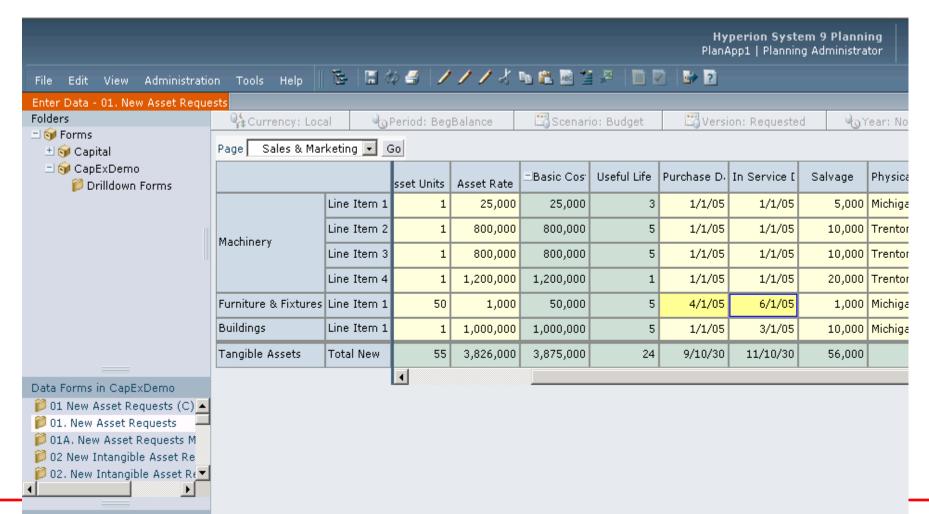




Date in Cells



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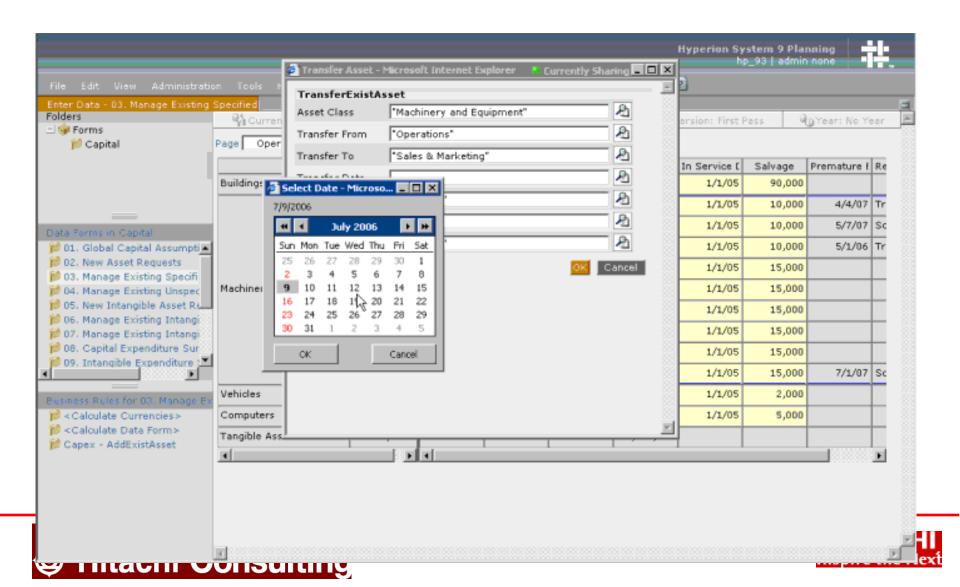




Date and Text in Cells using RTP

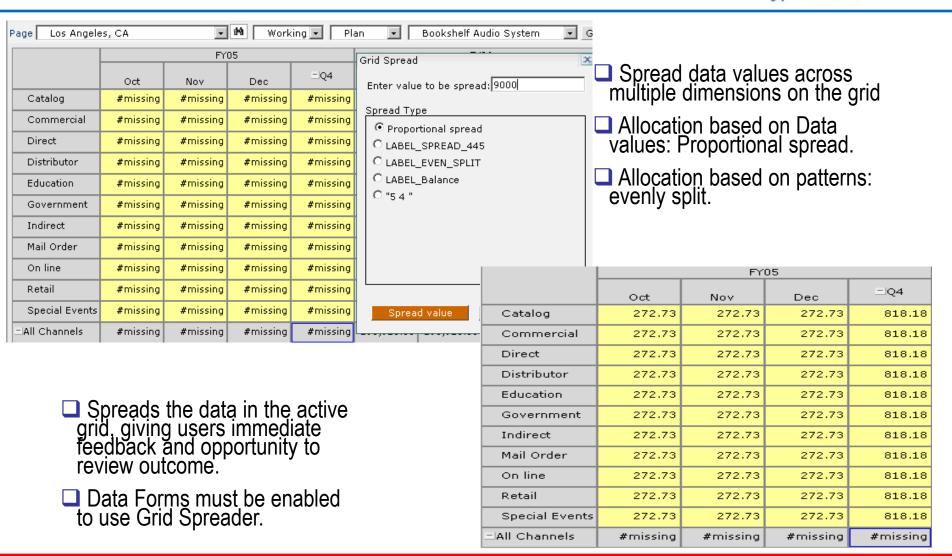


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Grid Spreader Overview

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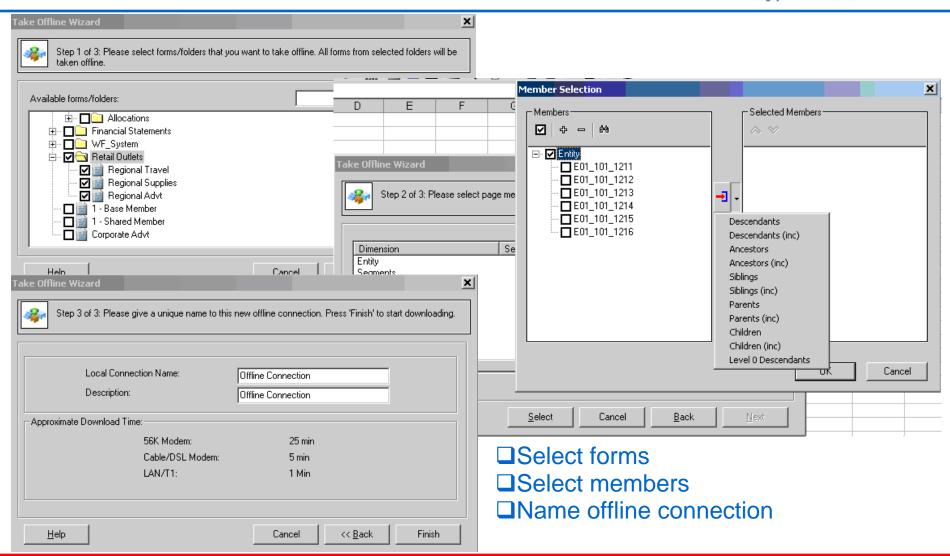




Offline Planning Overview –



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Workforce Planning



■Workforce Planning

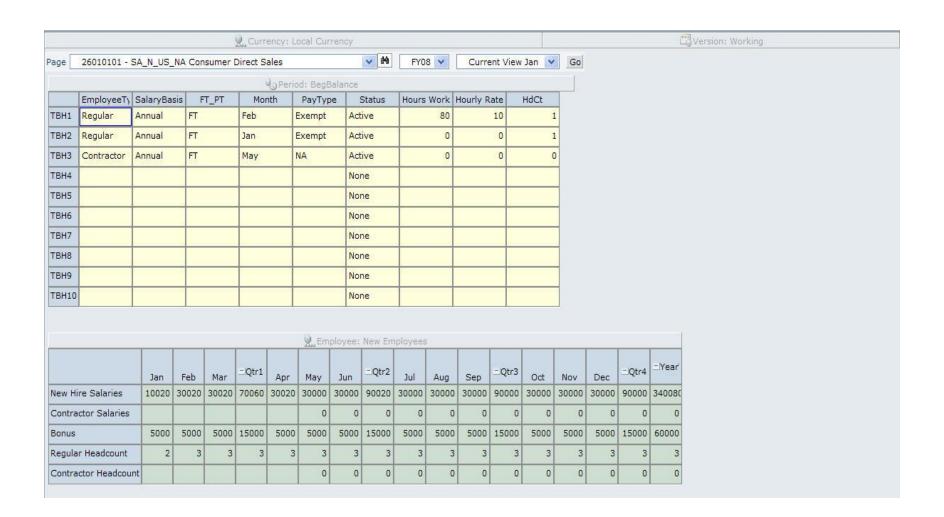
- □ Ability to have 5 Plan Types/Cubes in your Planning Application
- □ Purpose built Salary Planning Application that can be customized
- □ Ability for end user to add specific criteria for New Hires





Workforce Planning









Expense Driver Example



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	Cur	rency: Loc	al Currency						2	Uversion: V	Vorking	
Page Employee_NA			∨ Ma 2	6010101 🗸 🗗	FY08	Curr	ent View Jan	∨ G	o			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Recruiting \$/head	200											
Relocation \$/head												
Cost/Domestic Trip												
Number of Domestic Trips/Head												
Cost/Intl Trip												
Number of Intl Trips/Head												
Supplies per Head	*								24			
Car Allowance per Head				12								12
Lease Car Exp per Head												1
Training per Head												0.7
Phone Exp per Head												
New Equip per Head												
New Equipment	1/2											
Employee Supplies												
Training Emp	T I		1						2			15
Domestic Travel			a e	12								7.5
Intl Travel												
=Travel Emp Expense												The state of the s
Car Allowance												
Leased Car Expense												
Telephone Emp Expense												
Employee Related Expenses Driver												
Recruiting Expense	200								2			
Relocation Expense												12
-New Hire Related Expenses	200								*			



Capital Planning



- Plan for new asset purchases
- Plan for Depreciation/Amortization calculations
- Plan for actions on existing assets
- Plan for driver based/user defined asset related expenses
- Capital purchases process management (future release)
- Report on Assets





Upcoming Functionality



- Workspace Annotations
- Planning Ad-Hoc
- Lifecycle Management
- Document Attachment
- Report Designer within Excel
- OBIIE Integration





Planning/Consolidation



Consolidation in Planning

Consolidation in HFM

Integration between HFM and Planning





Questions







Contact Information



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