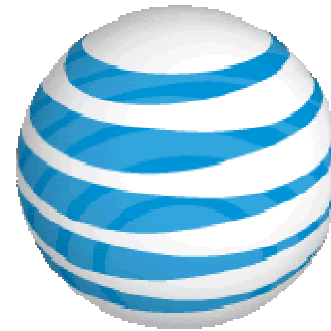


# Creating a World-Class Management Reporting System at AT&T Mobility

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**at&t**

# The Situation

## Circa 2005: A Data Disaster

- Multiple financial reporting systems
- Issues with every existing platform
- Key financial processes defined by system limitations
- Rapidly evolving business creating new demands and additional requirements

## The Opportunity

To create enterprise value by

- Providing **actionable** financial information to allow AT&T to **Change What We Do**
  - What services we provide
  - Whom we target and serve
  - Which operations to improve
- Allowing accurate financial analysis to identify how to **Do What We Do Better**
  - Satisfy customers & stakeholders
  - Improve business processes
  - Strengthen governance
  - Align resources with strategies

# Our Resulting Vision: A Next Generation Management Reporting Solution

- A single solution that:
  - Supplies data at the individual **customer level**
  - Allows us to measure progress against strategic initiatives
  - Provides accurate, timely, and relevant information
  - Acts as a single source for Finance-Certified information and reporting
- A solution that must have:
  - An easy to use interface that emphasizes analysis over data collection
  - An open and scalable architecture that can cost effectively adapt to our changing business



## The Mercury Program

## The Plan:

1. Centralize Reporting Ownership
2. Establish Partnership with IT & Define Scope
3. Create an Information Model
4. Define the Data Structure
5. Finalize the Vision and Get to Work

# The Risks

1. Lack of Precedence
2. Internal Politics
3. Funding
4. Quantity of Customer Data
5. Continued Executive Sponsorship
6. Skepticism given timeline and budget

# Implementation Success Factors

1. Partnership between Finance and IT
2. Executive Support
3. Phased Approach
4. Communication (Steering Committee, Stakeholders)
5. Business Rules
6. User Input
7. Strong Training and Roll Out Planning
8. Employee Led (not Consultant Led) Project

# Significant Benefits Realized

1. Competitive Advantage
2. Accurate Information
3. Deep Customer Insights
4. Reduced Cost for Reporting
5. Improved Financial Results

# Looking Back

- Inefficiencies are often a people or process issue, not a technology issue
  - AT&T had the benefit of technology, but it needed to be paired with the right *strategy*
- Technology can be strategic leader in the business, instead of a loss leader



# Appendix

## 1. Portal Planning

- Begin with sitemap
- Define customer experience
- Secure information
- Adhere to corporate branding specifications
- Heavy review of external sites providing best-in-class functionality

## 2. Security

- Data Access
- Portal Access

## 3. Centralized Report Delivery

- Centralize historical reports
- Increase awareness and drove usage of portal