

# How to leverage technology to drive sustainable corporate business performance

### Situation:

In today's global marketplace, change is no longer something that happens periodically. It's continuous—constant and unrelenting. The accelerating rate of change means that companies have to enhance their capabilities to proactively manage business performance. In the age of transparency, executives need actionable management information to guide their operational and financial decisions.

External business drivers including globalization, IFRS, regulatory complexity and technology advancements are putting pressure on finance departments to build a more agile foundation to improve operational efficiency. Internally, executives and business leaders are looking to the finance department to play a larger role in supporting business and operational decision-making. This expanded role includes measuring and managing corporate performance against strategic objectives. Cost and performance factors remain challenges as finance departments continue to do more with the same, or fewer, resources.

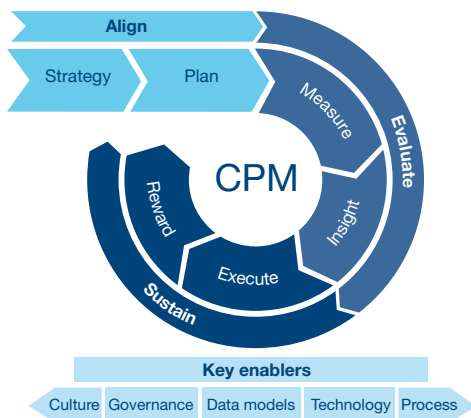
### Perspective:

Corporate Performance Management (CPM) has become a necessary competency for enterprises seeking to thrive as persistent change defines the business landscape. Leading practice organizations are developing an integrated approach to CPM that drives sustainable results by aligning business operations to corporate strategy.

### CPM leading practices:

- Creating a blueprint, or high-level road map, of how and where unique, differentiating value is created
- Aligning key performance indicators (KPIs) with strategy and goals and reducing the volume and complexity of management reports
- Reducing overall budget cycle times and deploying rolling forecasts to increase the value of the financial planning process
- Innovating and integrating technology by automating planning and analytical reporting processes through standard data models and systems
- Improving operational actions through the use of real-time dashboards and scorecards
- Separating management information from the monthly close process to provide accurate and timely business performance information for senior management with budgets and forecasts that are based on critical performance measures

Our CPM methodology starts with an integrated CPM roadmap to guide decisions and link CPM efforts to focus on the business benefits and overall return.



### PricewaterhouseCoopers' CPM framework

PricewaterhouseCoopers' Corporate Performance Management (CPM) is a framework that integrates strategy with business operations. It gives management a prospective and real-time picture of what is actually going on across the value chain and provides a robust platform to support future growth. It helps executives address the fundamental business questions of: "How are we doing?", "Why?" and "What should we be doing?"

PwC's CPM framework helps companies develop an integrated CPM approach that supports the design and implementation of management processes and systems that drive accountabilities, decision support and operational execution. Recognizing that CPM initiatives typically start as targeted improvement efforts; we help align those efforts to link strategies, metrics and financial planning with ongoing operational reporting and execution.

### Solution:

#### Leverage Oracle Hyperion technology for Corporate Performance Management

PwC provides the guidance on organizational structure, business processes and technology needed to improve and integrate financial and management reporting, budgeting, forecasting and business analysis activities. PwC's knowledge and experience in financial management and process optimization across a wide range of industries, combined with Oracle's Hyperion solutions, can enable executives to seamlessly integrate strategy with business and financial operations to promote transparency, actionable analysis and rapid execution. Oracle's strategy for Enterprise Performance Management (EPM) provides the necessary linkage between performance management applications, business intelligence applications, Business intelligence foundations and tools, and data warehousing. The combination of PwC's CPM principles framework and Oracle's EPM solutions enable companies to move toward integration using a controlled, targeted approach that helps executives achieve the right balance between flexibility and standardization.

### How we help:

#### Streamlining and simplifying planning, budgeting and forecasting cycles

PwC works with your organization to shift the focus from data collection and reporting to target setting, analysis and measurement. We help your organization optimize planning, budgeting and forecasting processes to improve the reliability and process efficiency of prospective information. A driver-based rolling forecast approach helps to ensure finance stays constantly in step with changing corporate strategy.

Standardizing and simplifying processes and systems is also a primary focus for improvement efforts. PwC assists with reducing the number of financial planning systems and business processes. We help with Oracle tool migration and deployment including evaluation, development of supporting data models, design and optimization of Oracle tools including Oracle Hyperion Planning for planning, analytics and reporting. Oracle's Hyperion Planning is a centralized, Microsoft Excel- and Web-based planning, budgeting and forecasting solution that integrates financial and operational planning processes.

In addition, PwC assists with the migration strategy and deployment efforts for clients moving from Oracle Financial Analyzer or Hyperion Pillar to Hyperion Planning. Clients can take advantage of PwC's in-depth knowledge of leading practice planning processes to make improvements during the migration process that optimize your technology investment and reduce the overall time and investment required for the migration effort.

#### Improve speed and accuracy of consolidation and corporate reporting

PwC uses the term "Real Time Reporting" to describe consolidation and reporting processes that provide timely and efficient financial results with a high level of integrity and flexibility. Understanding the implications of the integrated set of components or "Building Blocks" that comprise the corporate reporting environment is essential to developing an efficient and effective financial reporting capability.

PwC conducts a baseline assessment and benchmarking of your organization's consolidation and reporting capabilities against Real Time Reporting building blocks. We leverage our close to report methodology to identify opportunities and best practice processes to minimize consolidation and reporting deployment risk. We have deep knowledge of the leading vendors and tools including **Oracle Hyperion Financial Management (HFM)**. Oracle's Hyperion Financial Management is a financial consolidation and reporting application that provides financial managers the ability to rapidly close and report financial results, meet global regulatory requirements, reduce the cost of compliance and deliver confidence in the numbers.

For Oracle customers migrating from **Oracle Enterprise to Hyperion Financial Management (HFM)**, PwC provides a choice of migration options to meet your organization's business goals. By focusing on areas that typically require a significant amount of time and effort such as data mapping/loading, tax, cash flow and foreign exchange, PwC helps your organization reduce the cost and complexity of upgrading your CPM solution. We also assist with standardizing the Chart of Accounts (COA), simplifying consolidation and reporting processes, eliminating unnecessary reports and spreadsheets, and automating production reports.

# Advisory Services

## Leverage business intelligence and analytics to improve profitability

PwC helps improve operational efficiencies through appropriate alignment of targeted metrics measuring the organization's performance from customer, operational, organizational and financial perspectives. At corporate, business unit and functional unit levels we assist in establishing Performance Measurement capabilities including defining strategy, identifying Key Performance Indicators (KPIs), defining metrics and building scorecards, developing data collection processes, reporting metrics and management reporting.

Leveraging **Oracle's Business Intelligence** suite of products including **Oracle Financial Analytics**, we help simplify customer profitability and sales forecasting models, establish automated data collection processes and improve reporting to improve cash flow, lower costs and improve profitability.

## The PwC and Oracle advantage

By combining PwC's in-depth regulatory, compliance and industry knowledge with the comprehensive suite of Oracle Hyperion and Business Intelligence solutions, our mutual clients gain a streamlined, enterprise-wide approach to address their business issues, reduce costs and optimize performance.

**For more information please visit [www.pwc.com/us/oracle](http://www.pwc.com/us/oracle)**

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