



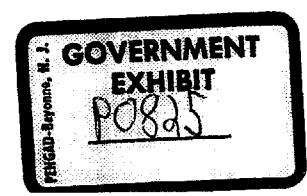
Business Consulting Services

# Financial Management Solutions

*Finance on Demand*

## Analyst Briefing

January 2003





Business Consulting Services

## Practice Overview

Point of View

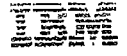
Case Studies

Appendix

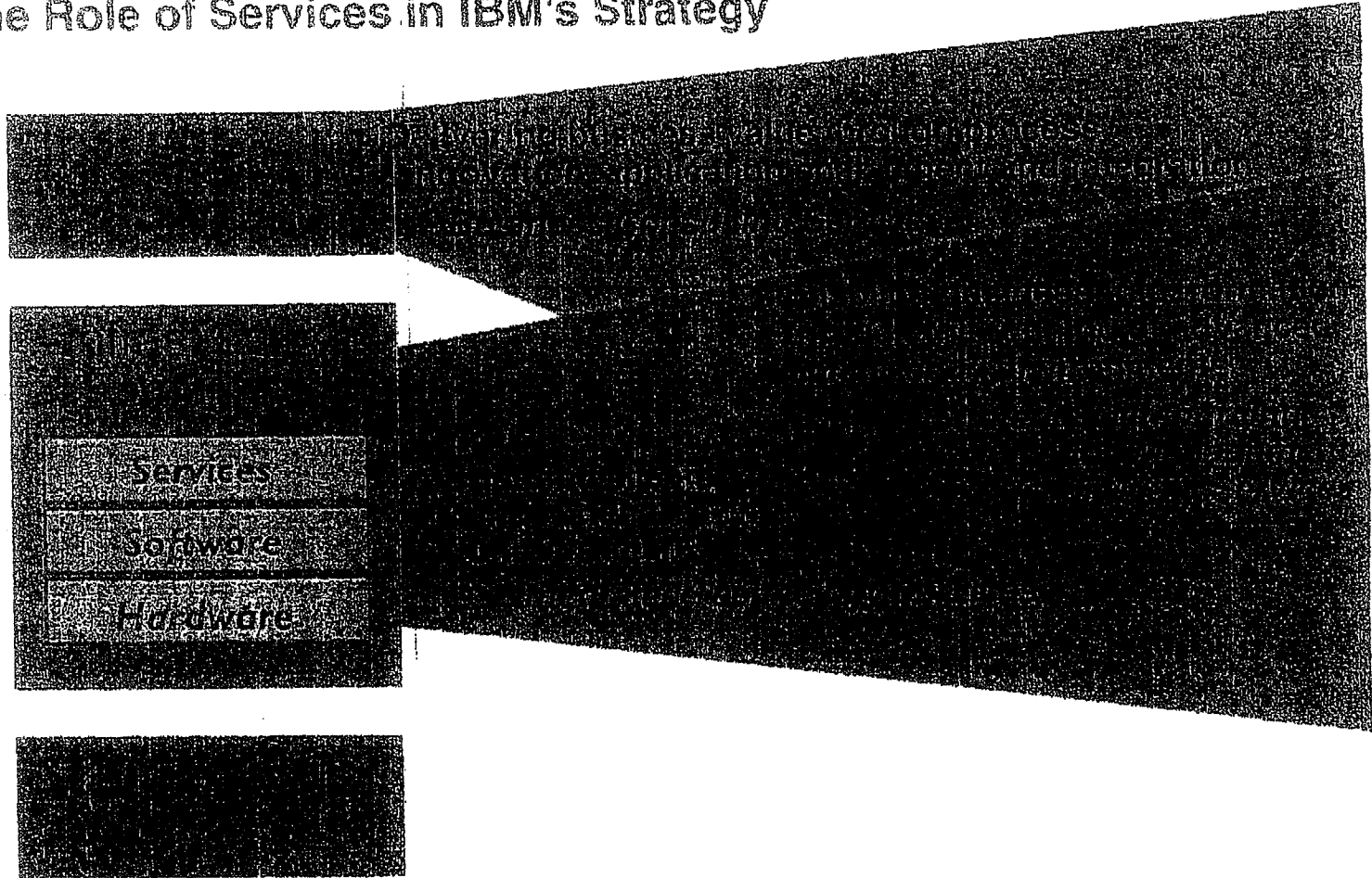
- Vendor Relationships
- Accelerators & Thought Leadership
- Services Points of View

"PLEASE NOTE THAT IBM recently completed its acquisition of PricewaterhouseCoopers' global management consulting and information technology services business, PwC Consulting. As a result, PwC Consulting is no longer a part of the PricewaterhouseCoopers network of firms, and is now a part of the IBM Global Services business unit. IBM (including IBM Global Services) and PricewaterhouseCoopers are not the same organization, and neither governs or is affiliated with the other, or any affiliate, subsidiary or division of the other."

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# The Role of Services in IBM's Strategy

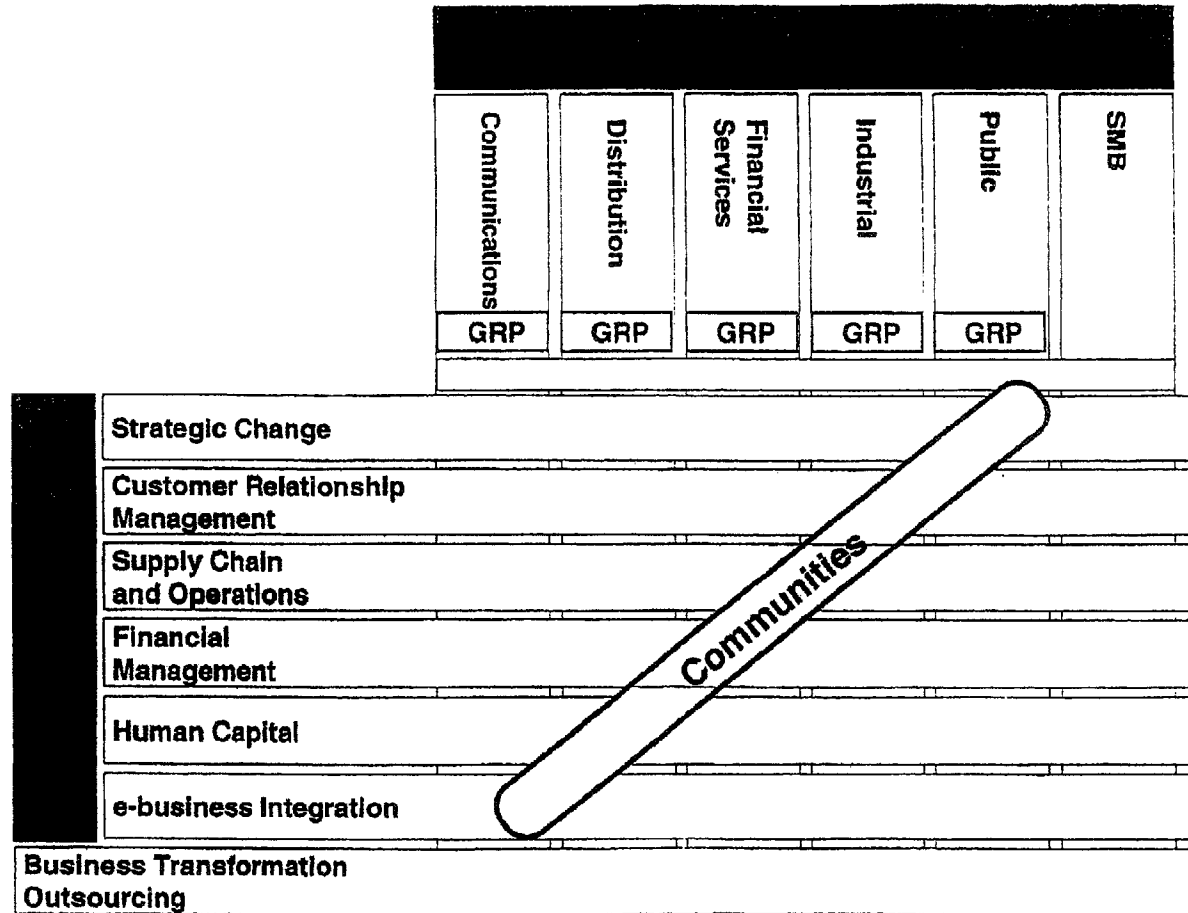


## BCS is a business services partner of unmatched breadth and depth

- 
- The world's largest consulting organization
  - 60,000 professional
  - Deep experience and expertise in 70 industries
  - Broad IBM solutions spanning strategic change, customer relationship management, supply-chain operations, financial management, and human capital
  - BCS can access the global capabilities of IBM including integrated technology services, application management services, strategic outsourcing, and global financing
  - BCS participates in IBM's \$5 billion annual investment in technology and business research

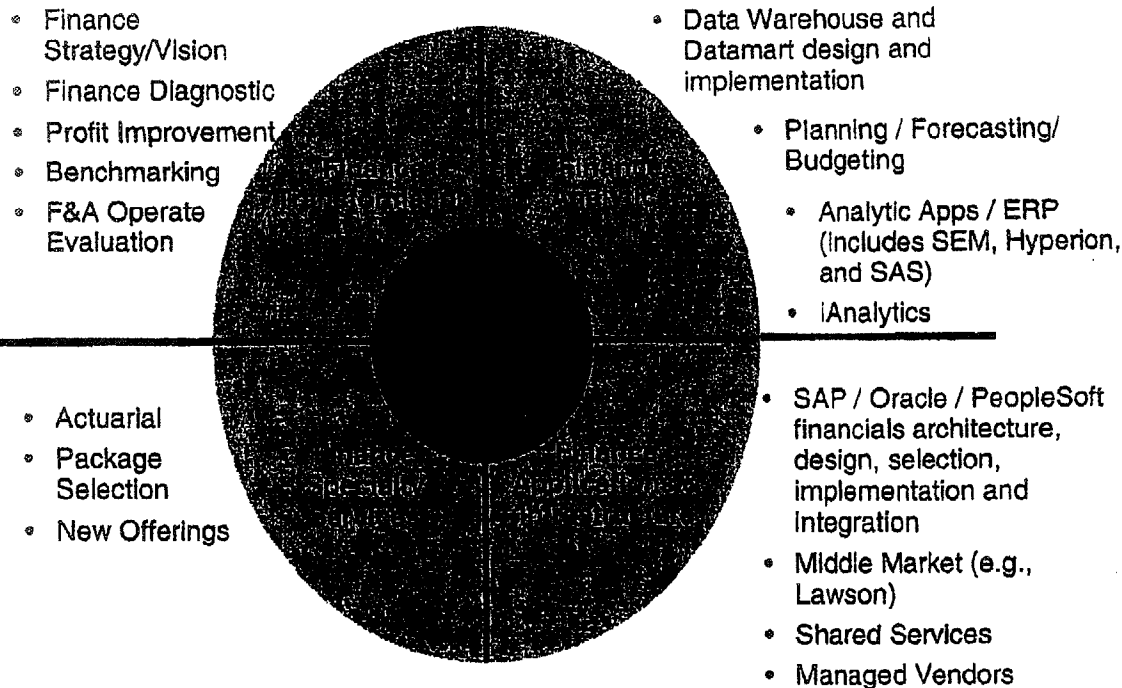


# How we operate

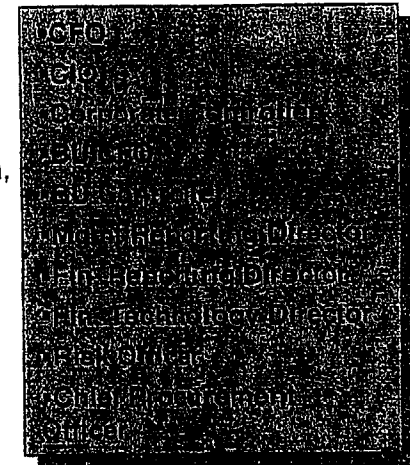


## FMS Solution Overview

**FMS is unique in combining ERP, Transformation, and Analytics offerings in one solution area**



### Who Buys our Services?





## FMS offers differentiated solutions

### Our Five Key Differentiators

<p><b>Deep Experience</b></p>	<ul style="list-style-type: none"> <li>• A \$2B business with over 6000 consultants globally</li> <li>• FMS worked with 74% of the global Fortune 50 and 82% of the European Financial Times 50 in 2001</li> <li>• Unique record of strong relationships with CFOs and Finance leaders</li> </ul>
<p><b>Marketplace Recognition</b></p>	<ul style="list-style-type: none"> <li>• Recognized as #1 in Consulting Brand Awareness with CFOs*</li> <li>• Extensive coverage in leading business publications in FY02</li> </ul>
<p><b>Vendor Relationships</b></p>	<ul style="list-style-type: none"> <li>• Largest integrator of SAP, PeopleSoft and Oracle</li> <li>• Recipient of SAP Awards of Excellence, Oracle Global Partner Award and PeopleSoft Award of Excellence</li> </ul>
<p><b>Approach and Style</b></p>	<ul style="list-style-type: none"> <li>• Provocative, future-oriented perspectives combined with “here-and-now” practicality</li> <li>• Multi-disciplinary teams custom-tailored for each engagement</li> <li>• Collaborative workstyle that fully engages our clients</li> </ul>
<p><b>Breadth of Capability</b></p>	<ul style="list-style-type: none"> <li>• Unique offering footprint combines ERP, Transformation, and Analytics</li> <li>• Capable of delivering every component of the solution: strategy, process, industry experience, applications, infrastructure, technology and operate (e.g., 2500 people in F&amp;A outsourcing)</li> </ul>

\* Source: IBM Internal Research

# FMS works with the world's premier companies and leading public entities

	SAP	ORACLE	PeopleSoft.	Finance Transformation	Finance Analytics





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### Point of View

## Case Studies

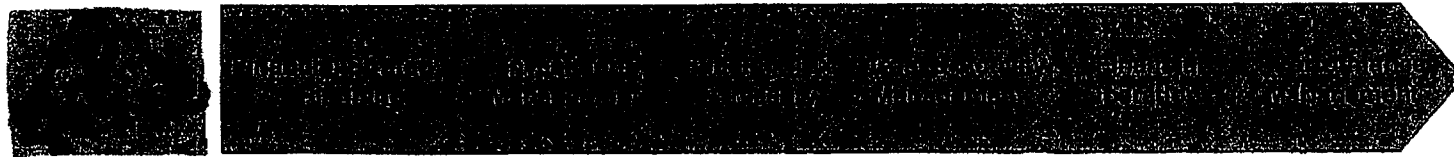
## Appendix

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## CFOs are experiencing increasing pain working with the traditional Finance value chain



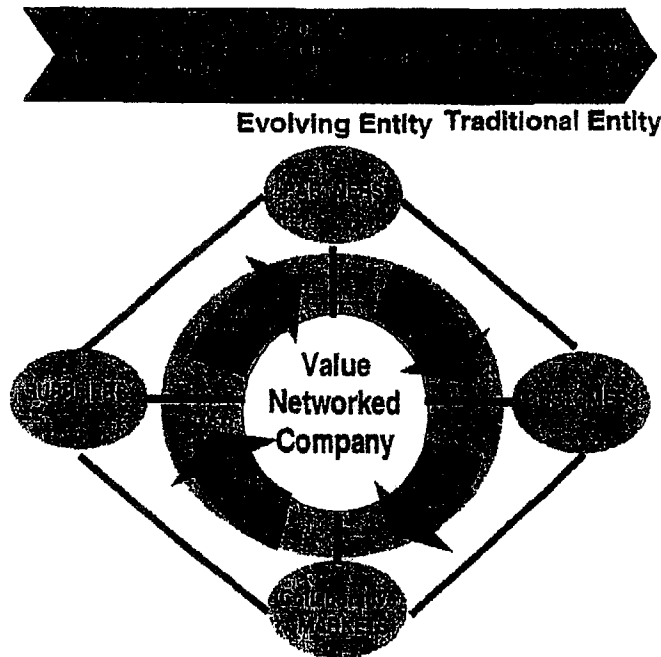
### Challenges Driving Finance Transformation

- Inability to forecast accurately
- Need for increased speed of reporting
- Changing regulatory requirements: e.g., Sarbanes-Oxley, Basel II, IAS
- Inconsistent data
- Manually intensive efforts
- Excessive working capital
- Low return on investments
- Increasing scrutiny around traditional
- No single version of the truth
- Lack of visibility into product and customer profitability
- Weak analytical staff competencies
- Multiple chart of accounts and ERP instances
- Lack of clarity between dotted and solid line reporting
- Need for Finance to become more nimble and get closer to the business
- High cost of IT support

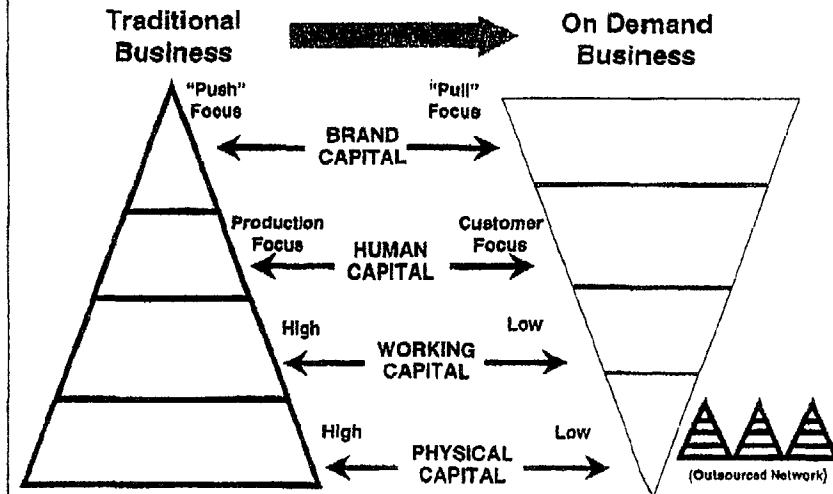
## Business models are changing to On Demand

*The On Demand era is volatile, unpredictable, competitive, changing ever-faster, shifting costs to variable, and equating technology and strategy*

### Business Evolution



### Decapitalized On Demand Business



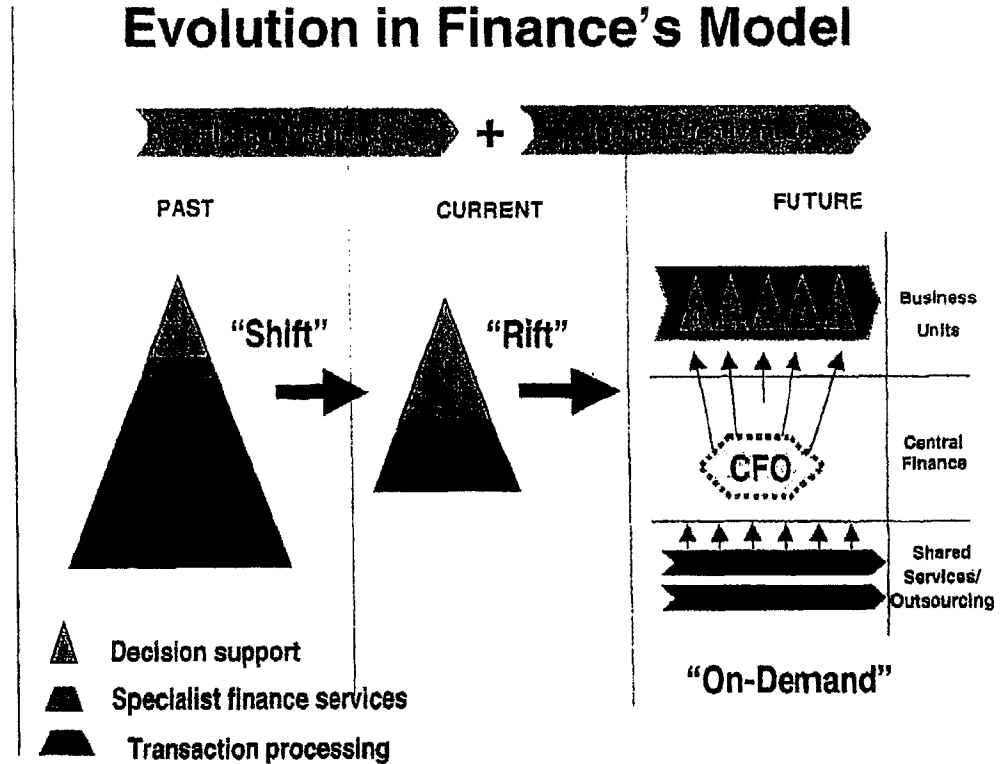
## In the On Demand business, Finance is becoming a discipline

### Finance On Demand Trends

Four trends are changing the way Finance creates value at our clients:

- **Responsive:** Process is being seamlessly embedded into technology enabling rapid sense and respond capabilities across the value chain
- **Variable:** Technology advances are allowing Finance to become a virtual organization
- **Focused:** Managing information effectively is becoming Finance's core competency
- **Resilient:** Finance is strengthening its fiduciary role around managing risk and opportunity

### Evolution in Finance's Model

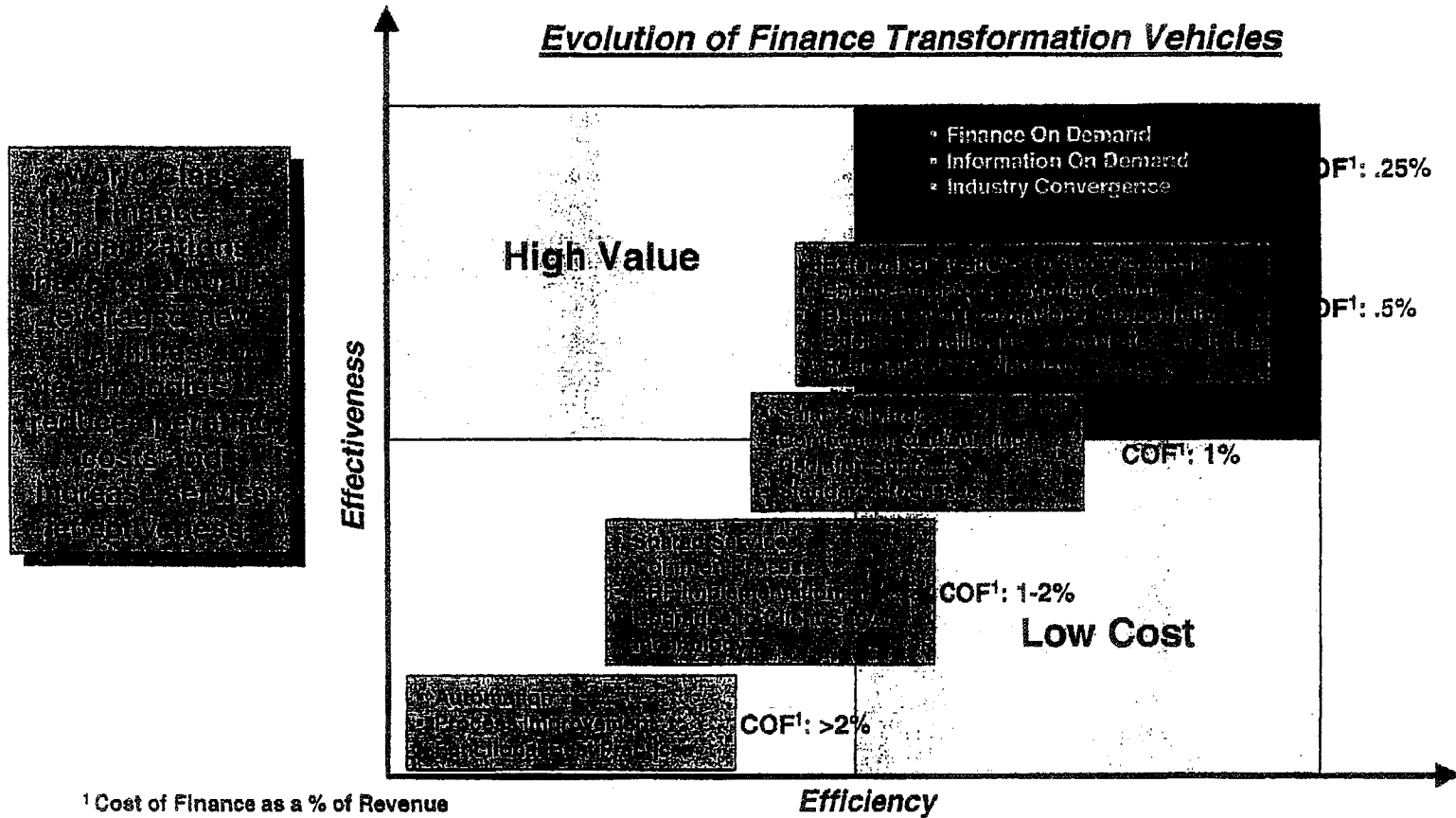


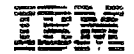


## Finance On Demand value proposition

Finance wants to ...	Finance On Demand drivers	
<p><b>Adapt quickly to business changes</b></p> <p><b>Speed information flows</b></p>	<ul style="list-style-type: none"> <li>• Forward looking, real-time insights</li> <li>• Ability to introduce new products and services and to existing services</li> <li>• Enhanced leading indicator monitoring and service visibility across function and geographic boundaries</li> </ul>	<p><b>Responsive</b></p>
<p><b>Reduce costs and decapitalize</b></p> <p><b>Improve quality</b></p> <p><b>Increase staffing flexibility</b></p>	<ul style="list-style-type: none"> <li>• Immediate and near real-time operating costs</li> <li>• Ability to shift from a value chain to a value network</li> <li>• Move from fixed costs to variable costs</li> <li>• Reduction in IT and systems related costs</li> </ul>	<p><b>Variable</b></p>
<p><b>Enhance capabilities</b></p> <p><b>Act as true business partners</b></p>	<ul style="list-style-type: none"> <li>• Ability to act on core capabilities and to release time for other value creation</li> <li>• Ability to integrate with the business to improve value creation</li> </ul>	<p><b>Realized</b></p>
<p><b>Provide assurance, ensure controls, and reduce risks</b></p>	<ul style="list-style-type: none"> <li>• Consistent integrated sources of data</li> <li>• Rules driven processing and reporting</li> <li>• Ability to monitor and manage performance metrics</li> </ul>	<p><b>Resilient</b></p>

# The Evolution of Finance Transformation Vehicles

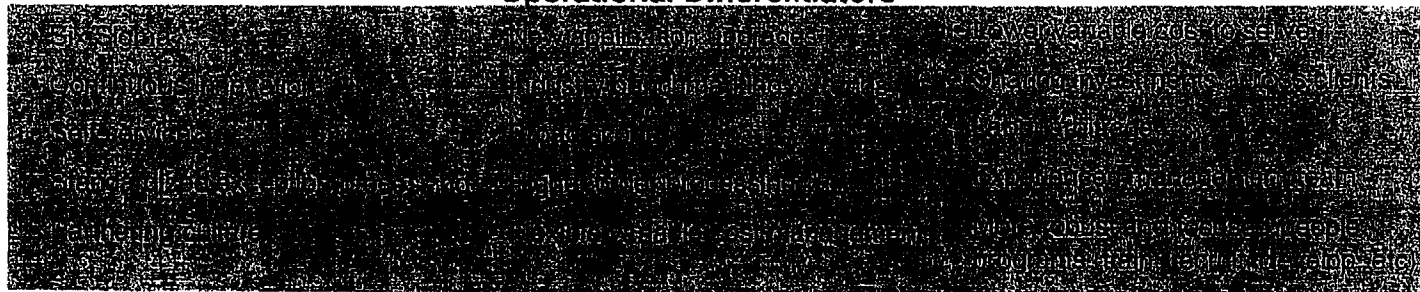




## Transformation yields both immediate and future benefits

"Today"		↔	"Tomorrow"	
Transformational Benefits	Savings		Ongoing Benefits	Savings
• Hardware/software maintenance and rationalization	\$\$\$		• Lower HR costs (e.g., FTE's/\$B Rev)	\$\$\$\$
• Reduction number of Finance Applications	\$\$\$		• Better cash flow	\$\$
• Shared Services	\$\$		• Lower exception processing costs	\$\$
• Process Engineering	\$\$		• Taxes & benefits	\$\$
• Productivity	\$\$		• Increased focus on core competency	\$\$\$\$
• Management Leverage	\$\$		• Overall Cost of Finance	\$\$\$\$
• Fixed Costs Effectiveness (e.g., Rent)	\$\$		• Cost of IT Support in Finance	\$\$\$
• iAnalytics – quality decision support	\$\$\$\$		• Reduction In Hidden Cost of Finance	\$\$
• Leverage vendors to manage spend	\$\$			
• Labor arbitrage (3 tier approach)	\$\$\$\$			

### Operational Differentiators





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Appendix

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# Case Study: On Demand Finance at BP



<b>Responsive</b>	<b>Insight-driven decision making</b>	<ul style="list-style-type: none"> <li>Provide decision makers at all levels with the right information, when and where they need it</li> <li>Increase customer service by leveraging technology and emphasizing quality</li> </ul>	<p>Increased Customer Satisfaction and Improved Quality and Service Delivery</p> <p>Enabled Upstream Business Units and Asset Managers to do real-time planning and forecasting, as well as "what-if" simulations around their financial and operational metrics</p>	<p>Customer satisfaction ratings growing continuously:</p> <p>2000: 3.69 2001: 3.76 2002: 3.83</p>
<b>Variable</b>	<b>Customer</b>			
<b>Focused</b>	<b>Return on Investment</b>	<ul style="list-style-type: none"> <li>Shift focus from transaction processing to partnering with the business on value drivers</li> <li>Reduce monotonous tasks for finance employees; freeing up time to innovate</li> </ul>	<p>Created a "visionary" planning and forecasting environment that provided standardization, data transparency, collaboration, and innovation across its 55 Upstream business units and management teams</p>	<p>Acquisition integration cycle times reduced by 30-50%</p> <p>Employee attrition rates low</p>
<b>Resilient</b>	<b>Business</b>			



## Case Study: On Demand Finance at Bank of Montreal

BMO Financial Group

<b>Responsive</b>	<b>Insight-driven decision making</b>	<ul style="list-style-type: none"> <li>Organized along lines of business without granular financial data below sub-Line of Business</li> <li>Financial information inadequate to support the bank's Value Based Management strategy</li> <li>Little visibility into organization; unable to allocate capital or resources or make appropriate levels of investment consistent with VBM</li> <li>Inability to align incentive compensation with VBM strategy</li> <li>Little insight into components of profitability, such as gross margin on services, to support pricing and analysis.</li> </ul>	<p>Multidimensional (LOB, product, channel, customer) P&amp;L's and balance sheets for the entire organization.</p> <p>New profitability methodologies and processes to support VBM measurements.</p> <p>Delivery of critical information on any view to business managers "on demand."</p> <p>Granular information on business provided "on-demand".</p> <p>Pricing and forecasting data improved and integrated with VBM.</p>	<p><b>BMO estimates gaining \$150 million per annum in NIAT for each additional 1% increase in revenue and each 1% decrease in NIE as a result of better decision making and investments.</b></p>
<b>Variable</b>	<b>Dynamic</b>			
<b>Focused</b>	<b>Return on investment</b>	<ul style="list-style-type: none"> <li>Inability to react to market and organizational changes in profitability measurement.</li> <li>Finance consumed with transaction processing – no ability to analyze and affect change.</li> <li>Minimal information to support business decisions.</li> </ul>	<p>Finance focuses on analysis and value creation – not transactions.</p> <p>Information supports dynamic scenarios and re-measurement based on market or organizational changes.</p> <p>Operationalized VBM strategy.</p>	<p><b>Faster responses to changing conditions; contributor to \$150 million p.a. improvement</b></p>
<b>Resilient</b>	<b>Adaptability</b>			

# Case Study: On Demand Finance at Marathon Oil



<b>Responsive</b>	<b>Insight-driven decision making</b>	<ul style="list-style-type: none"> <li>Marathon experiencing a performance gap relative to competitors</li> <li>Provide decision makers at all levels with the right information, when and where they need it</li> <li>Increase customer service by leveraging technology and emphasizing quality</li> </ul>	<p>Information On Demand helped to improve the return on capital deployed in the business unit</p> <p>Increased the overall transparency of business performance by providing accurate and consistent views of the data</p>	<p>1% Improvement in Return on Invested capital (ROIC)</p>
<b>Variable</b>	<b>Return on Investment</b>	<ul style="list-style-type: none"> <li>Shift focus from transaction processing to partnering with the business on value drivers</li> <li>Reduce monotonous tasks for finance employees; freeing up time to innovate</li> </ul>	<p>Improved procurement capability</p> <p>Developed management scorecards and economic profitability reports</p> <p>Developed a common value and profitability model across the business</p>	<p>2-5% Improvements in Procurement</p>
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- Vendor Relationships
- Accelerators & Thought Leadership
- Services Points of View

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## Key FMS Vendor Relationships

- Strategic Vendors

- Finance Applications service offers tied to the Big 3 represent about 48% of FMS sales globally
- SAP FICO sales represent almost 40% of Finance Apps sales followed by Oracle at about 35% and PeopleSoft around 25%
- Moreover, we're recognized frequently:
  - SAP Award of Excellence every year, in each location awarded
  - Oracle Global Partner Award
  - PeopleSoft Award of Excellence
  - Significant participation by key vendors in each of BCS's solution sets

PeopleSoft®

SAP

ORACLE®

## Additional Finance Vendor Relationships

- **Lawson**
  - Number #1 Partner in Lawson's Top Tier and the largest Lawson Implementation Services Partner
- **JD Edwards**
  - Global network of practitioners; strong focus in Pharma
- **Microsoft Business Solutions**
  - Strong emerging practice with Microsoft Business Services focused on Eastern US with aggressive plan to go Americas-wide
- **Cognos**
  - Selected as a global vendor to provide core business intelligence (BI) tools for iAnalytics solution
- **Informatca**
  - Collaborating closely since 2000 around analytic application s development and jointly trained more than 300 consultants
- **Hyperion**
  - Long history of successful collaboration with leading Finance clients
- **Others, including Business Objects**



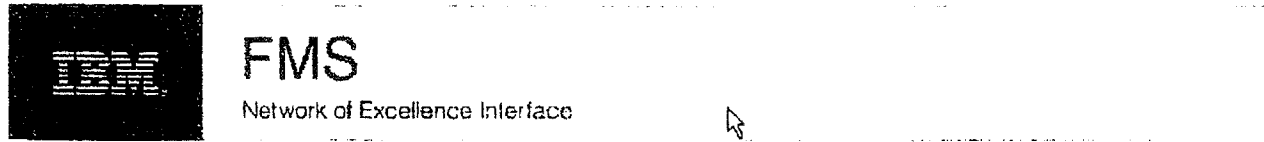
## FMS Learning and Knowledge Solution Accelerators

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- Practitioners have full access to use and contribute to our global knowledge databases, virtual training and experience
- FMS continuously refines and enhances our FMS methods and approaches based on harvesting the best insights and materials from projects occurring around the globe
- Mature Network of Excellence linked databases for sharing knowledge globally for FMS, SAP, PeopleSoft, Oracle and iAnalytics (sample navigation screens are included)
  
- Our practitioners are trained to use the following project tools:
  - Methods
    - BCS and IBM methods
    - Solution set and vendor specific methods (i.e. SAP method, Oracle method)
  - Accelerators
    - Practice aides and guides
    - Pro forma deliverables
    - Industry templates
    - Other reusable information and project deliverables



# FMS Network of Excellence



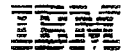
What is the FMS NoE?	What's New?	Tips on Using the FMS NoE?
<b>About FMS</b> Vision and Points of View Leadership and Key Contacts FAQ	<b>Selling</b> Marketing Service Offerings Sales Toolkits Proposals Qualifications	<b>Delivery</b> Practice Aides/Accelerators Engagement Storyboards Global Benchmarking Programme
<b>Learning</b> Training Curriculum Training Materials Training Schedule	<b>Knowledge</b> Knowledge Harvesting Research Databases	<b>Methods</b> Ascendant - Methods
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The FMS, Oracle and iAnalytics navigation screens enable practitioners to easily access information. Practitioners are able to leverage firm knowledge to maximize results in the sales and delivery process.



# iAnalytics Center of Excellence

<p style="text-align: center;"> <a href="#">About This Home Page</a>                  <a href="#">Community News</a>                  <a href="#">Client Showcase</a> </p>		
<p><b>About iAnalytics</b></p> <p>Vision and Points of View                  Leadership and Key Contacts                  Community and SIGs                  FAQ                  Alliances</p>	<p><b>Selling</b></p> <p>Marketing                  Offerings                  Sales Toolkit                  Proposals                  Client Profiles                  Qualifications                  Demos</p>	<p><b>Delivery</b></p> <p>Capability Model                  Engagement Storyboards                  Practice Aides/Accelerators                  Project Deliverables</p>
<p><b>Learning</b></p> <p>Training Curriculum                  Training Materials                  Training Schedule                  Webinars</p>	<p><b>Knowledge</b></p> <p>Knowledge Harvesting                  iAnalytics COE View                  DW COE View                  Research Databases</p>	<p><b>Methods</b></p> <p>iAnalytics Methods                  Ascendant - Methods                  iAnalytics Route Map</p>
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# Oracle Network of Excellence



## Oracle NoEI

Network of Excellence Interface

What is the Oracle NoEI?	What's new in the Oracle NoEI?	Tips on using the Oracle NoEI
<b>The Oracle Community</b>	<b>Selling</b>	<b>Delivery</b>
<ul style="list-style-type: none"> <li>Oracle Community Information</li> <li>Headlines</li> <li>Go Live Announcements</li> <li>Oracle NoEI FAQs</li> <li>Strategic Alliances</li> </ul>	<ul style="list-style-type: none"> <li>Sales and Marketing</li> <li>Proposals</li> <li>Oracle Statement of Qualifications</li> <li>Engagement Experience                             <ul style="list-style-type: none"> <li>by Module</li> <li>by Applications Release</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Engagement Work Products                             <ul style="list-style-type: none"> <li>by Client</li> <li>by Module</li> <li>by Applications Release</li> </ul> </li> <li>Practice Aids/Accelerators</li> </ul>
<b>Learning</b>	<b>Knowledge</b>	<b>Methods</b>
<ul style="list-style-type: none"> <li>Oracle Community Webinars</li> <li>Oracle Sandbox</li> <li>Learning Tools and Resources</li> <li>Upcoming Oracle Training</li> </ul>	<ul style="list-style-type: none"> <li>New! IBM BCS KM Integration Update</li> <li>Oracle Discussion Forum</li> <li>External Research Services</li> <li>Other NoEI Databases</li> </ul>	<ul style="list-style-type: none"> <li>Oracle Method</li> <li>Ascendant - Methods</li> </ul>
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# SAP Network of Excellence

## SAP NoEI

Network of Excellence Interface

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Learning	Knowledge	Methods, Standards and Tools
<p style="margin: 0; text-align: center;"><b>SAP Training Information</b></p> <p style="margin: 0; text-align: center;">SAP Solution Awareness Training - <i>NEW!</i> SAP Early Product Training - <i>NEW!</i></p>	<p style="margin: 0; text-align: center;"><b>SAP Discussion Forum</b> <b>SAP Infopacks</b> <b>Knowledge Point and SAP Helpdesk</b></p> <p style="margin: 0; text-align: center;">Available CD ROMs of SAP Material</p>	<p style="margin: 0; text-align: center;"><b>AscendantSAP Methods</b> <b>AscendantSAP Toolset</b></p> <ul style="list-style-type: none"> <li>Ascendant / Client Service Site</li> <li>Project Management Community</li> </ul>

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## Thought Leadership

Our Institute for Business Value creates fact-based insights which are highly valued by our clients. FMS routinely surveys CFOs and issues white papers based on industry points of view

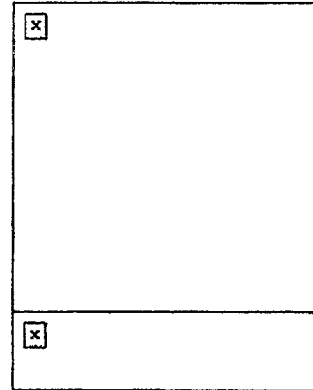


Introduces, explains, and explores shared services, a business strategy that involves centralizing various business units to reduce costs and increase customer satisfaction.

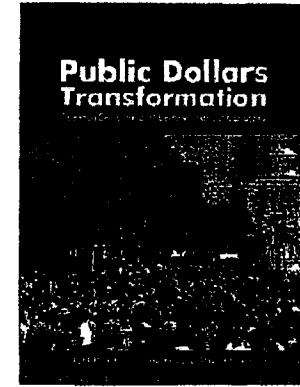
eCFO  
SUSTAINING VALUE IN  
THE NEW CORPORATION



Provides insight on leveraging e-business with tools, strategies and action plans for success in today's economy..



Examines the approach and strategies organizations may use to manage and reduce costs, enabling the release of investment capital to fuel their businesses' growth.



Emphasizes the key role CFOs play in successful agency transformation – a transformation necessitated by new technologies and globalization.



# Thought Leadership

Our Thought Leaders are Featured In Leading Publications including:

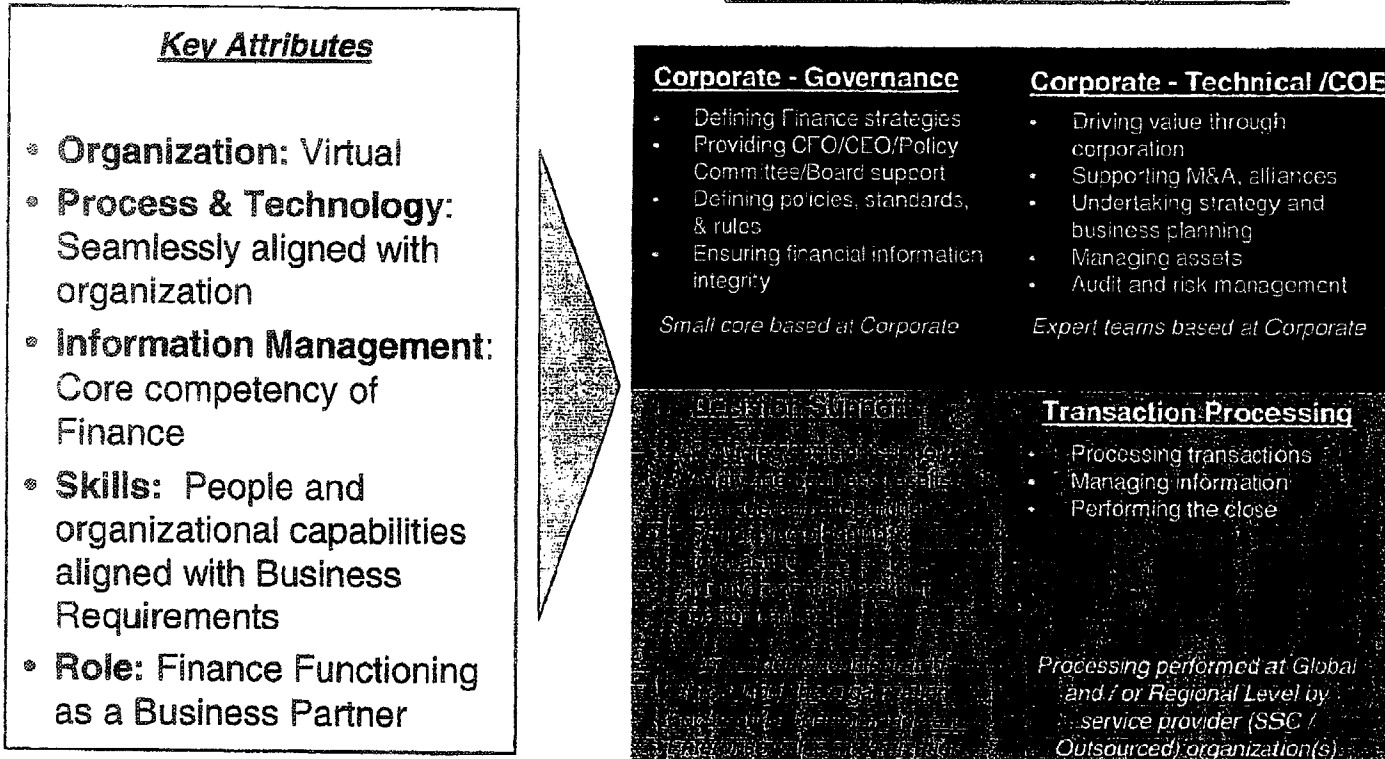


An Economist Group business



## Finance Transformation operating model

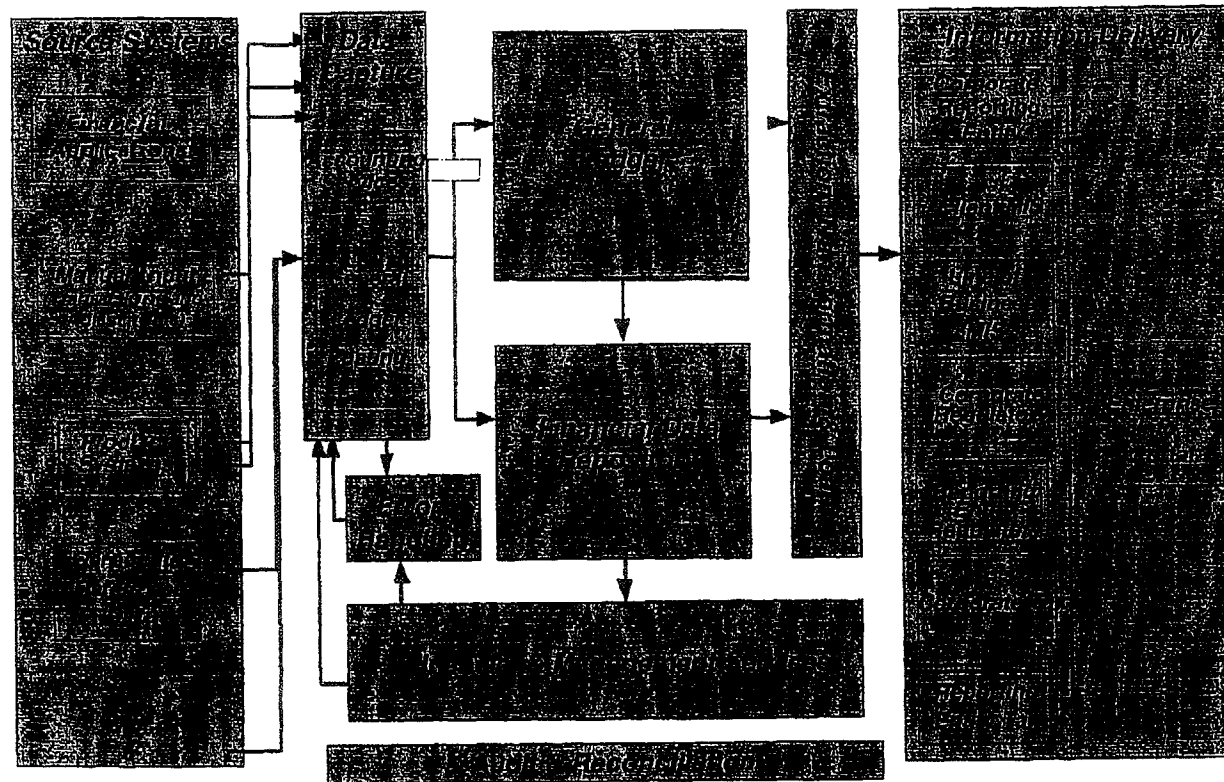
### Finance Operating Model Dimensions





# Finance Transformation architecture

## Conceptual Application Architecture



# Finance Information On Demand Framework

