



## Customer story ING

The implementation of  
Hyperion Planning

Partake Consulting



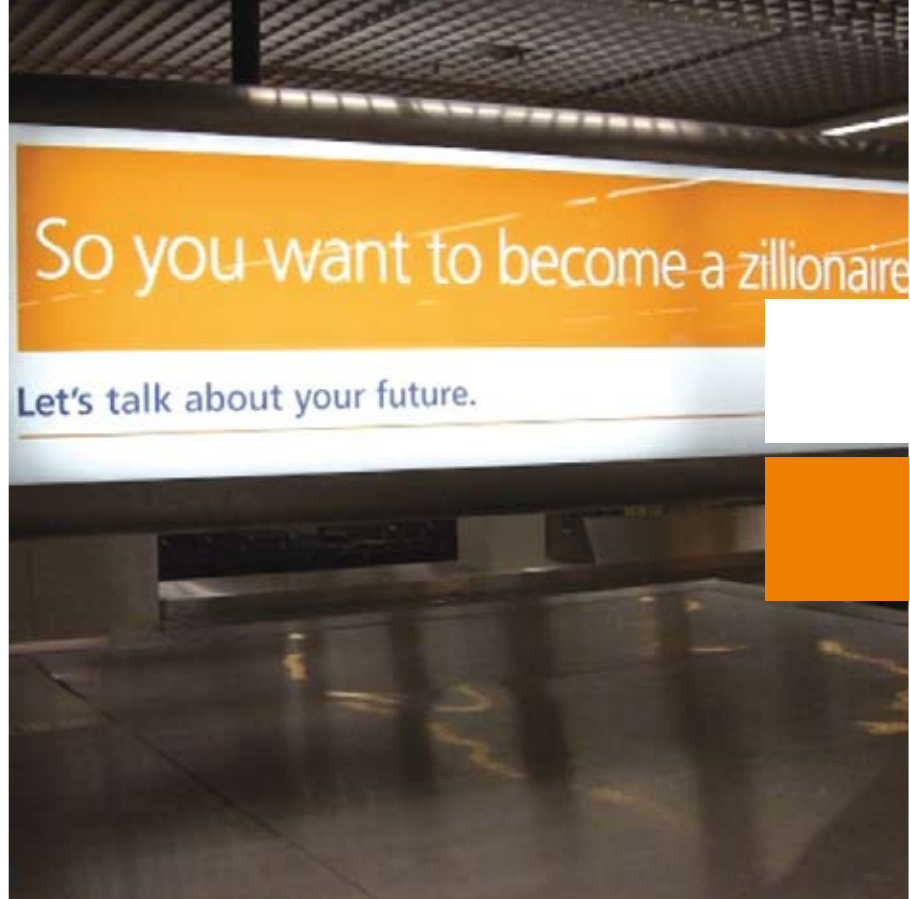
■ **The smart way to business insight.**

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### The implementation of Hyperion Planning

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**Gerard Legerstee, head of Management Accounting  
of ING Group**



## Issue

### Business requirement:

ING Netherlands seeks to obtain better and quicker insight in costs, particularly in personnel costs.

### Solution:

Hyperion Planning

At corporate level, ING Netherlands seeks to obtain better and quicker insight in costs, particularly in personnel costs. An accurate overview of costs is indispensable for a reliable forecast on short- and medium long term costs and benefits. This requires a rapid, transparent and unequivocal flow of budget information from the business units. "Personnel expenses amount to around 2.5 billion euros or 55 percent of total expenses in the Netherlands", Gerard Legerstee, head of Management Accounting of ING Group explains.

## Solution

The gradual implementation of Hyperion Planning provides ING Netherlands managers with a quick,

centralised budgeting solution, among other things through an interface with the ING Netherlands salary system. On account of Hyperion Essbase, these data are analysed rapidly and thoroughly. The system is very user friendly.

## Result

The use of a solid budgeting system increases the span of control of ING Netherlands and enables the company to scale cost efficiency.

## Standardising ING Netherlands

ING is one of the strongest financial brands in the Netherlands. The company was formed with the merger of several firms that still carry their own brand names. Standardisation of internal processes across these firms will strengthen ING Netherlands. Therefore, the company started 'Amber' in 2005. Amber is a cooperative project with Partake Consulting, aimed at implementing Hyperion Planning in all Dutch member firms. The budgeting solution allows for budgeting from the level of the





individual employee to top-down budgeting. This enables ING Netherlands to standardise and centralise planning and budgeting of personnel costs and thus develop a strong personnel management. Managers of the member firms benefit from Amber as well, since it allows them to quickly draw up and analyse reliable budgets and forecasts. Eventually all member firms in ING Netherlands will switch from local budgeting solutions to Amber.

## Urgency

ING Netherlands felt a strong need to change to a new budgeting solution. "Our former system was unsuitable for a modern, versatile environment where we need to keep a careful watch on personnel and other costs, continuously", says Gerard Legerstee, in charge of Amber in ING Netherlands. "Periodical reports from Amber show us in detail the differences between budget and real costs. It is essential to use a system that allows us to quickly perform the required analyses."



## A modern ally

"We performed a comparative research into the best budgeting systems. Hyperion came out best, considering our demands regarding user friendliness and implementation speed. The solution must be accessible, allowing everybody to (want to) work with it. A short training period should suffice to get to know the system. Also, we wanted to obtain a comprehensive system that did not require patches and extras. Hyperion Planning's strength rests in the underlying database, Essbase. It allows us to perform analyses at every possible layer of budget and real data. Finally, we searched for a reliable, fast, low maintenance system. Nothing is more annoying than system breakdowns and bad performance."



### About ING Netherlands

ING Netherlands is part of ING Group, a global financial services company of Dutch origin, operating in over 50 countries. Based on market capitalisation, ING is one of the 20 largest financial organisations worldwide. ING Netherlands contains renowned brands like Postbank, Nationale-Nederlanden, Westland Utrecht Hypotheekbank and ING Bank. ING Netherlands employs 30,000 people and is currently reorganising its banking business units to operate as a unity.

## Process

At the starting point of the budget process, all current, individual salary related expenses are loaded into Ambers Workforce Module. Next, ING Netherlands enters general parameters, such as expected income raise in percentages. Then Amber is exposed to the business units that can subsequently calculate their own budget. The system also supports reorganisations during the budget year; cost centres of employees who change position within the company will be adjusted accordingly.

## Gradual implementation

Implementation of Hyperion Planning is a gradual process that started at member firm Nationale-Nederlanden and business staffs, followed by other member firms like RVS. ING Netherlands chose the smooth path of gradual implementation. "Rather than a Big Bang", Legerstee adds. "Rapid reforms undermine employee support. It would also force us to train too many employees simultaneously, which would jeopardise their daily business. With our gradual approach, we create time and space to train and adjust."

## Spectacular results

ING Netherlands will soon be able to withdraw all personnel data at concern level from one interface with the salary system. Thorough, quick data analyses allow for accurate medium long term financial forecasts. Legerstee: "We know the salary increase for the next coming years, and we can calculate

its effect on, for instance, pension costs. Before Amber, we used to try to retrieve and analyse these data, but it was complicated, it took up a lot of time, and the results were far from accurate. Amber is much more accurate and powerful, and therefore very important to our policy. We are currently studying how to expand Amber to enable us to budgetise and analyse our complete profit-and-loss account, including some other components."

## Analysis

Many organisations use budgeting systems only a few months a year. ING Netherlands, however, makes use of Hyperion Planning continuously. After the monthly closing, the data from different sources are uploaded. That way, budget holders can immediately compare budget and real costs. Subsequently, they can draw up extensive analyses, which enables management to make quick, well-founded adjustments.

## In association with Partake

ING Netherlands feels it can rely on the expertise and experience of Partake Consulting in shaping the implementation process of Hyperion Planning. Close collaboration goes back many years. "We designed and executed many successful projects in cooperation with this experienced, reliable team", Legerstee explains. "Partake Consulting's consultants quickly grasp our intentions. We enjoy working with them, since they draw us in closely. We are in it together, in both issue and solution, in an open atmosphere. And that's a prerequisite, because we are dealing with complicated issues. Thanks to Partake Consulting we always have full confidence in a successful outcome."





## Partake's role in the quest for business insight

Over 200 large companies rely on Partake to guide them in the implementation of reporting systems that offer support in their quest for business insight. Operating in the domain of financial reporting and performance analysis, Partake can help you turn your strategy into systems and information flows, as well as modeling systems that allow you to meet your legal reporting requirements.



## Our complete offer:

The testimony to our success lies in the long-term partnerships we forge with our clients. The completeness of our offer ensures we can sustain such partnerships and means that Partake can take away your reporting system concerns, leaving you to concentrate on the business of running your business.

- Consulting - guaranteed quality in your implementation projects
- Support - peace of mind in the ongoing operation of your reporting applications
- Infrastructure - performance, reliability and stability for your chosen applications
- Training - empowering your staff to leverage the collected and collated information
- Software - more complete or tailored solutions

## Our mission

We make it our mission to make sure you do not waste time and money on high volumes of inexperienced consultants. Instead we work with small teams of experienced consultants with complementary business, technology and infrastructure skills, so that you benefit from better solutions delivered faster. Partake has premium partnerships with leading software suppliers in the Corporate Performance Management market.

**Partake Consulting**

**■ The smart way to business insight.**

**We look forward to partake in your quest for business insight.**

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