

## Customer story ING Project GAUDI

The introduction of an Oracle  
Hyperion Financial Management  
based consolidation and  
reporting solution

Partake Consulting



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

## **Customer story ING Project GAUDI**

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Hyperion Financial Management  
based consolidation and  
reporting solution**

“This is a major contribution to the Finance aspiration of achieving execution excellence in core processes.”

**Hans van Barneveld, Group controller ING Group,  
Chairman of the project board**



**Business requirement:**

Optimise the availability of information for analysis, by integrating standard reporting and analysis in one single system.

**Solution:**

Oracle Hyperion Financial Management.

**Objectives**

The ING Group Finance & Control department formally started the GAUDI project on 14 September 2006 to implement a suitable replacement information system for their existing Hyperion Enterprise based ARAMIS application which would facilitate the consolidation and reporting for ING Group and ING Insurance with the following objectives in mind:

- Improve the quality of reporting and communications
- Improve the ability to audit processes and ensure SOX compliancy
- Optimise the availability of information
- Increase user friendliness
- Further optimise the content
- Increase the efficiency of application and data management
- Guarantee continuity and stability

The new consolidation solution had to be able to support:

- Corporate financial reporting processes for Group and Insurance
- Quarterly IFRS actual figures
- MA related metrics
- Budget figures
- Medium term plan figures
- Quarterly forecast figures
- Monthly actual reporting (high level Actuals)
- Risk related metrics

**Finding a suitable replacement**

Finding a suitable replacement was not only a matter of selecting a solution which met the functional and technical requirements, but also of finding a tool which 'matched' as much as possible with other solutions used within ING.





Basically, two solutions of a major vendor of financial software within ING (Oracle Hyperion Financial Management (HFM) and PeopleSoft Global Consolidations (PS-GC)) provided that 'match'. Based on the business requirements, track record of the vendor and the maturity of the product, it was decided to implement Oracle HFM as the new Group/Insurance consolidation and reporting environment.

### Key selection criteria

The existing Oracle Hyperion Enterprise based ARAMIS consolidation and reporting environment for ING Group and Insurance had a number of (serious) shortcomings, including outdated technology and limited functionality. After careful consideration, the decision was therefore made to replace ARAMIS by a new system: Oracle Hyperion Financial Management. The key objectives: to increase efficiency of systems and data management (both at delivery sites and GF&C) and to improve the efficiency, quality and integrity of reporting and communication, by replacing manual data entry processes with automated SOX compliant interfaces. May we introduce you to "GAUDI"?

### Introducing: "GAUDI"

As Oracle Hyperion Financial Management is not the easiest of names to remember, a suitable project name was chosen: "GAUDI". GAUDI stands for Global Auditable and Uniform Data environment for ING, but also associates with innovation, inspiration and attractive design.

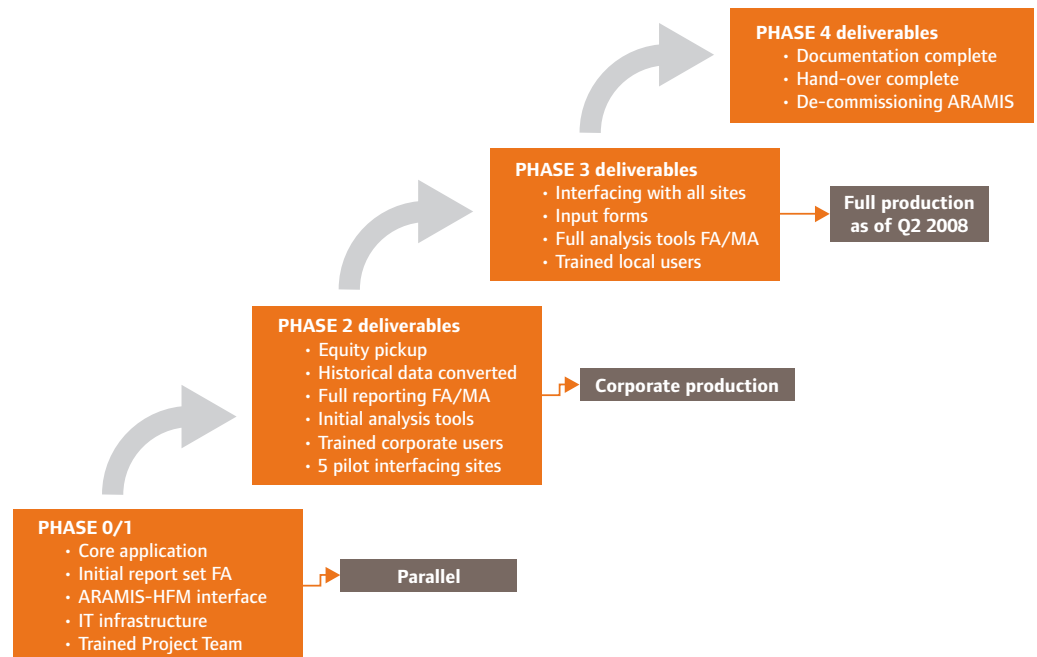


## The implementation process

The project started in September 2006, and was successfully ended on time and within budget in 2008. The first phase focused on designing and building the new environment. The next step focused on a phased roll out and implementation within the delivery sites and supporting them in the creation of the necessary new interfaces.

### “Phased approach”

A phased approach was chosen over a big bang approach simply to decrease the project risks. A phased approach decreases the complexity of the project, improves acceptance by end-users and other stakeholders and allows for more gradual and controlled testing and hand over.



## Co-operation and communication

To avoid the common pitfall, the new system was not intended to be a one-to-one copy of the existing ARAMIS system. The design and content of the system was changed in a number of ways – as the objectives demonstrated. Implementing the new system also changed the current organisation and processes.

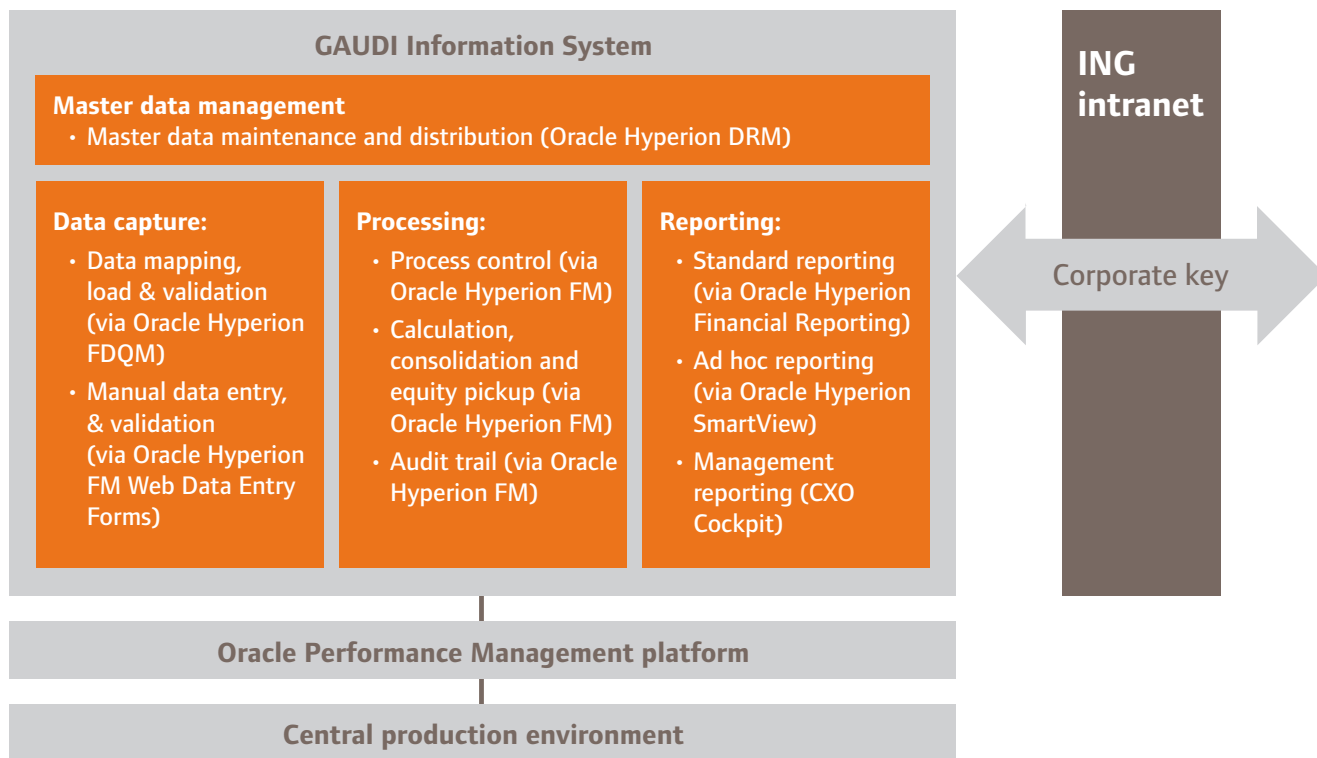
As a result, close co-operation with the delivery sites was very high on the project’s agenda during the whole development and implementation process. After all, world-wide some 55 delivery sites submit data for some 350 entities, so the impact of introducing a new system is considerable. As a result, communication and training were highly important elements of the implementation process. Furthermore, a special User Board consisting of

representatives from the delivery sites were closely involved – i.e. through monitoring and evaluating solutions – throughout all stages of the project.

## The solution

### One single intranet based application.

- + Gets everybody on the same page (at the same time).
- + Eliminates the need for distribution and local installation of applications.
- + Enhances added value for local and regional users (no need for back reporting).
- + Tightens security.



#### Redesigned and enhanced content

- + Eliminates complementary data flows via Excel for monthly actuals and CIRM value metrics.
- + Makes the application easier to understand and maintain.
- + Different approach to forecasting: next quarters instead of full year

#### Integrated process control and electronic sign off on data

- + Eliminates manual control processes.
- + Ensures SOX compliancy.
- + Tightens division of tasks and responsibilities.
- + Improves ability to audit.

#### Integrated guidance and workflow/task support

- + Enhances user friendliness.
- + Improves the quality of information.
- + Makes validation of data easier.
- + Provides content sensitive help.

#### Open master data management

- + Improves efficiency and quality of maintenance.
- + Ensures SOX compliancy.
- + Provides delivery sites with access to master data.

#### Provisioning of interfacing tools

- + Eliminates manual data entry processes.
- + Improves the quality of information.
- + Decreases effort at delivery sites.

#### Enhanced reporting and analysis tools

- + Enhances user friendliness.
- + Provides better reports.
- + Improves financial control.

#### Project approach

The entire GAUDI project was managed using PRINCE2 as the methodology.

PRINCE2 is derived from the earlier PRINCE project management method, which was initially developed in 1989 by the Central Computer and Telecommunications Agency (CCTA) as a UK government standard for information systems (IT) project management. However, it soon became regularly applied outside the purely IT environment. PRINCE2 was released in 1996 as a generic project management method. PRINCE2 has become increasingly popular and is now the de facto standard for project management in the UK. Its use has spread beyond the UK to more than 50 other countries.

René Höfkens, Head of group Financial Accounting: "Partake consultants quickly grasp our intentions, we enjoy working with them as they draw us in closely. Thanks to Partake we always have full confidence in a successful outcome."



The most current revision was released in 2005 by the UK Office of Government Commerce, and it is currently undergoing a refresh for 2008-2009.

### **Key success factors**

- Functionality of Oracle HFM and Oracle FDQM.
- Complete redesign of application instead of one-to-one conversion.
- Clear project scope and phased approach.
- Multi-skilled project team
  - Guaranteed availability of highly experienced and motivated internal ING-resources.
  - Highly experienced consultants of Partake Consulting.
  - Strong support by Oracle and Infratechs.
- Strong sponsorship
  - Full support by management Group Finance & Control
  - Dedicated full time resources from MA and FA department
- Robust Infrastructure.
- Common sense, flexibility and pragmatism.
- Two-way communication.
- Proactive support and commitment from all involved, especially when:

- Testing GAUDI at various stages of the project.
- Building interfaces with local systems.
- Organising and executing regional training.
- Arranging connectivity and testing performance at delivery sites and regional offices.

### **About CXO-Cockpit**

The CXO-Cockpit is a pre-built Executive Dashboard designed exclusively for the Oracle Hyperion Financial Management (HFM) and Oracle Hyperion Enterprise (HE) system. Over 35 interactive dashboard reports deliver all of the analytical capabilities that finance professionals, CFO's, CIO's, and COO's demand. The CXO-Cockpit is available out of the box, and requires no knowledge of the complex consolidation systems. A basic understanding of your business is all you need to get started. The Cockpit is built by and for the CXO-Cockpit Community. The Community does not re-invent the wheel, but delivers a management dashboard in a concept of co-creation: it works together in a community of CXO's, finance professionals, universities and technology-specialists to realize all the requirements of the business with the lowest possible costs. Every single subscriber has contri-

buted to the latest version of the CXO-Cockpit solution, be it through their feedback during the implementation, or with sharing new ideas on the website forum, or by presenting new formats on the Cockpit Community meeting.

You and your organization immediately benefit from:

- Easy navigation and interactive reports
- Immediate visibility and analysis while reducing paper report output
- All critical reports are delivered in a one week implementation
- Dashboard best practices derived from the CXO-Community
- A risk free approach that requires no capital investment
- Embedded and powerful financial communications platform
- Pre-built StoryBoards for improved management communication

## About Oracle HFM

Oracle's Hyperion Financial Management is a financial consolidation and reporting application built with advanced web technology, but used and maintained by the finance team. It 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.

Oracle Hyperion Financial Management reduces "control risk" with complete audit trails, workflows, internal review and certifications, controls, and validations so you can be confident in your numbers. Features include an Intercompany Transaction Matching module and expanded text-handling and document attachment capabilities.

## About Oracle FDQM

Oracle Hyperion's FDQM Application provides a single, systematic process for loading source data from source systems into a target application. Oracle Hyperion FDQM Applications are designed to provide data visibility, integrity, and verification for uploading financial reporting information to EPM applications.

Oracle Hyperion Financial Data Quality Management is a packaged solution for finance users that helps develop standardized financial data management processes with its web-based guided workflow user interface. Its data preparation server can ease integrating and validating financial data from any of your source systems. And to further reduce your data integration costs as well as data mapping complexities, Oracle Hyperion Financial Data Quality Management includes prepackaged adapters for Oracle Hyperion Financial Management, Oracle Hyperion Planning, Oracle Hyperion Strategic Finance, Oracle's Hyperion Enterprise, Oracle Essbase, and Oracle E-Business Suite.

## About ING

ING Group is an international financial services company and one of the world's largest savings banks. ING is active in more than 50 countries and serves over 85 million customers. ING is essentially a retail organisation active in banking, investments, life insurance and retirement services. ING draws upon its experience and expertise, commitment to excellent service and global scale to meet the needs of its broad customer base and to realise ING's mission: 'Setting the standard in helping customers manage their financial future.'

In Randy Scott's opinion "GAUDI is a clear improvement over the current ARAMIS system. GAUDI certainly meets the two goals set: increasing the efficiency of systems and data management and improving the efficiency, quality and integrity of reporting: "The biggest improvement of GAUDI is that everyone sees the same data at the same time, whether here in America or in Amsterdam. With ARAMIS there always was a delay. Also, there was a lot of local site maintenance involved in the ARAMIS application. GAUDI will utilize a central database maintained in Amsterdam. Those are big wins."

*Randy Scott  
Director, Consolidated  
Reporting Group*





## 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 Enterprise 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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