



**Customer story**  
**Nutreco HFM project**  
The replacement of an Oracle  
Hyperion Enterprise solution

**Partake Consulting**



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

## **Customer story** **Nutreco HFM project**

**The replacement of an Oracle  
Hyperion Enterprise solution**

“With the implementation of HFM Nutreco made another major step towards a Uniform Finance Organisation.”

**Roeland Tjebbes, Corporate Controller Nutreco**



### **Business requirement:**

Replacing the existing consolidation tool with a tool to satisfy new requirements. The existing Oracle Hyperion Enterprise based consolidation and reporting environment for Nutreco had a number of shortcomings, including outdated technology and limited functionality.

### **Solution:**

The chosen solution is based on the following products: Oracle Hyperion Financial Management (HFM), Oracle Hyperion Financial Reports, Oracle Hyperion Financial Data quality Management (FDM), CXO Cockpit and EPM Maestro.

### **Objectives**

The previous solution based on Hyperion Enterprise (running on a Citrix environment) was no longer able to meet the current and future business requirements.

Nutreco had the following objectives to be met by the new solution:

- A centralised consolidation solution
- An automated data transfer from source systems
- A solution which runs on a Citrix environment
- A solution where everyone should see the same data at the same time
- An optimization of the availability of information
- The increasing of information quality
- The increasing of user friendliness
- The increasing of the efficiency of application and data management
- The guarantee for continuity and stability

### **Finding a suitable replacement**

To satisfy the above objectives, a solution was developed using four main tools.

The newly implemented solution consists of Hyperion Financial Data quality Management (FDM) for automating transfers of data from source

systems to the target application(s). Hyperion Financial Management in combination with Hyperion Financial Reports (consolidation and reporting application built with advanced Web technology), EPM Maestro (for increased efficiency of application and data management) and CXO Cockpit (for increased information quality and transparency).

The newly implemented solution runs on a Citrix environment, with all web entries (FDM, HFM, Hyperion Financial Reports, CXO Cockpit) available via the Citrix portal. Rather than using only the web functionalities of the various applications, Nutreco chose to leave the Citrix environment as is, as IT policies were already well developed and for the connectivity the infrastructure was in place and sufficient.

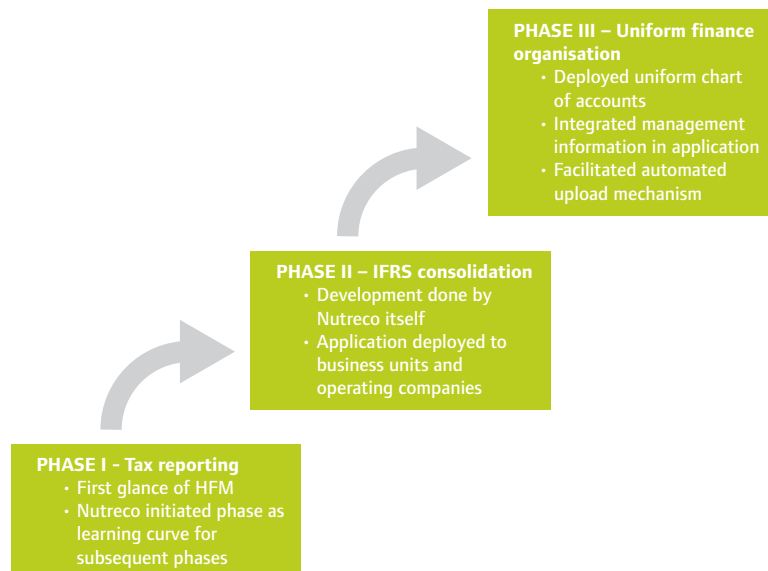
### **Role of Partake**

The role of Partake during the project was to jointly devise the appropriate solution, assisting Nutreco in the implementation and the deployment/roll out of the solution to the reporting entities. The role of Partake changed over the different project phases. A good design is key for a successful implementation. Partake has many years of experience in implementing financial consolidation, reporting and

analysis solutions. Partake did not only fulfil an advisory role but also assisted in building of the applications, the reports and input forms as well as preparing and executing the end-user training during the deployment phase.

## Nutreco’s project success factors

“Within the phased project approach taken, Partake fulfilled several roles (project management, training, support and coaching) at our request. The flexible approach and thorough execution contributed greatly to the successful implementation of HFM.”  
Henk de Bruin, Manager Corporate Financial System Nutreco Nederland B.V.



## Implementation approach – phased implementation

The Nutreco project was executed in several phases. This phased approach gave Nutreco the opportunity to gradually build-up knowledge on the new set of tools, to better control the scalability of their environment and to learn from the previous phases. As Nutreco build up this knowledge, the role of Partake changed from designing and implementing the solution to delivering advisory services and specialized knowledge where required.

After a successful implementation of phase one, Nutreco started the next phase. Phase two was to implement a solution for financial accounting reporting and executing the statutory consolidation.

### Phase I – Tax reporting

The initial phase was to deliver a solution for tax reporting. This phase started in 2006. During this first phase, the existing Hyperion Enterprise application for tax reporting was replaced with a new application using Hyperion Financial Management. Partake assisted Nutreco in the implementation and supported Nutreco the first glance into the new Hyperion product. Phase I had several distinct phases: the installation of the software, a detailed application design, building the application (including security) defining and building data input forms and reports, testing the application and deploying/publishing the application. Nutreco very much initiated this first phase to act as a learning curve for subsequent phases to follow. By completing this phase, the HFM infrastructure was in place.

### Phase II - IFRS consolidation

Phase two was to implement and deploy a solution for financial accounting reporting and executing the IFRS consolidation.

#### Big bang

During phase 2 Nutreco chose a big bang approach to deploy the solution. The go live date was set as 1 October 2008. To go-live globally with the newly built application, Nutreco performed a user acceptance test with four pilot reporting entities. After this test period, the application had to be deployed towards all remaining business groups, business units and operating companies. Total duration of the deployment towards all remaining operating companies and business units took less than two months. Partake assisted in preparing and managing this global deployment phase.

As a basis for this deployment, Partake has written a user manual based on the Nutreco reporting processes. This manual was used during regional class room workshops and remote (via Citrix and telephone conference) workshops. During a period covering 2 months, all data was delivered manually (by each single reporting entity) using input forms in the HFM application. After the users had enough hands-on experience with the new consolidation tool, Nutreco provided FDM for uploading source data automatically into the HFM application.

### Project management approach

During the second phase, Partake provided the project manager. The project manager worked in tight collaboration with the Nutreco project team.



#### Introduction of Nutreco

Nutreco is a global leader in animal nutrition and fish feed. Our advanced feed solutions are at the origin of food for millions of consumers worldwide. Quality, innovation and sustainability are guiding principles, embedded in the Nutreco culture from research and raw material procurement to products and services for agriculture and aquaculture. Experience across 100 years brings Nutreco a rich heritage of knowledge and experience for building its future. Nutreco employs almost 9,300 people in 30 countries, with sales in 80 countries. Headquartered in the Netherlands, Nutreco is listed on the Euronext stock exchange in Amsterdam and has annual revenues approaching EUR 5 billion.

The project management approach of Partake is to use elements of the Prince2 methodology in combination with their own (product and solution specific) methodology. Project progress was monitored and reported on a weekly basis. Overall progress was monitored and decisions were taken by a small steering group consisting of Roeland Tjebbes (Group Controller), Ed Matser (Corporate Reporting & Accounting Manager) and Henk de Bruin (Manager Corporate Financial Systems).

### Phase III – Uniform finance organisation

The third phase was to implement a uniform finance organisation, resulting in a standard chart of accounts for reporting management accounting information. This standard chart of accounts also had to be implemented within the solution from phase II.

Along with the implementation of the standard chart of accounts, automated data load processes had to implement as well. For automated data load, Nutreco has chosen to use the batchloader from Oracle FDM. Partake's role during this phase was to provide product expertise and to implement the Oracle Hyperion FDM tool.

### About the used tools

#### Oracle HFM

Oracle's Hyperion Financial Management – System 9 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 Matching module and expanded text-handling and document attachment capabilities.

It also offers you flexible what-if scenario management so you can dynamically consolidate and report on all financial budgets, forecasts, and plans. Then, as assumptions and facts change, you can easily and quickly produce new statements and views of results.

#### Oracle FDM

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

#### CXO-Cockpit

The CXO-Cockpit is a unique pre-built Executive Dashboard for Hyperion Financial Management (HFM), Hyperion Enterprise (HE), Hyperion Essbase or Hyperion Planning that can be implemented in 1 week. The CXO-Cockpit provides a full range of pre-built financial dashboards and reports, including Balance Sheet, P&L statements, Cash Flow reports and Waterfall, Trend, Portfolio and Benchmark dashboards. All available dashboards provide highly interactive analysis, alerts, KPI's and rankings by entity, channel, customer, market, or any other dimension available in your Hyperion application. The CXO-Cockpit is available out of the box delivering the lowest total cost of ownership in the industry.

#### EPM Maestro

EPM Maestro is a generic interface to any Hyperion Financial Management application; the EPM Maestro Suite provides an enhanced user experience and allows you to manage and administrate your HFM applications more effectively.

The suite consists of EPM Maestro (Microsoft Windows administrator tool) and EPM Web Symphony (Web based end user tool). Nutreco decides to use only the Windows administrator tool.

The product has several added value features, including the ability to:

- Utilise process management/process control more efficiently
- Perform exception reporting on your metadata
- Extract data from any member of the 'Value' dimension (e.g. <Entity Curr Total>) in combination with any members of accounts and custom dimensions, including parents
- Export hierarchies to Excel over the web
- Post complex journals more easily
- Communicate more effectively with end-users





## 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.**

**Partake Consulting Nederland**

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