

IBM Performance 2011

Smarter Decisions. Better Results.



Financial Performance Management at Mensura

Lessons Learned

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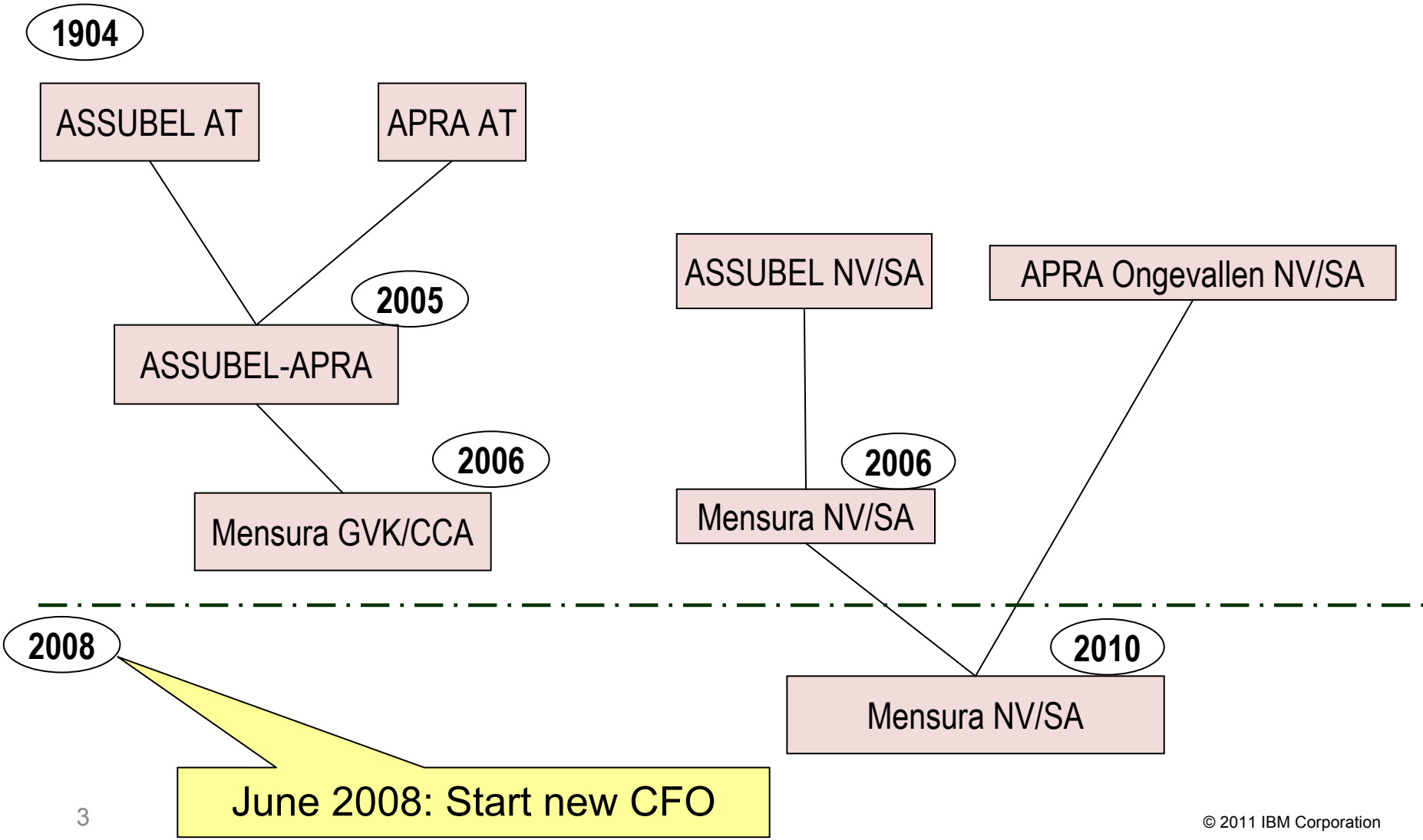
16/11/2011

Mensura = 4 Activities

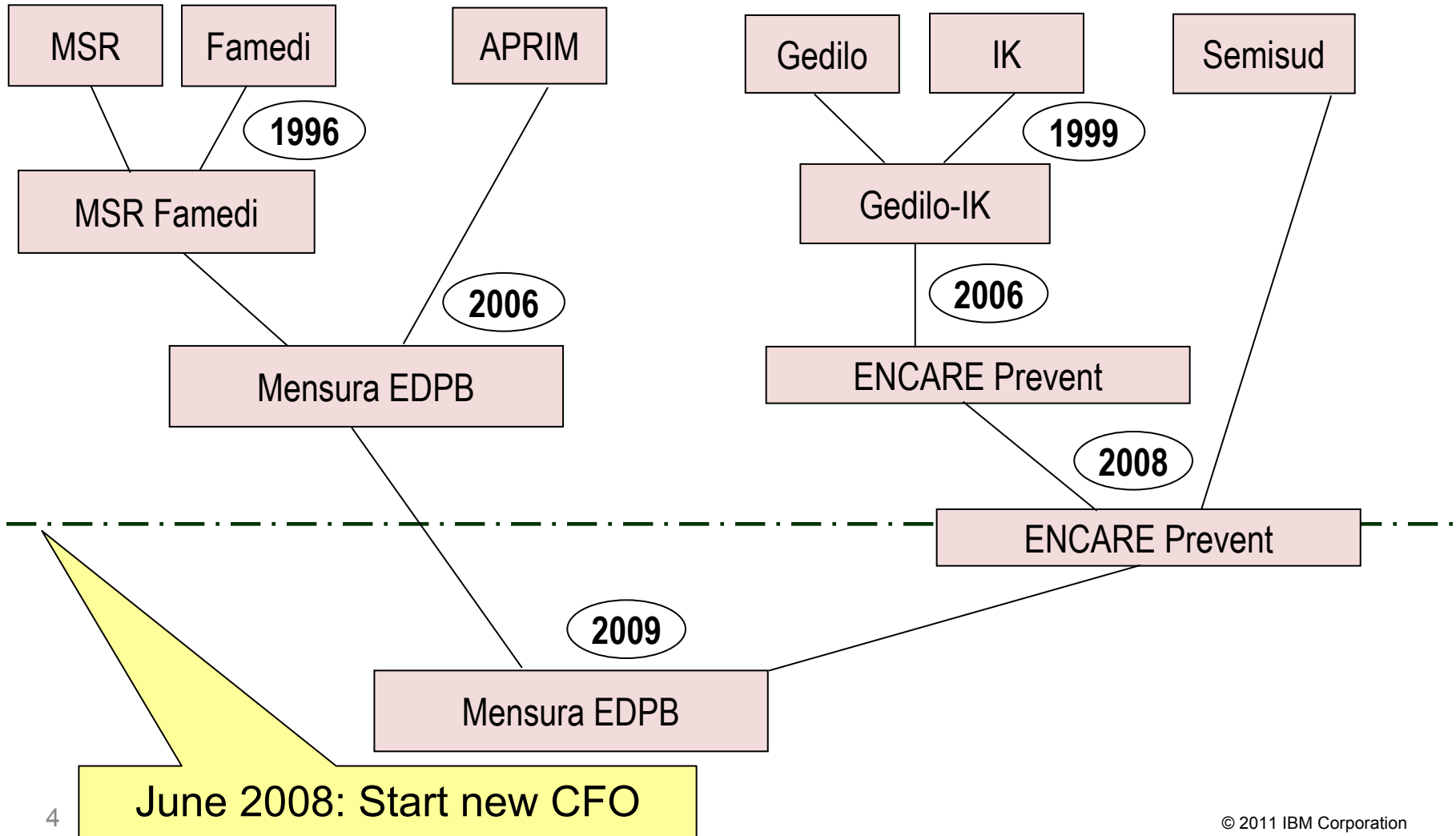


- **Insurance**
 - Occupational Accident Insurance
 - Guaranteed Income Insurance
- **Prevention & Protection at Work**
 - Health Supervision
 - Risk Management
- **Absenteeism**
 - Medical Checks & Work Attendance
- **Child Allowance**

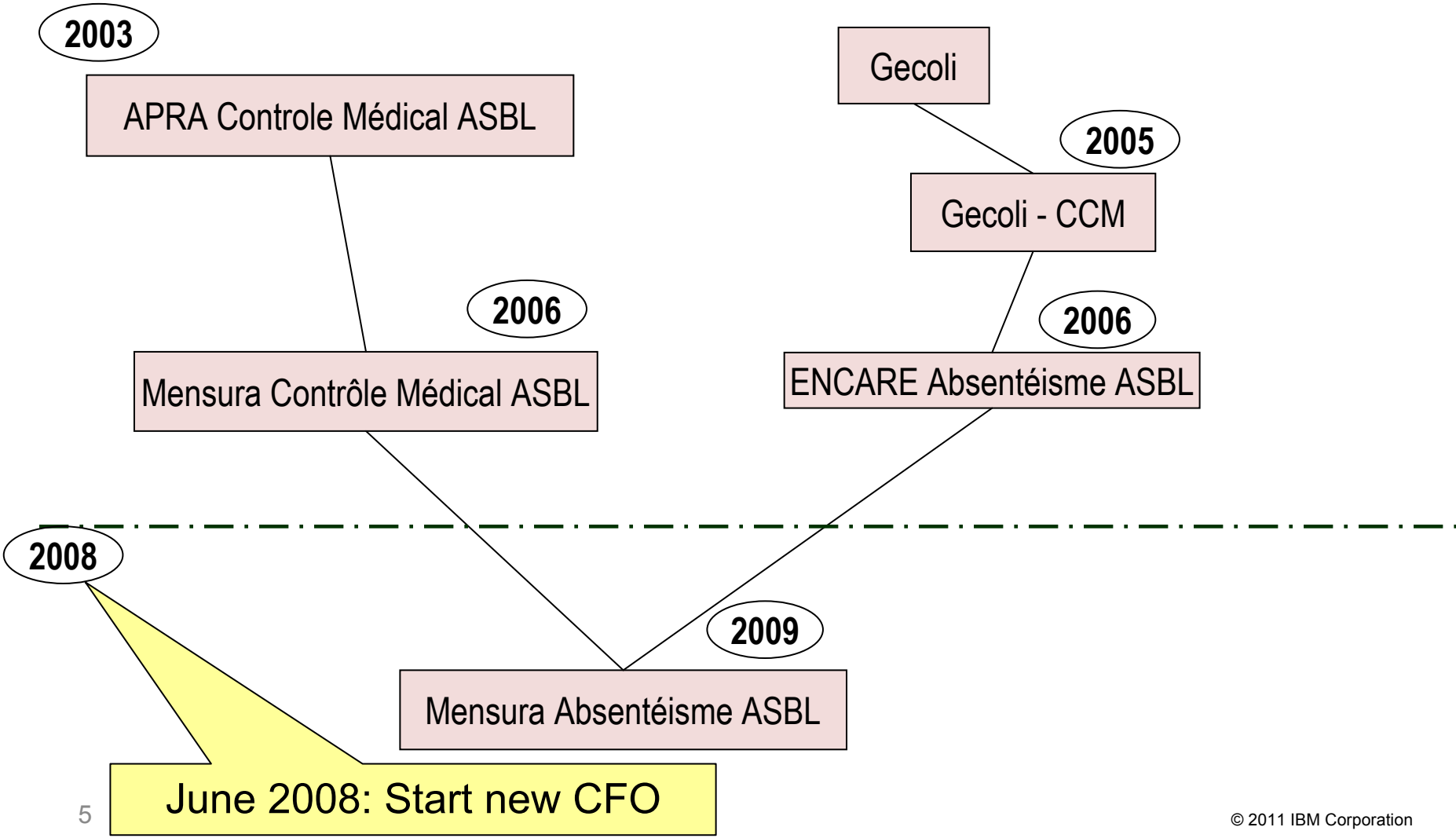
Some history...



Some history...



Some history...



Situation in June 2008



- **Finance department = collection of small islands due to lack of integration after numerous mergers**
 - Each entity has its own little finance team
 - => fragmentation of resources
 - => lack of talent and professionalism
 - Total lack of uniformity:
 - Different systems & processes
 - Different charts of accounts
 - Different (or no) use of cost centers

Situation in June 2008



- **Controlling & Financial Performance Management = Weak**
 - Controller at GVK/CCA tries to fill the role of Group Controller but is not up to the task
 - Lack of system & processes:
 - Excel is only available tool
 - No instructions regarding reporting/budget/forecast
 - A lot of work & stress but with little relevant output

Actions taken



- **Reorganization of Finance Department**
 - Centralization of Finance department in Brussels
 - Recruitment of talent
 - Wave 1: Group Controller
Chief Accountant
Asset Manager
 - Wave 2: Financial Analyst (FP&A)
3 Accountants
2 Financial Analysts (Asset Mgmt)
 - Goodbye to weak elements
(early retirement, exit, transfer)

Actions taken



- **Maximum standardization:**
 - One accounting platform
 - Standard Chart of Accounts
 - 1 for the insurance entities
 - 1 for the other entities
 - Standard Management P&L
 - Standard list of cost types (limited number)
 - Uniform set of cost centers (valid for all entities)

Actions taken



- **Investment in IBM Cognos TM1 Software & Development of:**
 - Interface with accounting system
 - Interface with payroll system
 - Application for standard management reporting
 - Application for budgeting & forecasting

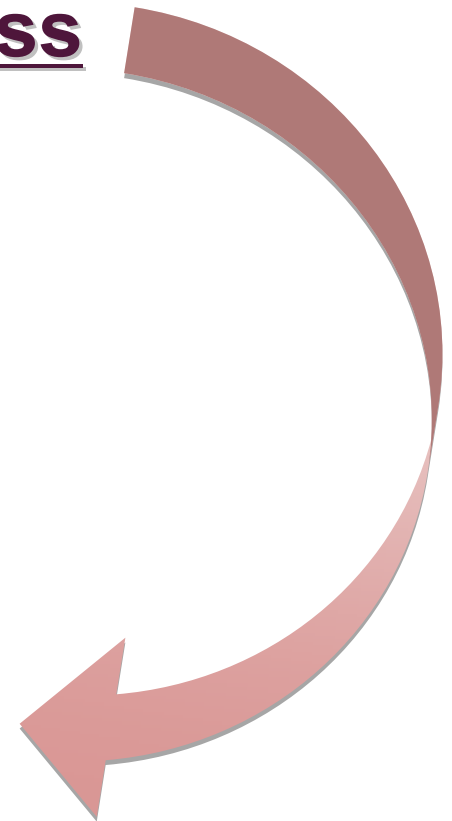
With help from Aaxis consultants

Actions taken



- **Implementation of New Performance Management Process**

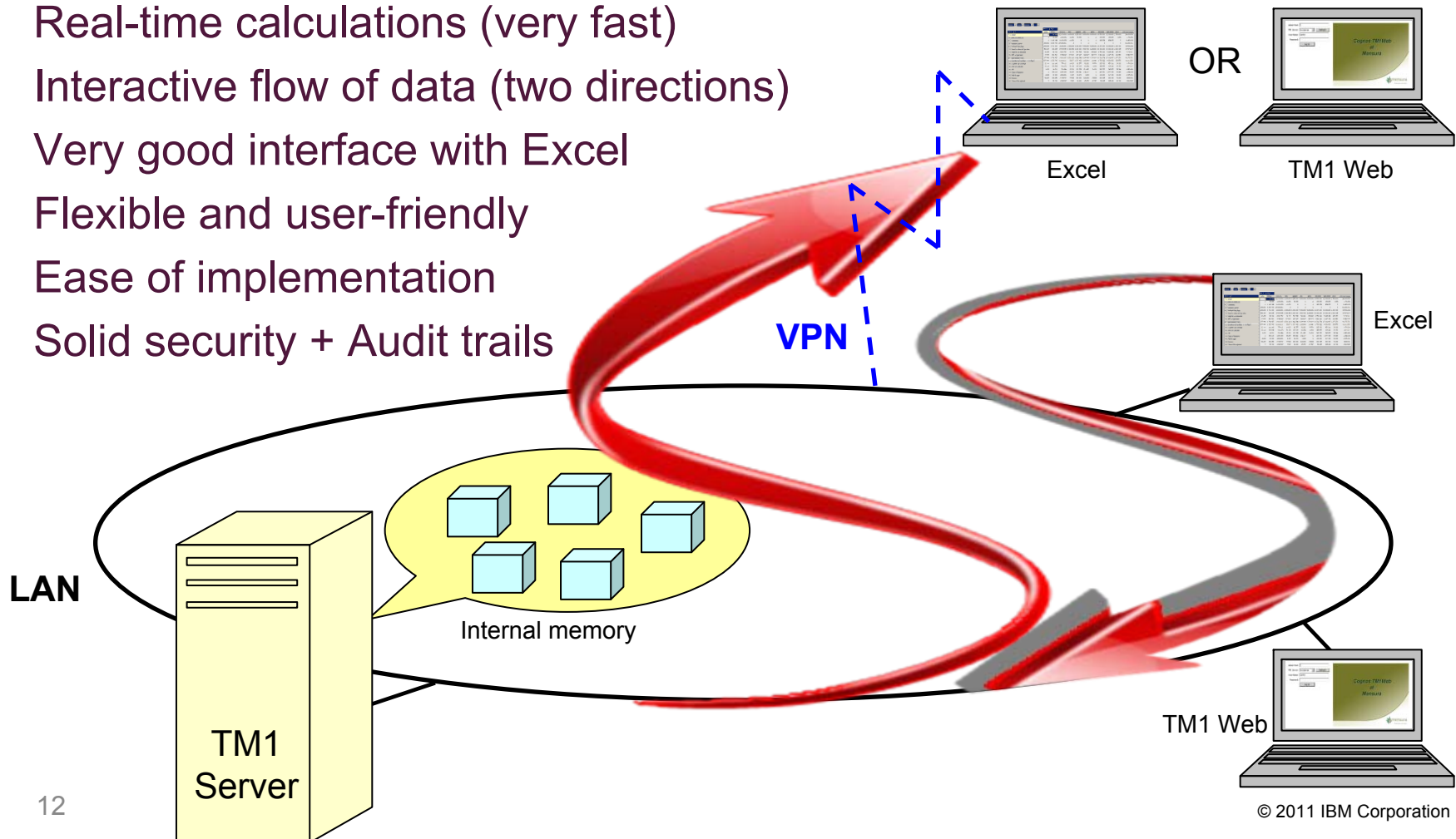
- 5-Yr Plan / Budget / Forecast
 - Monthly Variance Analysis
 - Monthly Reporting to Management Team
 - Quarterly Reporting to Board of Directors
-
- Roles & Responsibilities
 - Planning & Due Dates + Strict Follow-up
 - Standard Format & Templates
 - Info Sessions



Why IBM Cognos TM1 ?

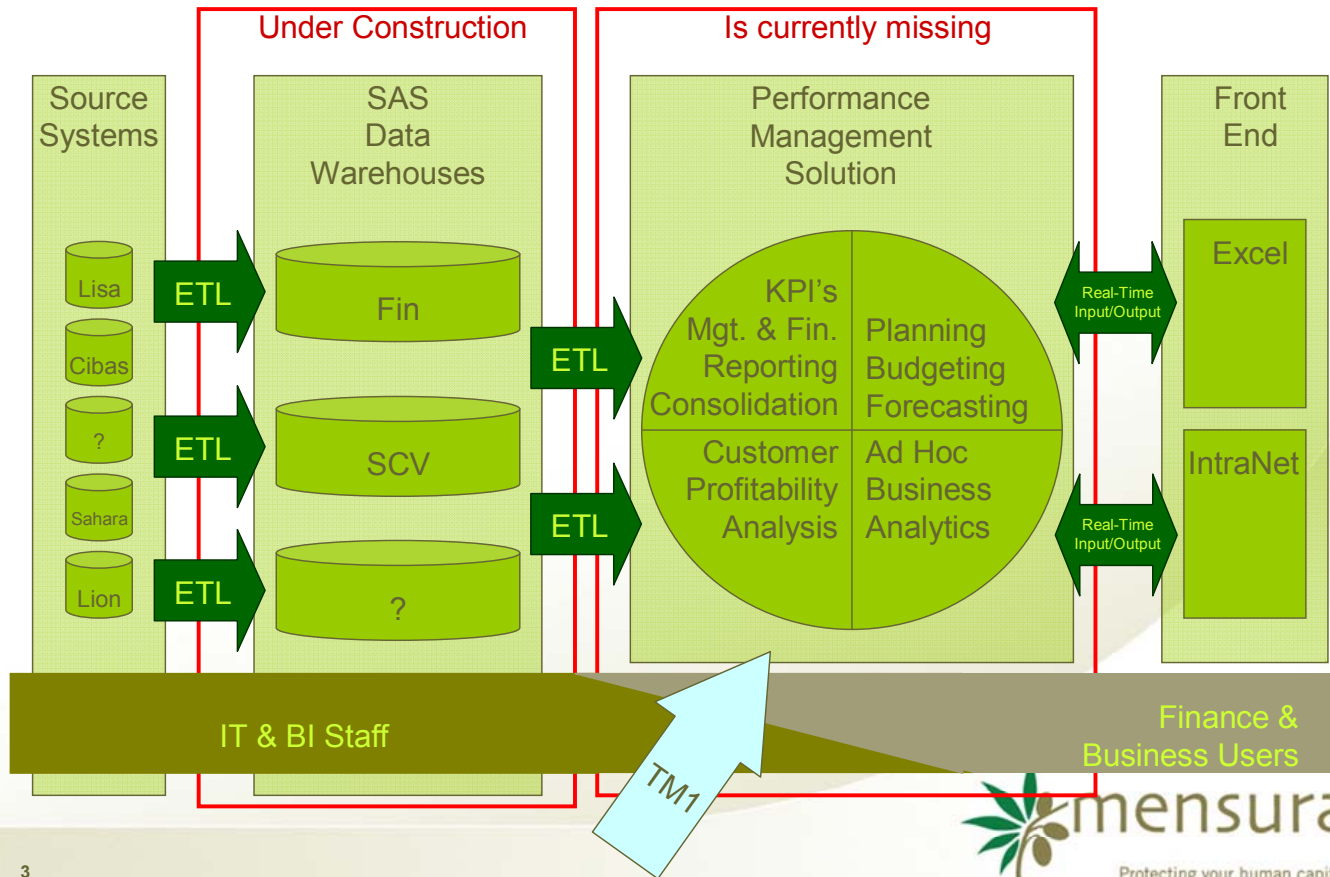


- Data resides in internal memory of central server
- Real-time calculations (very fast)
- Interactive flow of data (two directions)
- Very good interface with Excel
- Flexible and user-friendly
- Ease of implementation
- Solid security + Audit trails



How we got started...

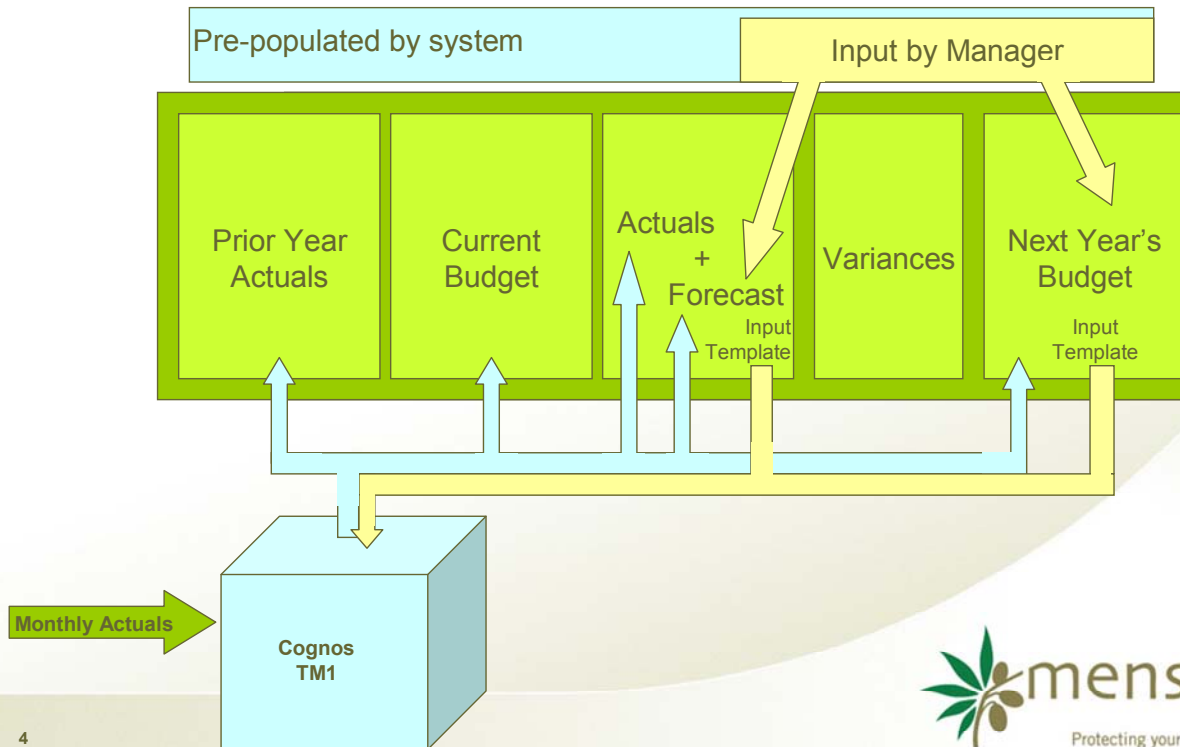
Big Picture – Long Term Vision



How we got started...



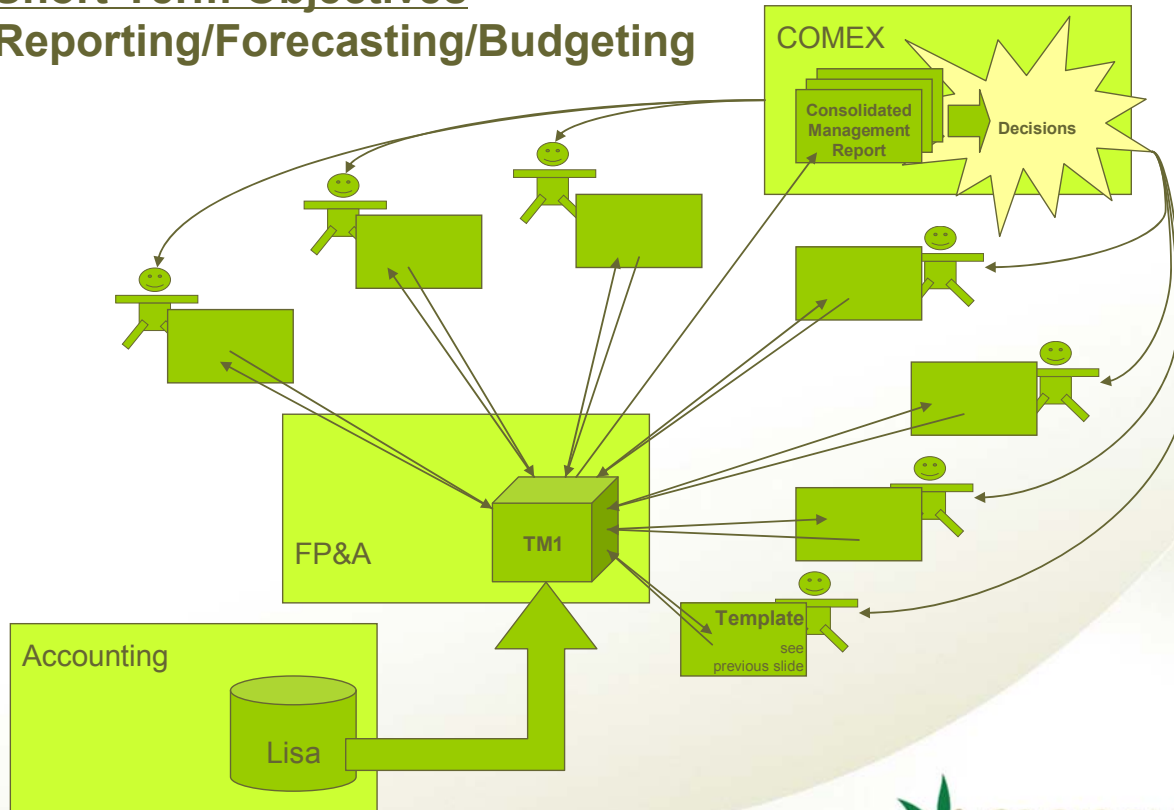
Short-Term Objectives Reporting/Forecasting/Budgeting



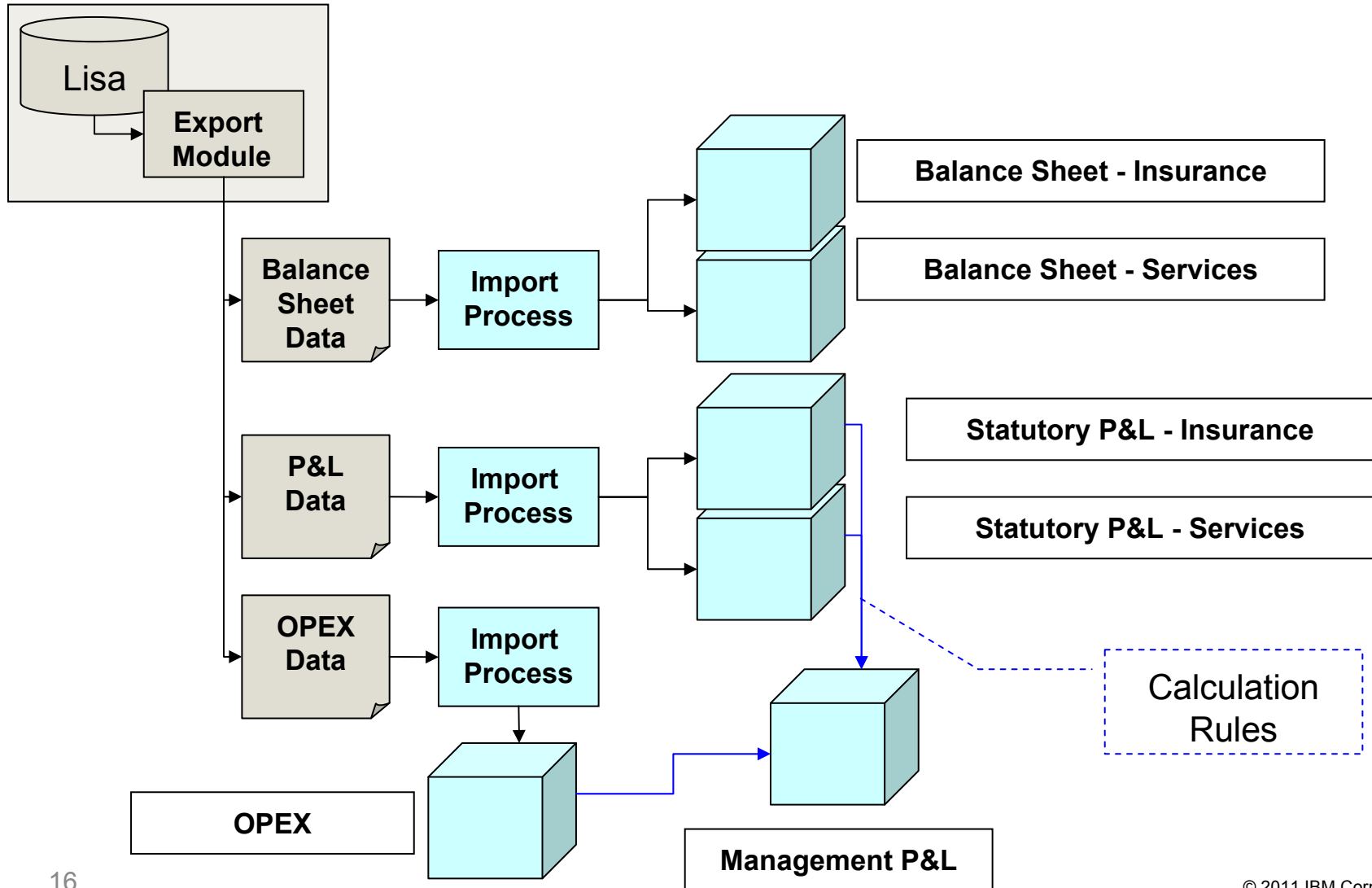
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How we got started...

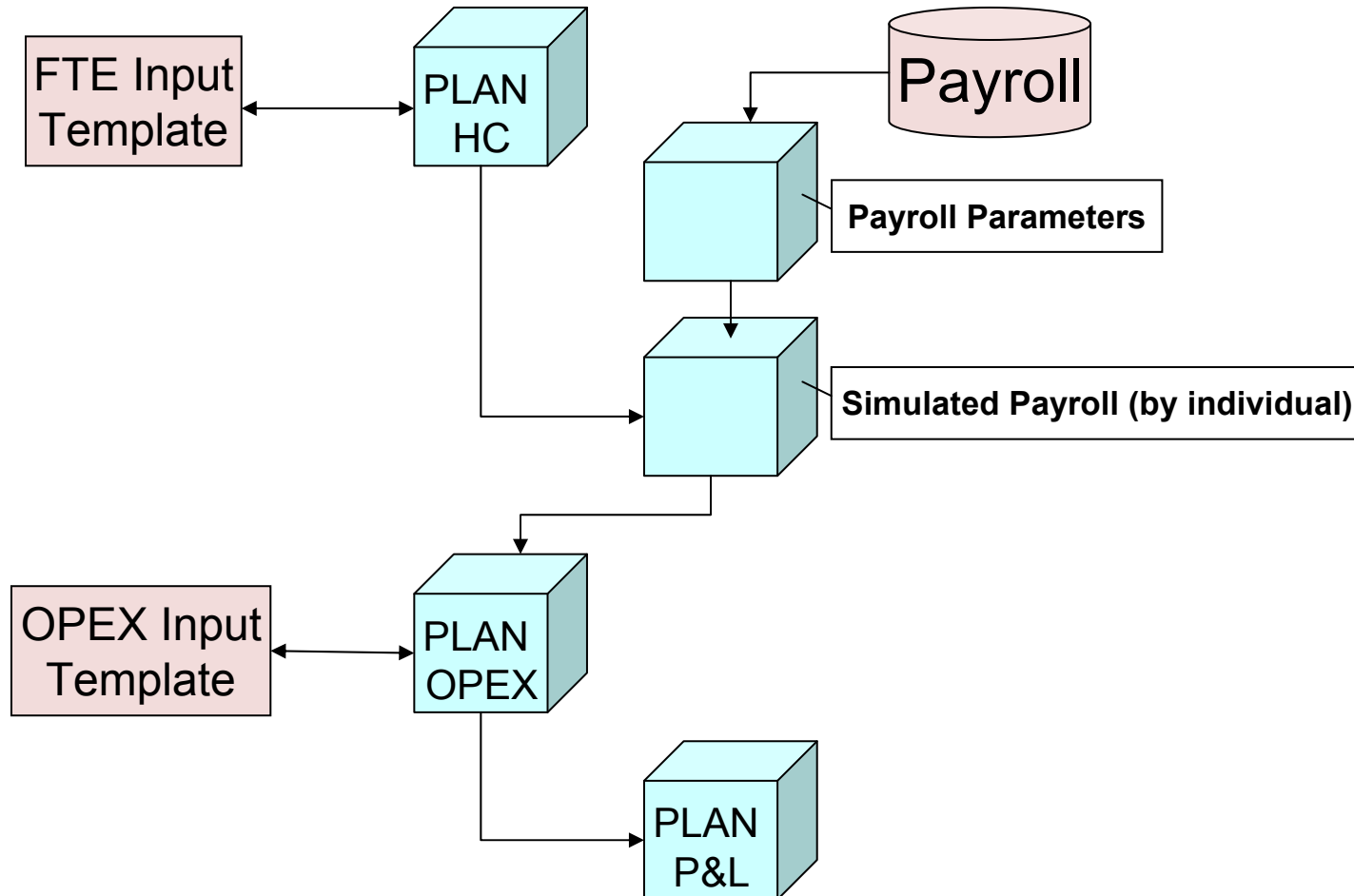
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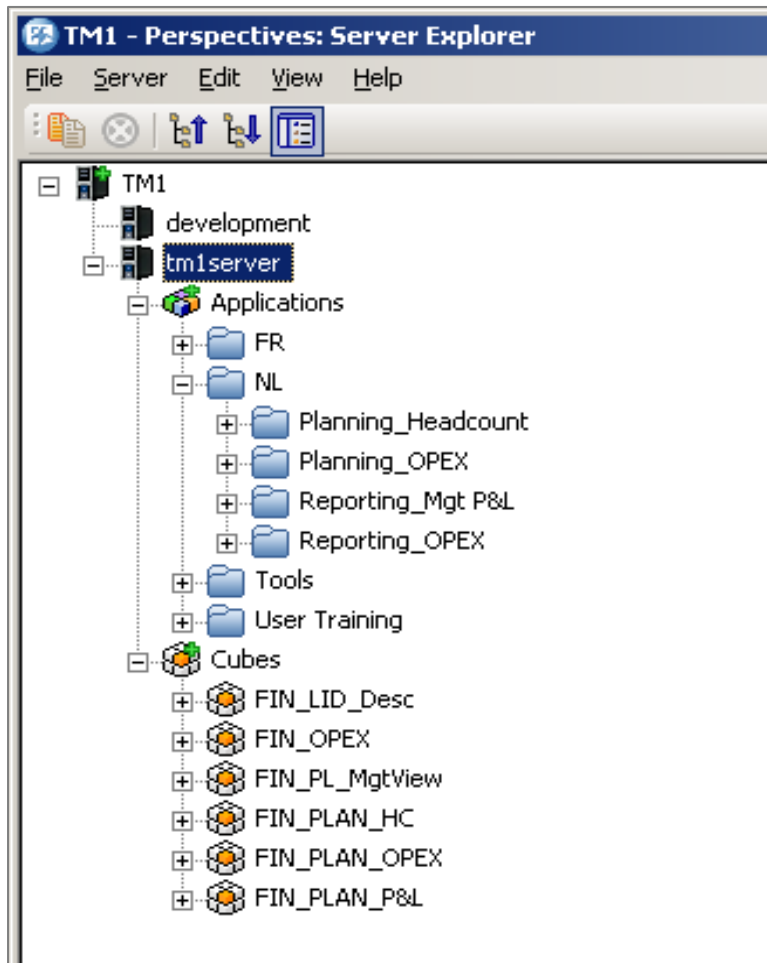
Initial Setup: the Basics



Next: Forecasting + Budgeting



Live Demo



Lessons Learned



- The right software/system is important BUT is only one aspect of the total solution
- Start from a comprehensive long term view
- But implement step by step with short term objectives & limited scope sub-projects
- Start with the basics (go first for the lowhanging fruit)
- Make sure the CEO is on board
- Don't allow the IT folks to dictate the selection of software
- Standardize as much as possible
- Trial & Error is often much faster than endless analysis
- Trial => Test => Improve => Test Again!
- Communicate (again and again...)

Thank You



- Questions?

- Contact:

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