




**ORACLE®**

# **Delivering Financial Results better with Oracle EPM 11.1.2.2**

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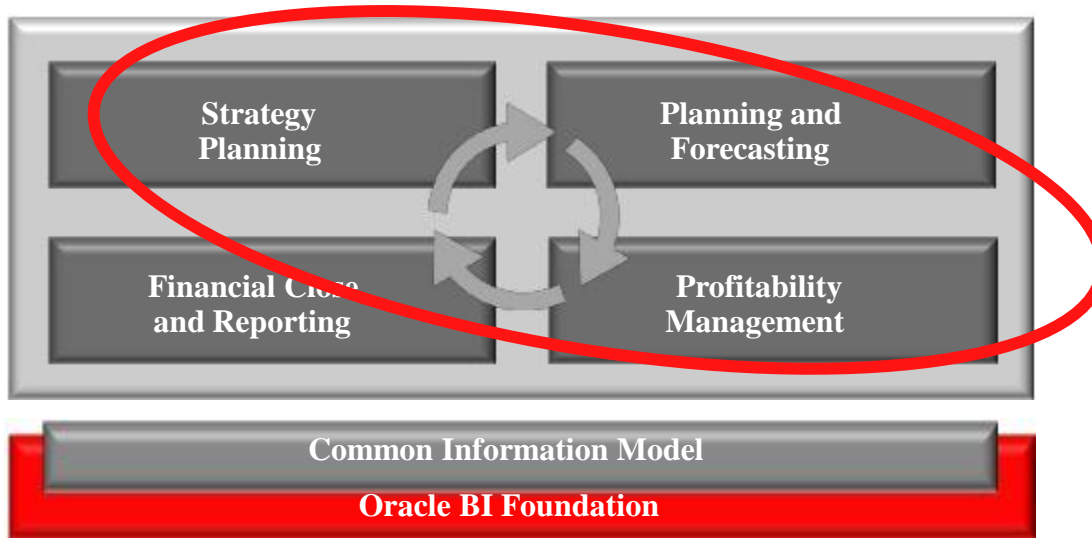
# Delivering Financial Results better with Oracle EPM 11.1.2.2

- The Office of the CFO needs to deliver predictable results.
- Driving strategic initiatives
- Today's markets are volatile
- Gaining visibility into business risk
- Taking corrective action
- Responsibilities to stakeholders



# Oracle Enterprise Performance Management

- Market-leading, Integrated Performance Management Suite



**Enterprise  
Planning**

**ORACLE**  
PeopleSoft.  
J D E D W A R D S



**SAP**  
**SIEBEL**

# What's New in Enterprise Planning 11.1.2.2

Functionality

Streamlined Planning Process

Usability

Web 2.0 Interface & Interaction

Scalability

Planning @ Speed of Business

# What's New in Enterprise Planning 11.1.2.2

Functionality

Streamlined Planning Process

Usability

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Planning @ Speed of Business

# What's New in Enterprise Planning 11.1.2.2

## Streamlined Planning Process

Strategic Planning

Project Financial Planning

Rolling Forecast

Predictive Planning

Public Sector

Profitability and Cost Management



# Strategic Planning



# Strategic Planning

## Economic Shifts

Predictive Modeling & Simulation

Long-Term  
Financial  
Planning

Value  
Management

What-if  
Analysis

Corporate  
Development

Treasury  
Strategies

Long-Term (3-5+ Year)  
Capacity  
Full Financial Projections  
Key Performance Metrics  
Commodity Pricing

New Product Offerings  
Acquisitions  
Product Pricing

Discounted Cash Flow  
Economic Value Added  
Growth Initiatives

Capital Requirements  
Reserve Ratios  
Debt Issuances/Payments

NO Cell Links

# Strategic Planning

- Client Server

The screenshot displays the Hyperion Strategic Finance software interface, which is used for financial planning and analysis. The main window shows a 'Scenario Analysis Report' comparing 'Expected' and 'Upside' scenarios for 2005. A 'Variance from Base' table is also visible, showing differences between the 2005 Expected and Upside scenarios. A 'Value Contribution by Segment' chart shows the contribution of different segments to the total value. A 'Value Gap' chart shows the difference between the current stock price and the shareholder value. The interface includes a menu bar, a toolbar, and a sidebar with account names.

**Scenario Analysis Report**

	2005 Expected	2005 Upside	Variance
Volume (in 000's)	16,205	16,205	\$39
Average Price (in \$)	\$45.89	\$45.89	
Net Operating Revenues	744	744	
Cost of Sales	346	346	
Gross Profit	398	398	
SG&A Expense	147	147	
EBITDA	250	250	
Total Taxes on Operations	0	0	
EBIT after Taxes	250	250	
Operating Working Capital	370	370	
Gross Fixed Assets	445	445	
Asset Base	815	815	
Return on Invested Capital	32.4%	34%	

**Value Contribution by Segment**

Entity Value	Total	Per Share
Consumer Products	7,951	\$45
Commercial Products	7,008	\$40
Services Division	507	\$3
Corporate and Other*	(2,325)	(\$13)
Total Marketable Securities	145	\$1
Corporate Value	13,344	\$76
Market Value of Debt	(2,160)	(\$13)
Shareholder Value	11,184	\$64

**Value Gap**

Common Shares Outstanding	175.0
Shareholder Value (per share)	\$63.91
Current Stock Price	\$48.70
Premium/(Discount) %	(11.2%)

\* Includes operating taxes, corporate expenses and other adjustments

# Hyperion Strategic Planning within Smart View

Smart View will be the primary user interface:

- Fully integrated within Ribbons and Connections Manager etc.
- HSF client features will be available within Smart View Excel
- HSF Data entry and standard reports will be rendered within Smart View

The screenshot displays the Oracle Hyperion Smart View application. The main window shows a financial data table with the following columns: Account, Period (2007, 2008, 2009, 2010), and Total. The table lists various accounts such as Revenue Drivers, Unit Volume, Product Prop, Product Sales, Operating Activity, Service Revenue, Discounts & Returns, and Cost of Goods Sold. The data is presented in a grid format with alternating green and white rows. On the right side, there is a 'Smart View' pane showing a hierarchical tree structure of accounts and reports.

Account	2007	2008	2009	2010	Total
REVENUE DRIVERS					
Unit Volume	11,400	14,800	14,900	20,200	61,300
Product Prop	25,100	30,400	26,100	25,200	106,800
Product Sales	463,200	511,400	546,100	611,200	2,071,900
Operating Activity	400,200	511,400	546,100	611,200	2,071,900
Service Revenue	340,200	320,200	370,200	370,200	1,400,800
Discounts & Returns	3,100	20,100	19,200	11,900	54,300
Cost of Goods Sold	345,200	321,200	249,200	281,200	1,196,800
Gross Expense	170,200	249,200	249,200	249,200	917,800

# Hyperion Strategic Planning within Smart View

- The new user interface is Smart View

The screenshot displays the Oracle Hyperion Smart View interface, which is a modern user interface for financial data analysis. The interface is divided into several panes:

- Left Pane:** A tree view showing the organizational structure and data sources, including "Vision Corp" and "HF Server/Vision\_1".
- Top Pane:** A navigation bar with tabs for "Home", "Insert", "Page Layout", "Formulas", "Data", "Review", "View", "Add-Ins", and "Smart View".
- Main Data Table:** A financial statement for Vision Corporation, showing revenue drivers, operating activity, and cost of goods sold. The table includes columns for "2006" and "2011 Q1".
- Right Pane:** An "Earnings Per Share Analysis" for Vision Corporation, showing EPS projections for 2010 and 2011. The analysis includes a table of EPS values and a line graph titled "EPS Projections".

	2010	2011	2012
EPS Management	\$5.34	\$4.76	\$5.22
EPS Analyst Consensus	\$6.18	\$4.08	\$5.31
EPS Estimate - High	\$7.08	\$5.53	\$6.36
EPS Estimate - Low	\$3.90	\$3.75	\$4.00
High vs. Analyst Consensus	*(99.9%)*	*(88.0%)*	*(88.4%)*
High vs. Analyst High	*(15.48%)*	*(88.53%)*	*(88.2%)*
High vs. Analyst Low	*(90.36%)*	*(82.73%)*	*(85.2%)*



# Project Financial Planning

# Project Financial Planning

## Pre-built Modules & Industry-specific Applications

Growing family of pre-built modules

- New in 11.1.2.2: Project Financial Planning
- Workforce Planning
- Capital Asset Planning

### Functional Summary

- Pre-defined dimension members, forms, business rules, menus, task lists, smart lists, validation rules & project planning plan types
- Integrated Project Human & Capital Resource Management

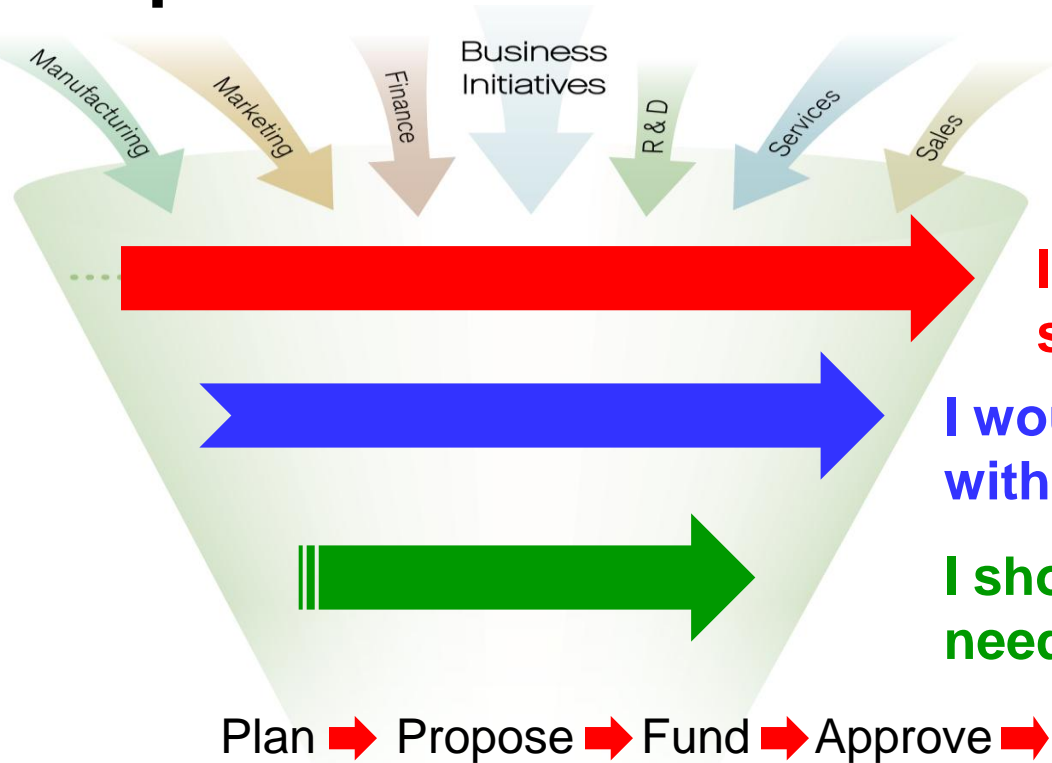
The screenshot displays the Oracle Hyperion Planning interface. The top window shows a 'New Project Statement' table with columns for Year, Budget, Entry, Description, Project Type, Project Expense, Project Category, Start Date, End Date, and UPI. The bottom window shows a 'Financial Statement' table with columns for Page, Budget, Entry, Working, and various financial metrics like Cash Flow, Operating Expense, and Project Cash Flow.

Year	Budget	Entry	Description	Project Type	Project Expense	Project Category	Start Date	End Date	UPI
2008	1000	M01	Revenue/Planning and Budgeting	Default	Cost	Multi-Year	10/01	4/31	
2009	1000	P11	Production of Cash	Production	Cost	Annually Fixed Fee	10/01	12/31	
2010	1000	M01	Prod Maintenance	Default	Cost/Fix	Annually Fixed Fee	10/01	12/31	
2011	1000	M01	New Assets	Default	Cost	Multi-Year	10/01	12/31	

Page	Budget	Entry	Working
2.0	1000	1000	1000
2.1	1000	1000	1000
2.2	1000	1000	1000
2.3	1000	1000	1000
2.4	1000	1000	1000
2.5	1000	1000	1000
2.6	1000	1000	1000
2.7	1000	1000	1000
2.8	1000	1000	1000
2.9	1000	1000	1000
2.10	1000	1000	1000
2.11	1000	1000	1000
2.12	1000	1000	1000
2.13	1000	1000	1000
2.14	1000	1000	1000
2.15	1000	1000	1000
2.16	1000	1000	1000
2.17	1000	1000	1000
2.18	1000	1000	1000
2.19	1000	1000	1000
2.20	1000	1000	1000
2.21	1000	1000	1000
2.22	1000	1000	1000
2.23	1000	1000	1000
2.24	1000	1000	1000
2.25	1000	1000	1000
2.26	1000	1000	1000
2.27	1000	1000	1000
2.28	1000	1000	1000
2.29	1000	1000	1000
2.30	1000	1000	1000
2.31	1000	1000	1000
2.32	1000	1000	1000
2.33	1000	1000	1000
2.34	1000	1000	1000
2.35	1000	1000	1000
2.36	1000	1000	1000
2.37	1000	1000	1000
2.38	1000	1000	1000
2.39	1000	1000	1000
2.40	1000	1000	1000
2.41	1000	1000	1000
2.42	1000	1000	1000
2.43	1000	1000	1000
2.44	1000	1000	1000
2.45	1000	1000	1000
2.46	1000	1000	1000
2.47	1000	1000	1000
2.48	1000	1000	1000
2.49	1000	1000	1000
2.50	1000	1000	1000
2.51	1000	1000	1000
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2.68	1000	1000	1000
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2.79	1000	1000	1000
2.80	1000	1000	1000
2.81	1000	1000	1000
2.82	1000	1000	1000
2.83	1000	1000	1000
2.84	1000	1000	1000
2.85	1000	1000	1000
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2.87	1000	1000	1000
2.88	1000	1000	1000
2.89	1000	1000	1000
2.90	1000	1000	1000
2.91	1000	1000	1000
2.92	1000	1000	1000
2.93	1000	1000	1000
2.94	1000	1000	1000
2.95	1000	1000	1000
2.96	1000	1000	1000
2.97	1000	1000	1000
2.98	1000	1000	1000
2.99	1000	1000	1000
2.100	1000	1000	1000

# What does financial planning for projects provide?



**I could try to execute on all submitted Business Initiatives**

**I would want to ensure alignment with Strategic Objectives**

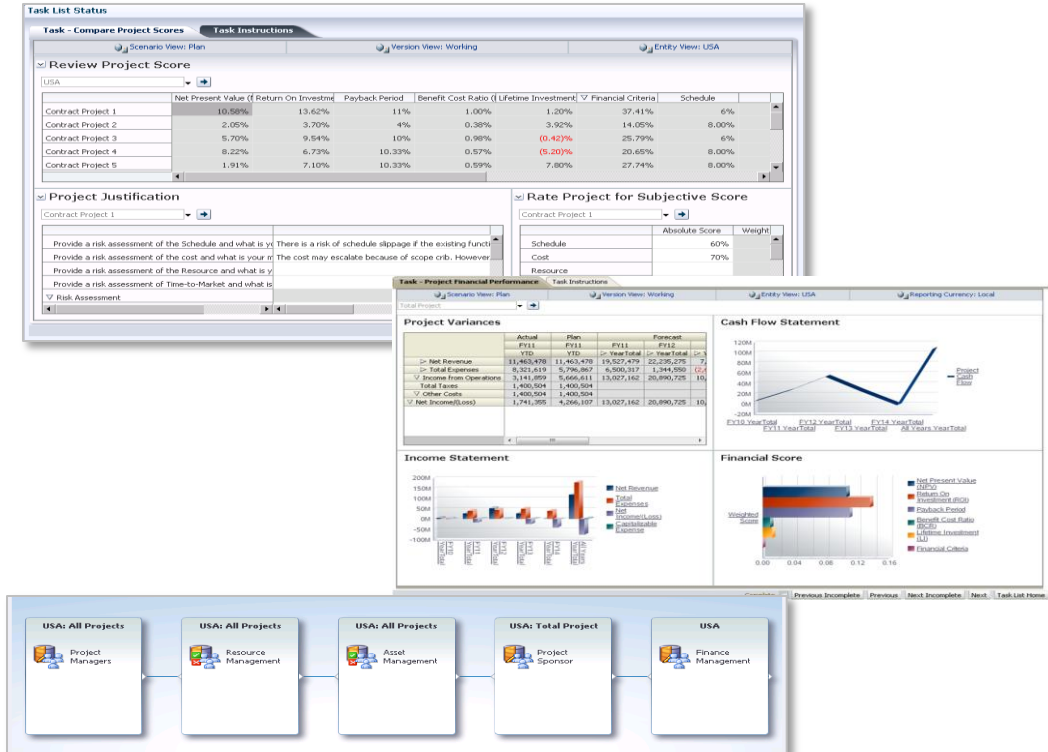
**I should ensure I have the budget needed to fund the projects**

Plan → Propose → Fund → Approve → Initiate → Manage

# Measure the full financial impacts of projects

## Project Financial Planning

- Planning for capital, indirect and contract projects
- Planning at detail level
- Driver based overhead calculation for projects
- Periodic or milestone based revenue recognition
- Calculate impacts on Financial Statements
- Scoring, ranking & approving projects
- Funding requests & project approval flow





# Three Types of Project Planning in PFP

## 1. Capital

- Long term investments in nature, multiple years, requiring analysis, process and approval prior to execution. Important cash flow impacts.
- Typical Industries: Utilities, Telecom, Pharmaceuticals, Life Sciences, Transportation, Manufacturing. Cross Industry: shared cost capital investments.

## 2. Indirect

- Internal projects that have a financial statement expense impact, but generate no revenue
- Shared Costs: Cross Industry - IT, Marketing etc.

## 3. Contract

- Revenue generating project delivered to a client/customer for which the customer will be billed for the work performed. Time & Material/ Fixed Price
- Industries: Aerospace & Defense, Professional Svcs, Engineering and Construction

- > Forms
- > Manage Task Lists
- My Task List
- Capital Administration
- Capital Analysis
- Capital Planning
- Finance Analysis
- Manage Existing Capital Projects
- Manage Existing Contract Projects
- Manage Existing Indirect Projects
- Project Administration
  - Set Discount Rate and Tax Rate**
  - Set Investment Criteria
  - Enter Overhead Assumptions
  - Approval Settings
  - Import Projects
  - Set KPIs for Projects
  - Intercompany
  - Prepare Base Forecast Data
  - Propose New Capital Projects
  - Propose New Contract Projects
  - Propose New Indirect Project
  - Review Projects
  - Workforce Administration
- > Dimension
- > Business Rule Security
- > Preferences

Task List Status

Task - Set Discount Rate and Tax Rate Task Instructions

9.0 Global Discount Rate and Tax Rate Assumptions

Scenario View: Plan Version View: Working

	FY11	FY12	FY13	FY14
Tax Rate	25%	30%	35%	35%
Discount Rate Approach	CAPM	CAPM	CAPM	CAPM
Discount Rate	10%	12.5%	15%	17.5%
Beta	0.09	0.09	0.09	0.09
Riskless Rate	15%	15%	15%	15%
Market Risk Premium	10%	10%	10%	10%
Debt Ratio	7%	7%	7%	7%
Cost of Borrowing	7.5%	7.5%	7.5%	7.5%
Effective Discount Rate	15.18%	15.15%	15.13%	15.13%

**Project Administrators**

Entity level financial assumptions applicable to the initiatives

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## Forms

## Manage Task Lists

## My Task List

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## Dimension

## Business Rule Security

## Preferences

## Task List Status

## Task - Set Investment Criteria

## Task Instructions

Scenario View: Plan

## Define Weightage for Criteria

	Criteria Weight (%)	Range From
Financial Criteria	60%	70%
Subjective Criteria	40%	70%
Investment Criteria	100%	

## Define Weightage for Financial Goals

	Objective Weight ...
Net Present Value (NPV)	25%
Return On Investment (ROI)	20%
Payback Period	20%
Benefit Cost Ratio (BCR)	15%
Lifetime Investment (LI)	20%
Financial Criteria	100%

## Define Weightage for Subjective Group

	Group Weight (%)	Range From
Risk Assessment/Impact	50%	
Strategic Assessment/Impact	50%	
Business Assessment/Impact		
Organization Missions		
Subjective Criteria		

## Define Weightage for Subjective Goals

	Objective Weight ...
Schedule	50%
Cost	50%
Resource	
Time to Market	
Risk Assessment/Impact	100%
Primary Strategy	50%

Complete 

Previous Incomplete

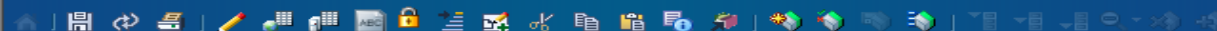
Previous

Next Incomplete

Next

Task List Home

Financial and  
Subjective  
Evaluation Criteria



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## Forms

## Manage Task Lists

## My Task List

- Capital Administration
- Capital Analysis
- Capital Planning
- Finance Analysis
- Manage Existing Capital Projects
- Manage Existing Contract Projects
- Manage Existing Indirect Projects
- Project Administration
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- Workforce Administration

## Dimension

## Business Rule Security

## Preferences

## Task List Status

## Task - Set KPIs for Projects

## Task Instructions

## 1.0 Set KPIs

Scenario View: Plan

Version View: Working

USA

	Range From	Range To
NPV	100000	6000000
ROI	5%	30%
Payback Period (Years)	1	4
Benefit Cost Ratio	1	4
Lifetime Investment	100000	10000000

Financial KPI  
Thresholds for  
Approval

Complete 

Previous Incomplete

Previous

Next Incomplete

Next

Task List Home

> Forms

**My Task List**

- Manage Existing Projects
- Propose New Projects
  - Enter New Project Details
  - Expense Planning
  - Revenue Planning
  - Review Project Financials
  - Project Funding
  - Submit Plan for Approval

> Preferences

**Task List Status**

Task - Enter New Project Details-Propose New Projects    Task Instructions

Entity View: USA    Scenario View: Plan    Version View: Working

▼ New Project Summary

Contract Project	Project Name	Project Description	Project Start Date	Project End Date	Project Classificat...	Project Type	Project Status	Project Ownership
Contract Project 3	Project Diablo	Re-engineering o...	7/1/11	1/31/13	Contract	Cost Plus	New	Project Owner
Contract Project 4	Finance 01	EPM Worldwide I...	12/1/11	8/31/13	Contract	Time and Material	New	Project Owner
Contract Project 5	FM IT	IT Infrastructure ...	1/1/12	3/31/13	Contract	Cost Plus	New	Project Owner
Contract Project 6	CTI	Computer Teleph...	11/1/11	9/30/13	Contract	Fixed Price	New	Project Owner
Indirect Project 1	PM tool	Develop project ...	9/1/11	8/31/12	Indirect	#missing	New	Project Owner
Base CP1	Usability lab	Test Lab for Usa...	10/1/11	12/31/12	Capital	#missing	New	Project Owner
Base CP2	New IT Facility	New Facility for ...	10/1/11	12/31/13	Capital	#missing	New	Project Owner
CP2-Asset1	Office Building	Fully Furnished B...	10/1/11	12/31/13	Capital	#missing	New	Project Owner
CP2-Asset2			10/1/11	12/31/13	Capital	#missing	New	Project Owner

▼ New Project De

- Add New Project
  - Add New Contract Project
  - Add New Indirect Project
  - Add New Capital Project
  - Add New Capital Sub Project
- Delete Project
- Reconcile Project
- Change Project Status
- Move Projects
- Expense Planning
- Revenue Planning
- Review Project Financials
- Project Funding
- Submit Plan for Approval
- Edit
- Adjust
- Comments
- Supporting Detail

Contract Project

Project Categ

Multi-Year

Project Location    Project Manager    Project Priority    Rank

Location 1    Project Manager    High    1

Complete    Previous Incomplete    Previous    Next Incomplete    Next    Task List Home

Add New Initiative being planned

Project Planners

Task - Enter New Project Details-Propose New Projects Task Instructions

Entity View: USA Scenario View: Plan Version View: Working

Project Name	Project Description	Project Start Date	Project End Date	Project Classificat...	Project Type	Project Status	Project Ownership	
Contract Project 3	Project Diablo	Re-engineering o...	7/1/11	1/31/13	Contract	Cost Plus	New	Project Owner

**Runtime Prompts - Add New Contract Project**

Prompt Text	Value
* Name:	Revenue Planning
Description:	Revenue planning model
* Project Start Date :	1/1/13
* Project End Date :	12/31/14
* Project Type :	Time and Material
* Revenue Cash Flow Incidence :	Same Month
* Revenue Recognition :	Monthly
Project Manager	Project Manager 1
Project Customer Name	Customer 1
Project Priority	High
Project Location	Location 1

Add Cancel





Forms

My Task List

- Manage Existing Projects
- Propose New Projects
  - Enter New Project Details
  - Expense Planning
  - Revenue Planning
  - Review Project Financials
  - Project Funding
  - Submit Plan for Approval

Preferences

Task List Status

Task - Expense Planning-Project Expenses    Task Instructions

Entity View: USA    Scenario View: Plan

Contract Project 1

Project Expense Assumptions

Labor Requisitions    Equipment Requisitions    Material & Other Requirements    Enter Project Expense

	Assignment - Start	Assignment - End	No Year BegBalance		Labor Requisition	Project Billing Level	Skill Set	No Year BegBalance		FY12	
			Headcount					Onsite Labor Hours	Offsite Labor Hours		Offsite Labor H
Project Incharge	Labor Req 1	9/1/11	8/31/13	1	New	Non Billable	Project Management	685.71	685.71	2,057.14	
Network Expert	L	9/1/11	8/31/13	1	New	Level2	Automation	354.29	354.29	1,062.86	
Database Designer	L	9/1/11	8/31/13	1	New	Level1	Oracle DB	342.86	342.86	1,540.43	
Quality Assurance Testing	L	9/1/11	8/31/13	10	New	Level1	Manual Testing	6,857.16	6,857.16	20,571.48	
				10	New	Level2	Automation		6,952.38	6,952.38	20,857.14
Software Engineer	L	8/31/13	8/31/13	1	New	Level1	Performance Testing	3,840	3,840	11,520	
Technical Lead	L	8/31/13	8/31/13	1	New	Level1	J2EE	680	680	2,040	
Tech Support	L	8/31/13	8/31/13	1	New	Level3	Esbase	348.56	348.56	1,045.68	
Hardware Designer	L	8/31/13	8/31/13	1	New	Level2	Localization	200	200	600	
				1	New	Level1	C	480	480	1,440	

Review Project Expenses

Review Total Project Expense    Review Equipment Expense    Review Material & Other Expenses    Review Direct Project Expense    Review Assigned Employees

	FY12	FY13	All Years
	YearTotal	YearTotal	YearTotal
Labor Expense	2,577,936	1,873,395	5,198,407
Total Labor Expense	747,076	2,577,936	1,873,395
Total Employee Compensation	747,076	2,577,936	1,873,395
Equipment Expense	97,558	308,267	205,512
Total Equipment Expense	97,558	308,267	205,512
Total Equipment Related Expense	97,558	308,267	205,512
Direct Costs	844,635	2,886,204	2,078,906
Labor Overhead	119,532	438,249	337,211
Information Systems Overhead	2,983	10,828	8,224
Common Overhead Pool	59,124	230,896	187,102
Indirect Costs	181,640	679,974	532,537
Corporate General and Administrative	26,148	95,384	74,936
General and Administrative Costs	26,148	95,384	74,936

Complete    Previous Incomplete    Previous    Next Incomplete    Next    Task List Home

- Add Labor Assignment
  - To Contract Project
  - To Indirect Project
  - To Capital Project
- Remove Labor Assignment
- Calculate Project Labor
- Calculate Overheads
- Calculate Project Expense
- Change Assignment
- View Standard Hourly Cost
- Edit
- Adjust
- Comments
- Supporting Detail
- Show Change History
- Lock/Unlock Cells
- Filter

- My Task List**
- Manage Existing Projects
  - Propose New Projects
  - Enter New Project Details
  - Expense Planning
  - Revenue Planning
  - Review Project Financials
    - Detailed Project Justification
    - Calculate Financial Statements
    - Review Project Performance
  - Project Funding
  - Submit Plan for Approval

**Task - Review Project Performance-Review Project Performance**

**Task Instructions**

Scenario View: Plan      Version View: Working      Entity View: USA      Reporting Currency: Local

Contract Project 1

Discount Rate & Tax Rate Assumptions

	FY11	FY12	FY13	FY14
Tax Rate	25%	30%	35%	35%
Discount Rate Approach	CAPM	CAPM	CAPM	CAPM
Discount Rate	10%	12.5%	15%	17.5%
Beta	0.09	0.09	0.09	0.09
Riskless Rate	15%	15%	15%	15%
Market Risk Premium	10%	10%	10%	10%
Debt Ratio	7%	7%	7%	7%
Cost of Borrowing	7.5%	7.5%	7.5%	7.5%
Effective Discount Rate	15.18%	15.15%	15.13%	15.13%



Review Life Time KPI's      Yearly Performance Indicators      **Review Impact - Cash Flow**      Review Impact - Income Statement      Review Financial Score      Review Subjective Score

	FY11	FY12	FY13	All Years
	YearTotal	YearTotal	YearTotal	YearTotal
Cash from Customers	1,871,510	6,262,253	4,480,962	12,614,725
Sources of Cash	1,871,510	6,262,253	4,480,962	12,614,725
Total Employee Compensation	747,076	2,577,936	1,873,395	5,198,407
Equipment Operating Expenses	12,930	46,032	34,688	93,650
Other Operating Expenses	0		0	0
Indirect Costs	181,640	679,974	532,537	1,394,150
General and Administrative Costs	26,148	95,384	74,936	196,467
Uses of Cash	967,794	3,399,325	2,515,555	6,882,674
Project Cash Flow	903,716	2,862,928	1,965,407	5,732,050



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**Task Instructions**

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Contract Project 1

Discount Rate & Tax Rate Assumptions

	FY11	FY12	FY13	FY14
Tax Rate	25%	30%	35%	35%
Discount Rate Approach	CAPM	CAPM	CAPM	CAPM
Discount Rate	10%	12.5%	15%	17.5%
Beta	0.09	0.09	0.09	0.09
Riskless Rate	15%	15%	15%	15%
Market Risk Premium	10%	10%	10%	10%
Debt Ratio	7%	7%	7%	7%
Cost of Borrowing	7.5%	7.5%	7.5%	7.5%
Effective Discount Rate	15.18%	15.15%	15.13%	15.13%

**Financial KPIs  
calculated**

**Review Life Time KPI's**

**Yearly Performance Indicators**

Review Impact - Cash Flow

Review Impact - Income Statement

Review Financial Score

Review Subjective Score

	No Year
NPV	4,971,024
ROI	39.95%
Payback Period (Years)	1.17
Benefit Cost Ratio	1.40
Lifetime Investment	9,013,445

Forms

My Task List

- Manage Existing Projects
- Propose New Projects
  - Enter New Project Details
  - Expense Planning
  - Revenue Planning
  - Review Project Financials
    - Detailed Project Justification
    - Calculate Financial Statements
    - Review Project Performance
  - Project Funding
    - Submit Plan for Approval

Task List Status

Task - Detailed Project Justification-Review Justification and Rate Projects

Task Instructions

Scenario View: Plan

Version View: Working

Entity View: USA

Contract Project 1

Project Justification

	Assumptions
Provide a risk assessment of the Schedule and what is your mitigation plan?	There is a risk of schedule slippage if the existing functionality is not clearly documented.
Provide a risk assessment of the cost and what is your mitigation plan?	The cost may escalate because of scope crib. However, we have significant buffer in the
Provide a risk assessment of the Resource and what is your mitigation Plan?	
Provide a risk assessment of Time-to-Market and what is your mitigation plan?	
▼ Risk Assessment	
How does the Project align with the primary strategy of your Business Unit?	
How does the funding requirements align with that of the business unit?	
Does the target solution complement other offerings from our company?	
Specify the line of business that will grow because of this Project	
▼ Strategic Assessment	
Does this project help in improving Business Processes? Provide justification.	
Do we have appropriate resources to deliver on this project?	
Do we have the appropriate skill sets to deliver on this project?	
▼ Business Assessment	
How will this Project help increase Revenue and by how much?	
Does this Project help in expanding our Product/Service Offerings?	
▼ Organization Missions Details	

Rate Project for Subjective Score

	Absolute Score (%)	Weighted Score
Schedule	60%	6%
Cost	70%	7.00%
Resource		
Time to Market		
▼ Risk Assessment/Impact	65.00%	13%
Primary Strategy	70%	7.00%
Funding Alignment		
Solution Fit	80%	8.00%
Target Line of Business		
▼ Strategic Assessment/Impact	75%	15.00%
Change to Business Process		
Resource Availability Score		
Resource Proficiency		
▼ Business Assessment/Impact		
Increase Revenues		
Expand Product/Service Offerings		
▼ Organization Missions		



My Task List

- Manage Existing Projects
- Propose New Projects
- Enter New Project Details
- Expense Planning
- Revenue Planning
- Review Project Financials
  - Detailed Project Justification
  - Calculate Financial Statements
  - Review Project Performance
- Project Funding
- Submit Plan for Approval

Task - Review Project Performance-Review Project Performance

Task Instructions

Scenario View: Plan      Version View: Working      Entity View: USA      Reporting Currency: Local

Contract: Project 1

Discount Rate & Tax Rate Assumptions

	FY11	FY12	FY13	FY14
Tax Rate	25%	30%	35%	35%
Discount Rate Approach	CAPM	CAPM	CAPM	CAPM
Discount Rate	10%	12.5%	15%	17.5%
Beta	0.09	0.09	0.09	0.09
Riskless Rate	15%	15%	15%	15%
Market Risk Premium	10%	10%	10%	10%
Debt Ratio	7%	7%	7%	7%
Cost of Borrowing	7.5%	7.5%	7.5%	7.5%
Effective Discount Rate	15.18%	15.15%	15.13%	15.13%

Review Life Time KPI's

Yearly Performance Indicators

Review Impact - Cash Flow

Review Impact - Income Statement

Review Financial Score

Review Subjective Score

	Absolute Score (%)	Weight %	Weighted Score
Net Present Value (NPV)	82.56%	15%	12.38%
Return On Investment (ROI)	139.82%	12%	16.78%
Payback Period	94.44%	12%	11.33%
Benefit Cost Ratio (BCR)	13.32%	9%	1.20%
Lifetime Investment (LI)	9.97%	12%	1.20%
Financial Criteria	68.02%	60%	42.89%

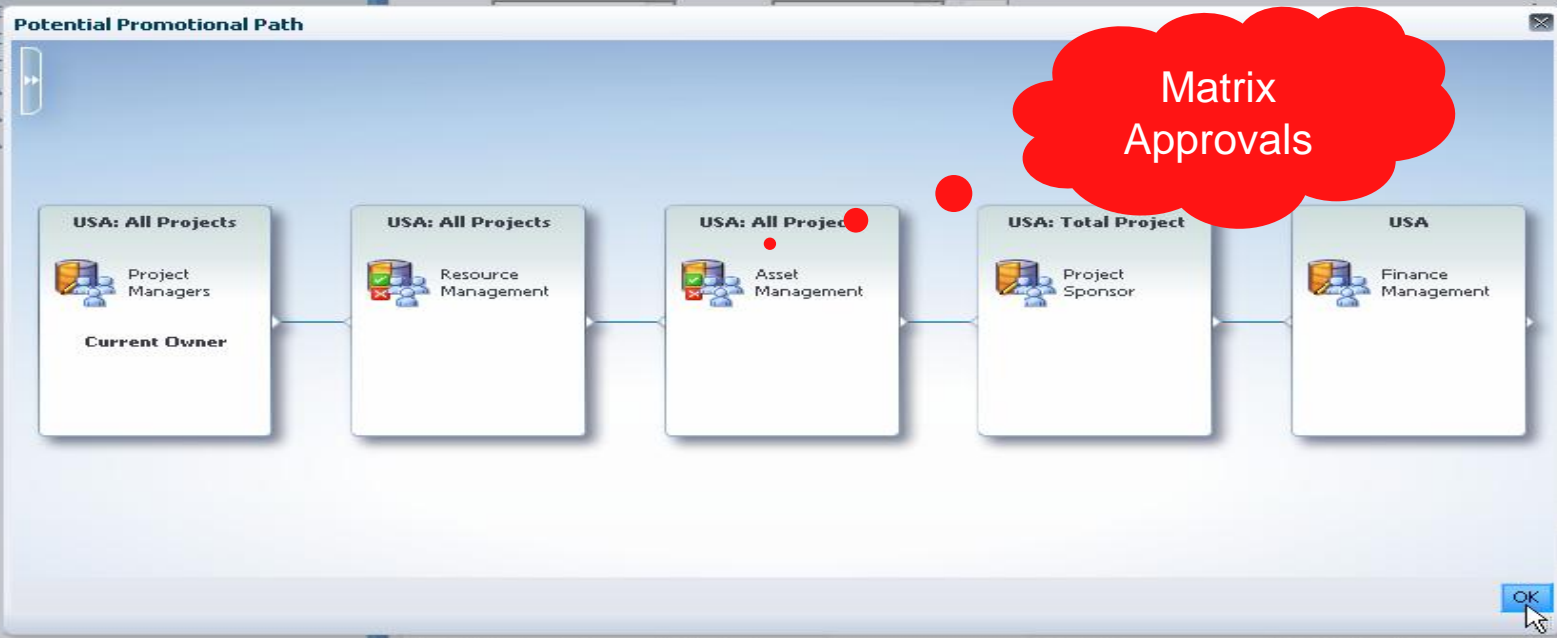


pfp61 x

- Forms
- My Task List
- Manage E
- Manage E
- Manage E
- Propose M
- Propose M
- Propose M

### Manage Approvals

Select a valid scenario and version, and then click Go.



Preferences

**Forms**

**My Task List**

- Capital Analysis
- Review Projects
  - Calculate Department Level Financial Statement
  - Review Project Proposals**
  - Review Existing Projects
  - Compare Project Scores
  - Performance Review
  - Approve Projects
- Workforce Analysis

**Preferences**

**Task List Status**

**Task - Review Project Proposals** Task Instructions

Entity View: USA Scenario View: Plan Currency: Local

**New Project Details**

**New Project Proposals - Contract**

Contract Project	Project Name	Project Description	Project Start Date	Project End Date	Project Type
Contract Project 5	PM11	IT Infrastructure ...	1/1/12	3/31/13	Cost Plus
Contract Project 6	CTI	Computer Teleph...	11/1/11	9/30/13	Fixed Price
Contract Project 7	Revenue Planning	Revenue Plannin...	1/1/12	12/31/13	Time and Material

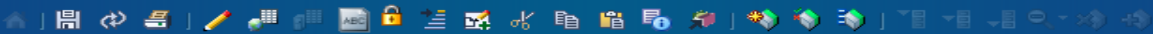


**Project Performance**

Impact on Income Statement Impact on Cash Flow Life Time KPI's Fund Request

Contract Project 7

	FY12	FY13	All Years
	YearTotal	YearTotal	YearTotal
Contract Revenue - Labor	208,571	229,429	438,000
Contract Revenue - Time and Material	208,571	229,429	438,000
<b>Total Contract Revenue</b>	<b>208,571</b>	<b>229,429</b>	<b>438,000</b>



**Forms**

**My Task List**

- Capital Analysis
- Review Projects
  - Calculate Department Level Financial Statement
  - Review Project Proposals
  - Review Existing Projects**
  - Compare Project Scores
  - Performance Review
  - Approve Projects
- Workforce Analysis

**Preferences**

**Task List Status**

**Task - Review Existing Projects** Task Instruction

Entity View: USA Scenario View: Plan Currency: Local

**Existing Project Details**

Existing Project Details Assumptions- Contract Projects

Project Name	Project Description
MATS	LARGE DEVELOPMENT PROJECT IN NORWEGIAN PUE
National Case Handling Solution	Case handling solution for refund of expenses relate
E-Wobing	E-Wobing Development and Maintenance Project



**Project Performance**

Impact on Income Statement Impact on Cash Flow Life Time KPI's Fund Request

MATS

	FY10 YearTotal	FY11 YearTotal	FY12 YearTotal	All Years YearTotal
Contract Revenue - Labor	1,413,600	2,805,943	2,207,400	6,426,943
Contract Revenue - Equipment		1,104,000	752,000	1,856,000

Complete  Previous Incomplete Previous Next Incomplete Next Task List Home

- > Forms
- My Task List**
- Capital Analysis
  - Review Projects
  - Calculate Department Level Financial Statements
  - Review Project Proposals
  - Review Existing Projects
  - Compare Project Scores
  - Performance Review
    - Project Financial Performance
    - Departmental Financial Performance**
    - Review Impact on Financial Statements
  - Approve Projects
  - Workforce Analysis

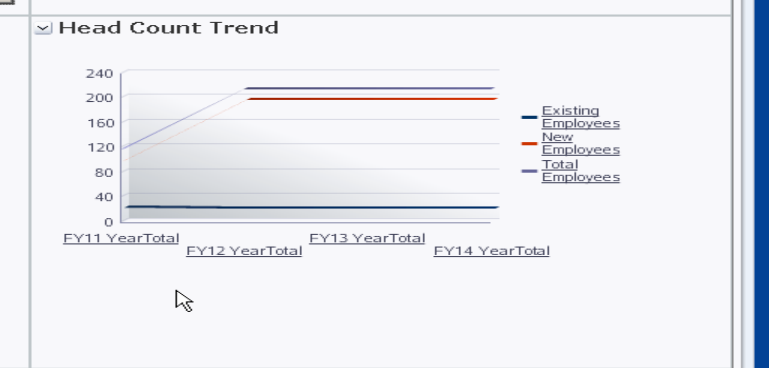
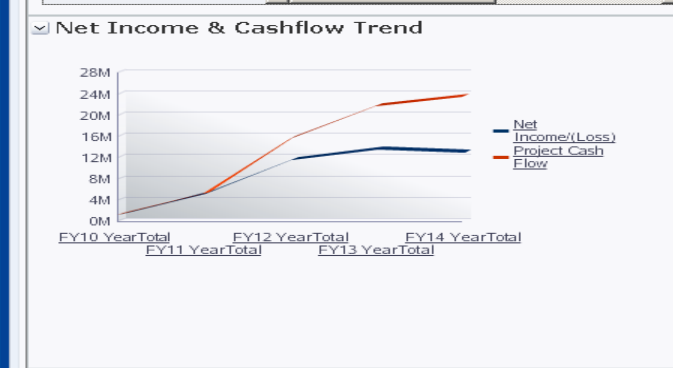
**Task List Status**

Task - Departmental Financial Performance | Task Instructions

Entity View: USA | Reporting Currency: Local | Scenario View: Plan | Version View: Working

**Current Year Financials**

	Act vs Plan	Actual	Plan
	Final	Final	Final
	FY11	FY11	FY11
	YearTotal	YearTotal	YearTotal
Net Revenue	0	19,527,479	19,527,479
Total Expenses	(7,432,611)	14,092,835	6,660,200
Income from Operations	(7,432,611)	5,434,644	12,867,279
Other Costs	0	2,259,680	2,259,680
Net Income	(7,432,611)	3,174,964	10,607,599




# Key Takeaways



**Measure the full financial impacts of projects**



**Integrate project approvals across the planning process**

A screenshot of a project planning software interface. It features a large table with multiple columns and rows, likely representing project tasks, resources, and costs. There are also some smaller panels and dropdown menus visible.

**Every company does some type of project planning**





# Rolling Forecasts

# Rolling Forecast Use Case



Variance = 6Qtr Rolling – Baseline

Baseline ~ Prior Period 6Qtr Rolling

# Adaptive Performance Management Process

## Rolling Forecast with Hyperion Planning

Administrator

The screenshot shows the 'Rolling Forecast Setup' dialog box. It contains the following fields and controls:

- Information icon and text: "Generated substitution variables will be valid for all plan types!"
- \* Start Year: Text box containing "FY12".
- \* Start Period: Text box containing "Q4".
- \* Number of Periods: Slider control ranging from 0 to 36, with a marker at 6.
- \* Prefix: Text box containing "QF".
- Reuse existing substitution variables: Check box (unchecked).
- Buttons: "Help", "Generate", and "Cancel".

- Supports Quarterly/Monthly Rolling Forecast
- Helps in replacing the monthly budget with a more frequently-based process

End User

The screenshot shows the 'Revenue Rolling Forecast' dialog box with the 'Set Rolling Forecast Variables' sub-dialog open. The sub-dialog contains two tables and a 'Shift Values By' slider.

Year		Period	
Name	Value	Name	Value
QRFFY1	FY12	QRFFPer1	Q3
QRFFY2	FY12	QRFFPer2	Q4
QRFFY3	FY13	QRFFPer3	Q1

Shift Values By: Slider control ranging from -5 to 5, with a marker at 0.

Buttons: "Apply" and "Cancel".

- Streamlines monthly reporting
- Based on Best Practices

# Seamless Rolling Forecast Set Up and Usage

The screenshot displays the Oracle Vision software interface for 'Data Form and Ad Hoc Grid Management'. A 'Rolling Forecast Setup' dialog box is open in the center, with the following settings:

- \* Start Year: FY11
- \* Start Period: Q3
- \* Number of Periods: 9 (indicated by a slider and a small table below it)
- \* Prefix: QRF

The background interface includes a 'Point of View' section with fields for Scenario, Currency, Project Element, Version, Entity, and Protect. The main grid area shows a table structure with columns for Year and Period, and rows for Account. The right sidebar contains 'Grid Properties' for Rows and Columns, and 'Dimension Properties' and 'Segment Properties' at the bottom.

# Seamless Rolling Forecast Usage

Oracle Vision interface showing a Quarterly Rolling Forecast. The main window displays a data table and a bar chart. A dialog box titled "Set Rolling Forecast Variables" is open, allowing configuration of forecast periods and shifts.

**Quarterly Rolling Forecast Data Table:**

	FY11	FY11	FY12	FY12	FY12
	Q3	Q4	Q1	Q2	Q3
Net Revenue	7,797,817	11,359,472	11,630,999	11,775,625	10,857,276
Total Expenses	6,429,942	8,461,378	8,500,595	8,560,027	7,430,443
Income from Operations	1,256,175	2,889,094	3,130,403	3,215,598	2,926,833

**Set Rolling Forecast Variables Dialog:**

Year		Period	
Name	Value	Name	Value
RF3Yr1	FY11	RF3Per1	Q4
RF3Yr2	FY12	RF3Per2	Q1
RF3Yr3	FY12	RF3Per3	Q2
RF3Yr4	FY12	RF3Per4	Q3
RF3Yr5	FY12	RF3Per5	Q4
RF3Yr6	FY13	RF3Per6	Q1

Shift Values By: [Slider from -5 to 5]

Buttons: Apply, Cancel

Legend: Existing Employees (blue), New Employees (orange), Total Employees (grey)



# Predictive Planning

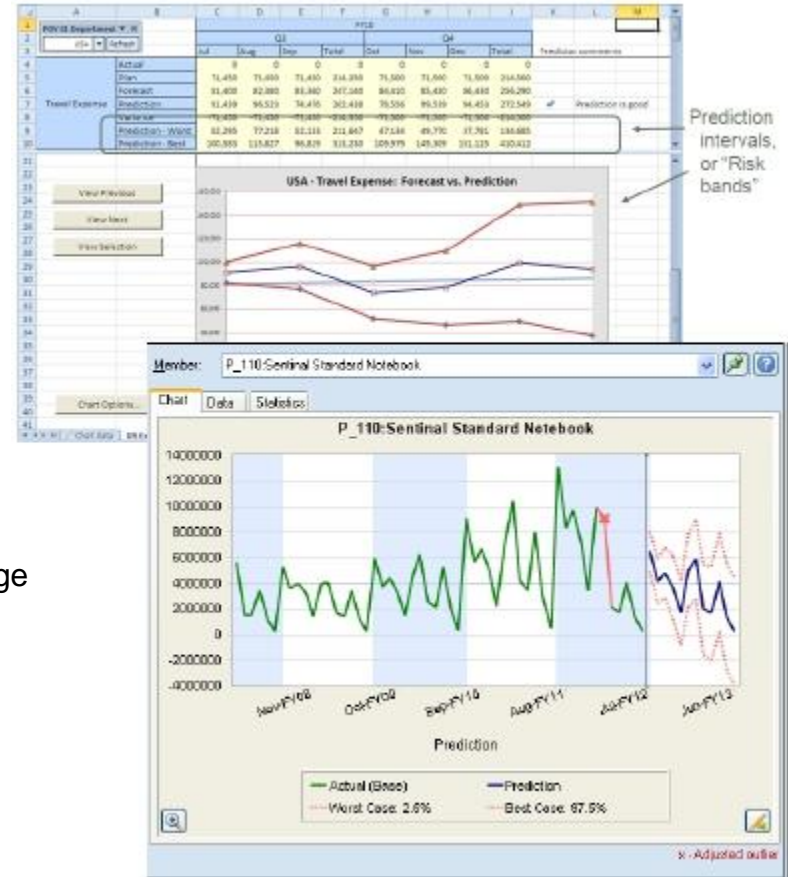
# What is Time-Series Forecasting?



Time series forecasting is the use of a **model** to forecast future events based on known past events; **to predict** data points

# Predictive Planning

- **Business problem**
  - Forecasts are often simplistic -- External forecasting packages are difficult or cumbersome
- **Value proposition**
  - Statistical forecasting built into Planning
  - Accessible to all Planning users
- **Functional details**
  - Predictive Planning an extension to Smart View
  - Predict ribbon in Smart View
  - Predictive Planning uses time-series and moving average statistical techniques.
  - Uses Crystal Ball's Predictor to analyze historical data and projects trends and patterns into the future
  - Users review forecasted values, override if needed, then submit back to Planning
  - Automatically forecast best and worst case scenarios in addition to base case





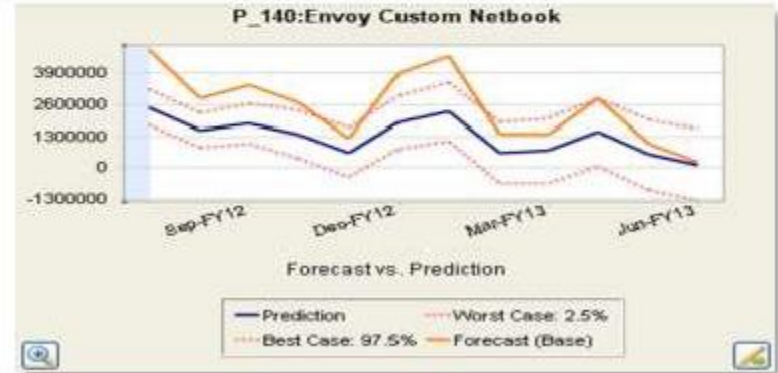
# Forecast With Confidence With Predictive Planning


- Take the subjective aspect out of forecasting
- Project into the future based on trends analysis
- Compare accuracy of past forecasts vs. past predictions
- Multiple Scenarios forecasting
- End User oriented



The screenshot shows the Microsoft Excel Predictive Planning interface. The ribbon includes Home, Insert, Page Layout, Formulas, Data, Review, View, Developer, Smart View, Planning, and Predict. The Predict ribbon has buttons for 'Set Up Data Form', 'Predict', 'Comparison Views', 'New View', 'Manage Views', 'Filter Results', 'Pivot Results', 'Create Report', 'Extract Data', and 'Help'. Below the ribbon is a data table with columns for months (Jul, Aug, Sep, Oct, Nov, Dec) and rows for 'Travel Expense', 'Meals Expense', and 'Misc Expense'. Each expense row has 'Actual', 'Plan', and 'Forecast' sub-rows. The 'Forecast' rows include checkmarks and the text 'Prediction is good' in the 'Predictor comments' column.

		Q3				Q4				
		Jul	Aug	Sep	Total	Oct	Nov	Dec	Total	Predictor comments
Travel Expense	Actual	0	0	0	0	0	0	0	0	
	Plan	1,450	1,450	1,450	4,350	1,500	1,500	1,500	4,500	
	Forecast	1,439	1,523	1,476	4,438	1,556	1,539	1,453	4,549	✓ Prediction is good
Meals Expense	Actual	0	0	0	0	0	0	0	0	
	Plan	5,520	5,580	7,200	18,300	5,510	5,890	7,660	19,000	
	Forecast	4,500	4,350	4,180	13,030	4,400	5,250	6,780	16,430	✓ Prediction is good
Misc Expense	Actual	0	0	0	0	0	0	0	0	
	Plan	6,670	7,130	9,200	23,000	7,165	7,595	9,860	24,500	
	Forecast	5,930	6,160	5,505	17,595	5,800	6,730	8,240	20,770	✓ Prediction is good





# Public Sector

# Decision Management

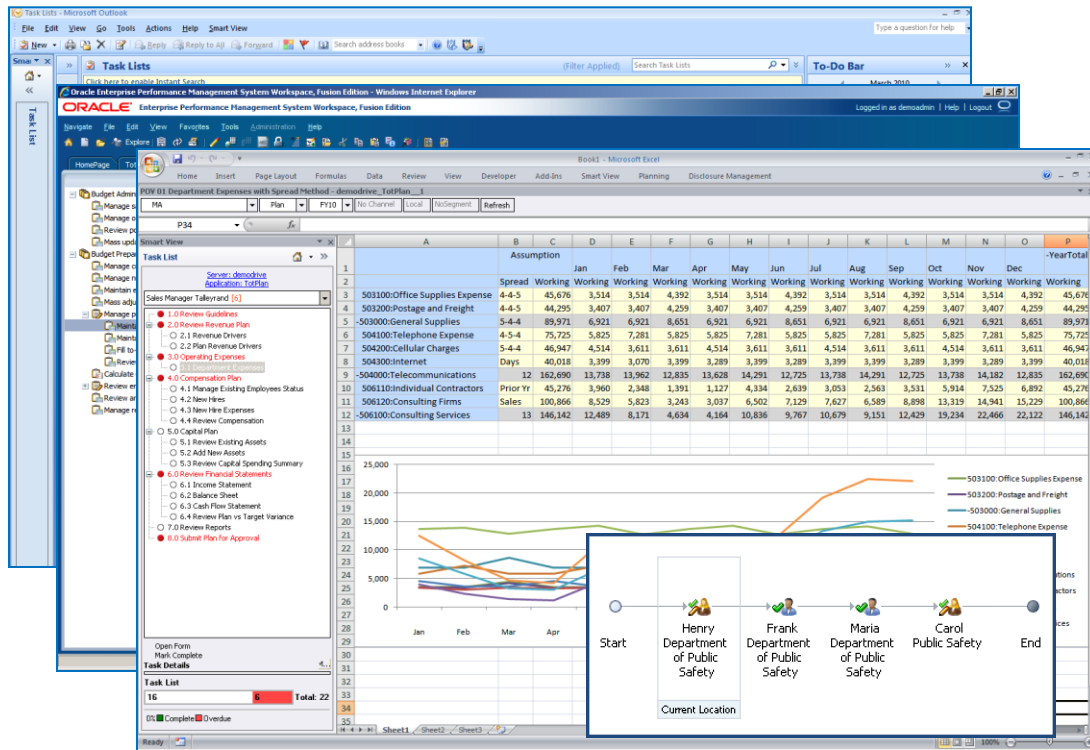
- **Summary and detailed review of budget requests**
- **Develop collaborative budget proposals among planning units**
- **Support full narrative justification and supporting detail**
- **Include/Exclude**
- **Ranking**
- **Review and approval by decision package**

The screenshot displays the Oracle Decision Management interface. The top window, titled "Decision Packages", shows a table with columns for Name, Description, Decision Package Type, Owner Entity, Scenario, Version, Budget Impact, Rank, and Amount. The "Total" row shows a grand total of \$132,188,635.60. Below this, a "Budget Requests" window is open, showing a "Create/Edit Decision Package" dialog. The "Justification" tab is active, displaying a "Program Objective" and a "Question: 1" with an "Answer: 1" field. The answer text describes a Senior Services Program for frail elderly clients, including a list of services like Adult Day Care, Protective Supervision, and In-Home Meals.

Name	Description	Decision Package Type	Owner Entity	Scenario	Version	Budget Impact	Rank	Amount
Baseline Decision Package for B...	CSL DP	All Decision Packages		Budget	Stage 0	Include	0	\$136,534,042.56
Network Upgrade	Upgrade network infrastructure for this system	Capital Budget	E3510	Budget	Stage 0	Include	1	\$0.00
Paramedic Services	Paramedic training and certification	Operating Budget	E3420	Budget	Stage 0	Include	1	\$75,000.00
Public Safety Dispatching System...	New system for public safety dispatch management - d...	Operating Budget	E3510	Budget	Stage 0	Include	1	\$297,500.00
Recruitment	Improve recruitment by reducing the testing events...	Operating Budget	E3150	Budget	Stage 0	Include	3	\$(9,080,009.00)
Reduce Contract Services	Save money by cutting back on contract based services...	Operating Budget	E3150	Budget	Stage 0	Include	2	\$(230,210.00)
Reduce Staffing Level	Propose to minimally reduce staffing levels to pay for ne...	Operating Budget	E3120	Budget	Stage 0	Include	4	\$(2,081,484.00)
Senior Services Program	Program to provide services for seniors	Operating Budget	E3160	Budget	Stage 0	Include	1	\$6,673,796.04
<b>Total</b>								<b>\$132,188,635.60</b>

# Human Capital Planning

- Out-of-the-box configurable and expandable position and employee expense budgeting
- Project and evaluate the impact of employee compensation and benefits
- Forecast the impact of new positions, workforce reductions, contract proposals
- Powerful workflow and process management for budgeting and forecasting
- Integration with ERP





# Profitability Management

# Hyperion Profitability & Cost Management

## Micro-Costing for Detailed Profitability

### Concept

- Extend HPCM to address need for detailed profitability

### Approach

- Leverage RDBMS while retaining modeling paradigm of current HPCM

### Benefits

- Granular analysis of costs and profits: Millions of customers, SKUs, subscribers, products, transactions
- Scale up with RDBMS
- Manage cost development and cost application in a single system

# Streamlined Planning Process

- Address Disconnect Across Project Based Plans and Financial Plans
- Close Loop Between Long Range Planning and Financial Plans
- Driver Based Planning
  - Leverage Composite Forms
  - Use Chart Based Forms and Approval Status Visualisations
- Rolling Forecasts
  - Process Works Better During Reforecast
- Predictive Planning Capabilities
  - Time Series Forecasting

# What's New in Enterprise Planning in 11.1.2.2

Functionality

Streamlined Planning Process

Usability

Web 2.0 Interface & Interaction

Scalability

Planning @ Speed of Business



# UI Revamp for Hyperion Planning

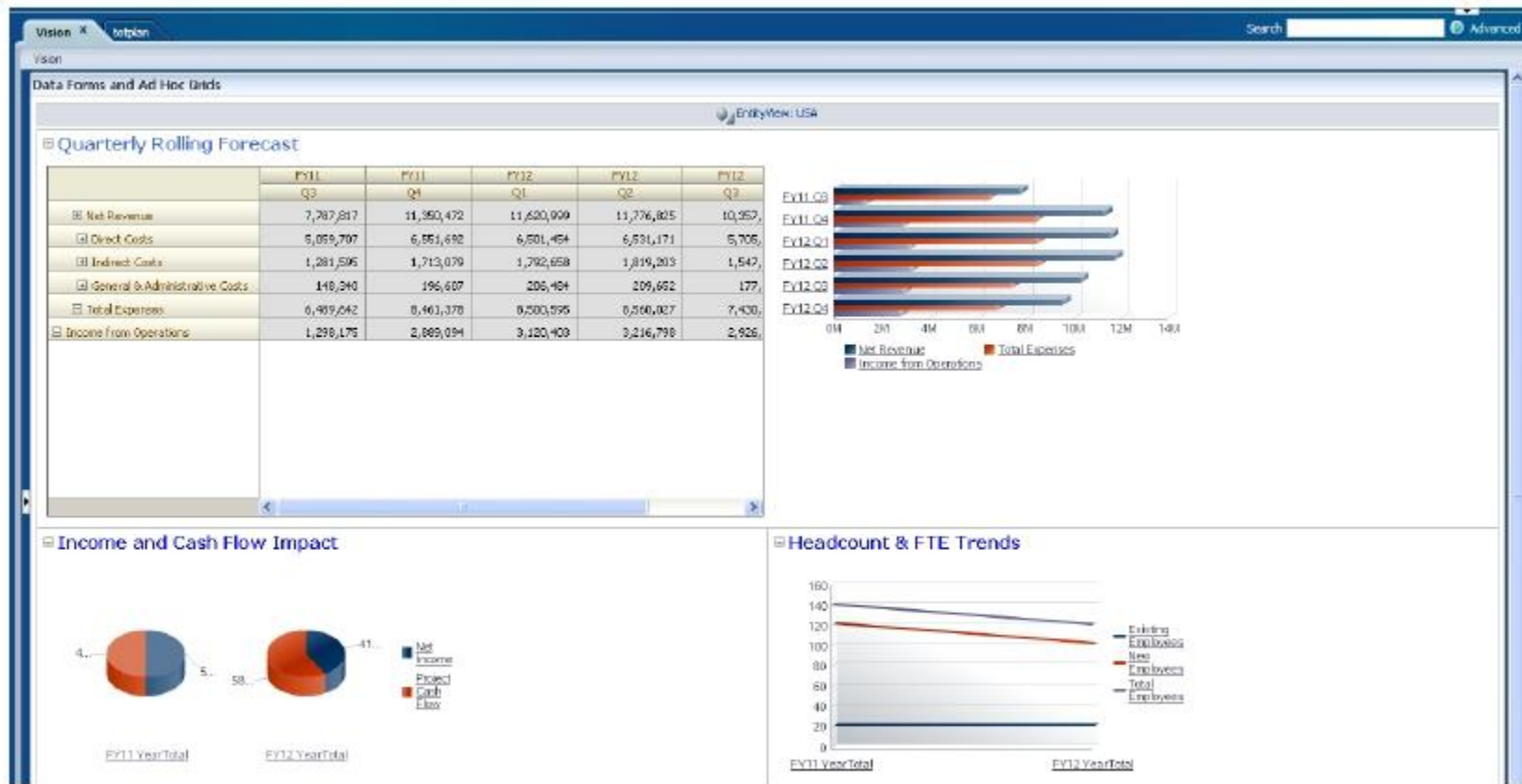
- New Data Form Grid Visualisations
- Improved Process Workflow with rich visualisations
- Intuitive and Enhanced User Interface
- Full Bi-Directional Support

# Rich User Experience

## Consistent, Web 2.0 User Experience Across Enterprise Planning



# Composite Form Based Dashboards



# Cell Attachments

totalplan

Data Forms and Ad Hoc Grids

01 Department Expenses

Channels: No Channel      Currency: Local      Segments: NoSegment

	FY10 Plan														FY09 Actual
	Year Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total	
903100 Office Supplies Expense	45,676	4,282	3,514	3,514	4,282	3,514	3,514	4,282	3,514	3,514	4,282	3,514	3,514	44,284	
903200 Postage and Freight	44,295	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	42,877	
903300 General Supplies	89,971	8,083	7,205	7,205	8,083	7,205	7,205	8,083	7,205	7,205	8,083	7,205	7,205	87,361	
902100 Travel Expense	404,542	34,175	20,543	10,862	19,770	32,305	26,676	22,892	21,965	93,278	58,463	66,414	63,339	429,639	
902200 Meals Expense	100,422	8,552	5,060	6,000	2,394	9,455	5,559	6,583	5,552	7,524	12,486	16,215	14,837	97,490	
902000 Total Travel	505,064	42,727	25,703	16,862	22,164	41,860	32,235	29,475	27,517	100,802	70,949	82,629	78,176	527,129	
904100 Telephone Expense	75,725	6,310	6,310												
901200 Cellular Charges	46,947	4,514	3,611												
901300 D cellular	40,018	3,335	3,335												
904000 Telecommunications	162,690	14,159	13,257												

**Cell Attachments**

name: (4,4) Account: 903100, Year: FY10, Scenario: Plan, Period: Mar, [edit] [delete]

View: [grid] [details]

Description	Reference	User	Date
No data to display.			

**Cell Attachments**

Description: Review Notes attached

Reference: <http://google.com>

OK Cancel

Apply to all selected cells:

OK Cancel

# What's New in Enterprise Planning

Functionality

Streamlined Planning Process

Usability

Web 2.0 Interface & Interaction

Scalability

Planning @ Speed of Business

# Planning @Speed of Business

## Exalytics for Enterprise Planning



### Enterprise Planning @Speed of Business

- Reduce planning cycle times with **6X** response time increases
- Run more planning models with finer grained detail
- Extend beyond Finance to every LOB operational planning

### What-if Analysis and Modeling

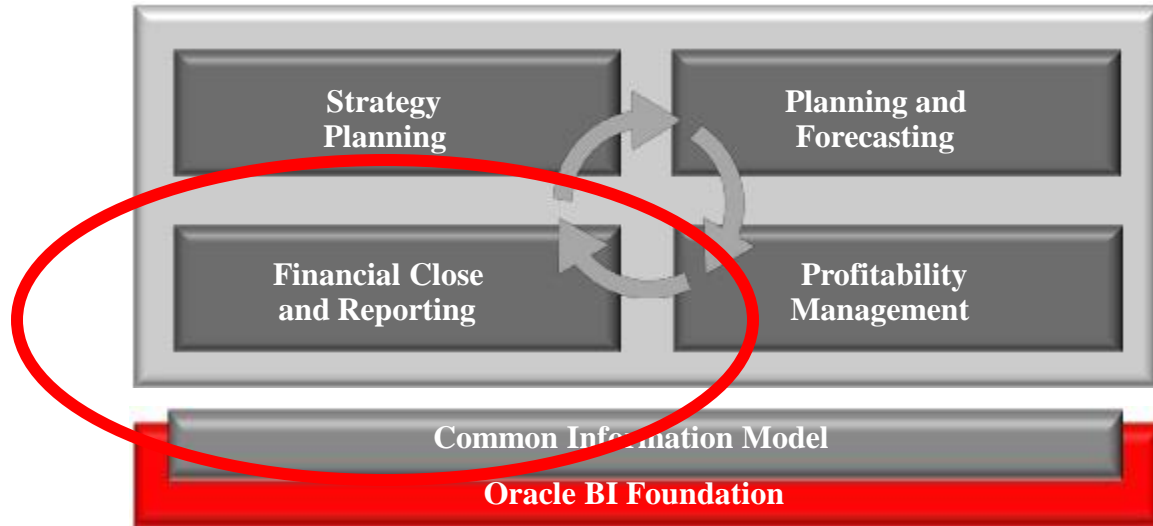
- Improve calc times by **30X**
- Scale to **1000s** of users and high volumes even during busy periods
- Improve agility – move from monthly to **intra-day** analysis

### Enables New EPM Applications

- Virtual Close: Deliver near real-time management reporting
- Predictive Planning: Super fast Monte Carlo simulations, risk based modeling

# Oracle Enterprise Performance Management

- Market-leading, Integrated Performance Management Suite



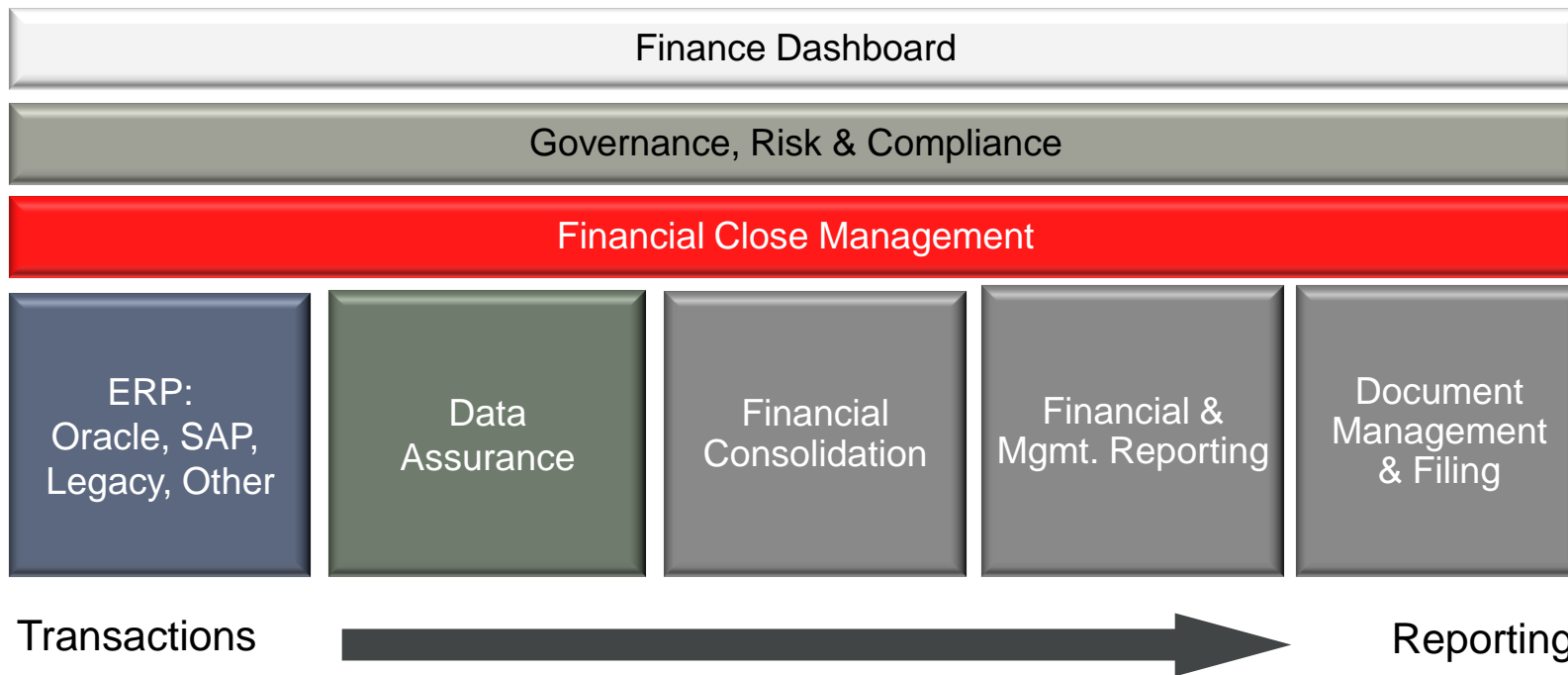
ORACLE<sup>®</sup>  
PeopleSoft<sup>®</sup>  
J D E D W A R D S



SAP<sup>®</sup>  
SIEBEL

ORACLE

# Financial Close





# Accelerated Financial Close

## Streamline Close Process Through Visibility and Automation

- **Financial Close Management**
  - End-to-end orchestration of financial close process
  - Pre-built integration with ERP systems for rapid deployment
- **New in 11.1.2.2: Account Reconciliation Manager**
  - Designed to manage global reconciliation processes: Balance Sheet, Consolidation, Local GAAP
  - Including reconciliation of accounts in third party ledger systems

The screenshot displays the Oracle Account Reconciliation Manager interface. The top section, titled 'Reconciliation Actions', shows a table with columns for Open Date, Close Date, Transaction Code, Age, Amount (Transaction Currency), Amount (Local Currency), and Amount (System Currency). Below this, the 'Transaction Detail' section provides a summary for a specific transaction, including its code, dates, description, and a breakdown of amounts in Transaction, Local, and System currencies.

Open Date	Close Date	Transaction Code	Age	Amount (Transaction Currency)	Amount (Local Currency)	Amount (System Currency)
5/27/2011	5/28/2011	My Transaction	103	100	100	2000
6/2/2011	6/2/2011	My Other Transaction 6		100	100	2000
6/2/2011	6/2/2011	Third Transaction 6		200	200	4000
6/2/2011	6/2/2011	My Fourth Transaction 25		100	100	2000
6/2/2011	6/2/2011	My Fifth Transaction	17	200	200	4000

	Transaction Currency	Local Currency	System Currency
Transaction Amount	100.00	50.00	1000.00
Actual Balance	200.00	100.00	2000.00
Expected Balance	300.00	150.00	1500.00
Difference	100.00	50.00	500.00
Adjustments	30.00	10.00	100.00
Unreconciled	80.00	-40.00	-400.00

# Account Reconciliation Manager Overview

## Typical workflow

- 1 Load Balances
- 2 Auto Reconciliation
- 3 Email Notifications
- 4 Preparation
- 5 Review
- 6 Late Notices
- 7 Monitoring

The screenshot displays the Oracle Account Reconciliation Manager interface. The main window is titled "Reconciliation Actions" and shows a summary of reconciliation actions for account "80-500-1570 - Asset Clearing". The interface includes a search bar, a table of reconciliation actions, and a detailed view of a selected transaction.

Open Date	Close Date	Transaction Code	Age	Amount (Transaction Currency)	Amount (Local Currency)	Amount (System Currency)
5/27/2011	5/28/2011	My Transaction	103	100	100	2000
6/2/2011	6/2/2011	My Other Transaction 6		100	100	2000
6/2/2011	6/2/2011	Third Transaction 6		200	200	4000
6/2/2011	6/2/2011	My Fourth Transaction 23		100	100	2000
6/2/2011	6/2/2011	My Fifth Transaction 17		200	200	4000

The Transaction Detail view shows the following information:

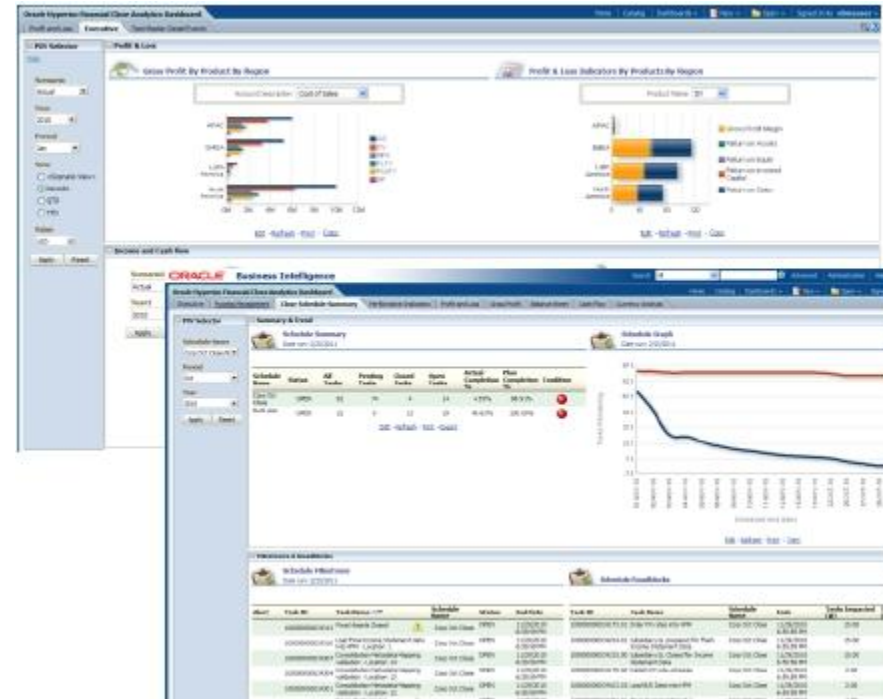
- Transaction Code: My Transaction
- Open Date: May 27, 2011
- Close Date: May 28, 2011
- Description: My short transaction description
- Date: Jun 6, 2011
- Transaction Test: Transaction Test Attribute Value
- Dollar Amt (thousands): 100

	Transaction Currency	Local Currency	System Currency
Transaction Amount	USD	CAD	EUR
Actual Balance	100.00	50.00	1000.00
Expected Balance	200.00	100.00	2000.00
Difference	100.00	50.00	1000.00
Adjustments	30.00	10.00	100.00
Unexplained	80.00	-40.00	-600.00

# Executive Visibility

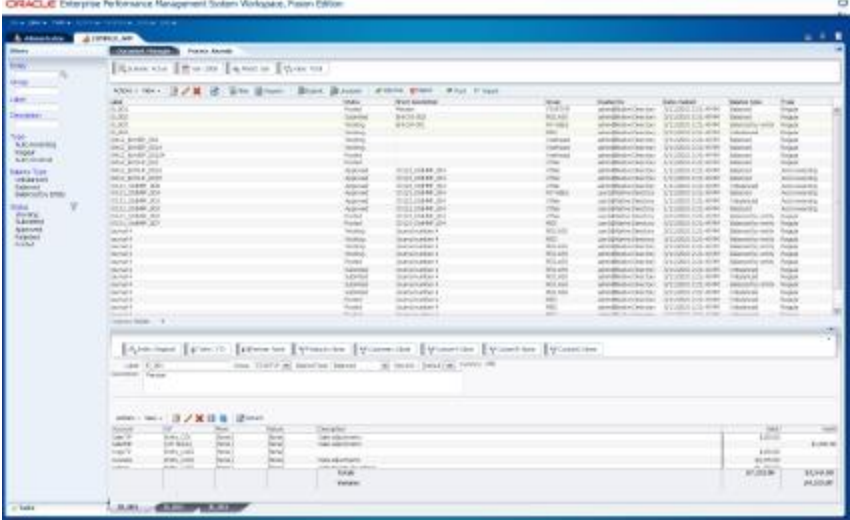
## Oracle Financial Management Analytics

- New offering that leverages OBIEE for pre-built dashboards and analytics
  - Direct, native access to data in Hyperion Financial Management and Financial Close Management
  - Packaged analytics are configurable and extensible
- Enables mobile delivery of EPM data to finance executives and business users



# Hyperion Financial Management

- Configurable Dimensionality
  - Analysing an account by 5 or more dimensions is a common need in financial services
  - Improved dimensional conformity with Hyperion Planning
- ADF Based UI – Web 2.0 style
- New Web Form/Grid Authoring
- Product Enhancements
  - POV management
  - Journal Enhancements
  - Process Control/Ownership Mgmt
  - Administration improvements
  - Load/Extract Behavior Change



The screenshot displays the Oracle Enterprise Performance Management System Workbench interface. The main window shows a data grid with columns for Account, Period, and various financial metrics. The grid is organized into a hierarchical structure, with a left-hand pane showing a tree view of the account hierarchy. The top of the interface includes the Oracle logo and the text 'Oracle Enterprise Performance Management System Workbench, Period Editor'. The grid contains multiple rows of data, with some cells highlighted in yellow. The bottom of the interface shows a summary table with columns for Account, Period, and various financial metrics, including a total row.

- Recent additions
  - SAP – Enhanced integration with FI & CO (11.1.2.1.501)
  - Oracle Fusion Applications. (11.1.2.1.501)
  - JD Edwards Enterprise One (11.1.2.2)
  - PeopleSoft Commitment Control (PSB) (11.1.2.2)
- Future Proposals
  - EBS HR
  - SAP BW
  - Oracle BI Applications

# Delivering Financial Results better with Oracle EPM 11.1.2.2

- The Office of the CFO needs to deliver predictable results.
- Driving strategic initiatives - Strategic Planning and PFP
- Today's markets are volatile - Planning
- Gaining visibility into business risk - Strategic Planning and Planning
- Taking corrective action - Planning
- Responsibilities to stakeholders - Financial Close

# Q&A