



A Real-World Implementation of FCCS: Lessons Learned and Mistakes You Do not Want to Repeat

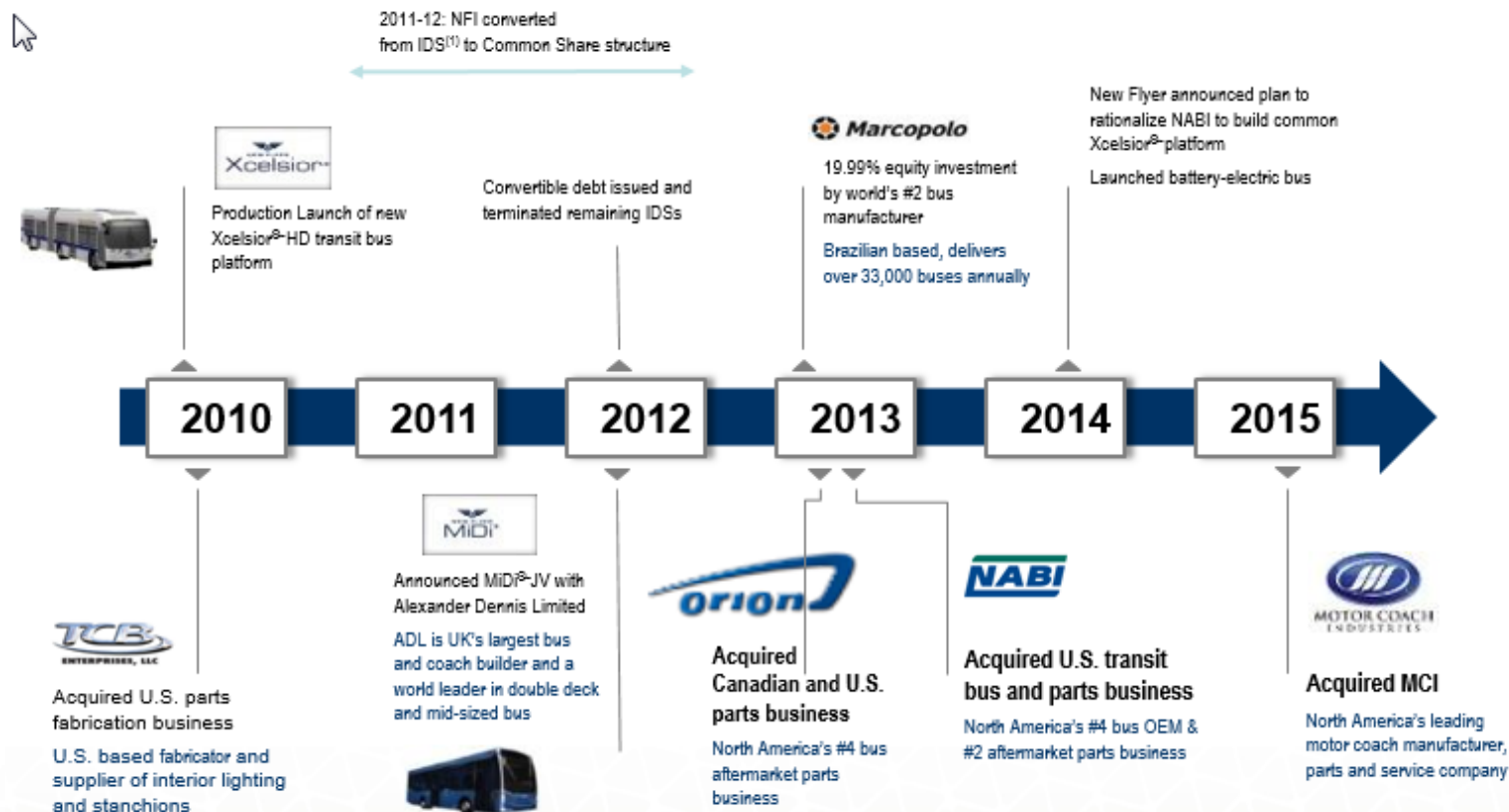
Leader in Volume, Technology, Innovation, Parts and Support

- Founded in 1930
- North America's Transit Bus and Motor Coach leader in technology and innovation:
 - Approx 41% of active HD buses in operation are NF/NABI/Orion
 - NF has approx 45% market share of heavy-duty transit bus deliveries in US/CDN
 - MCI has approx. 42% market share of US/CDN motor coach deliveries
 - NF has approx 33% aftermarkets parts market share; MCI 40%
- Approximately 5,000 employees (NF & MCI)
- Technology Leader in our market
- Major Integrator of multiple propulsion platforms
- NF continues to invest in
 - People: NF Institute
 - Facilities, Equipment and Technology: OpEx
 - Our Products: Xcelsior, MiDi, and MCI motor coaches
 - Our Customers: Supply Chain solutions, iWarranty, Lifetime support, Dedicated RPSM, LCM





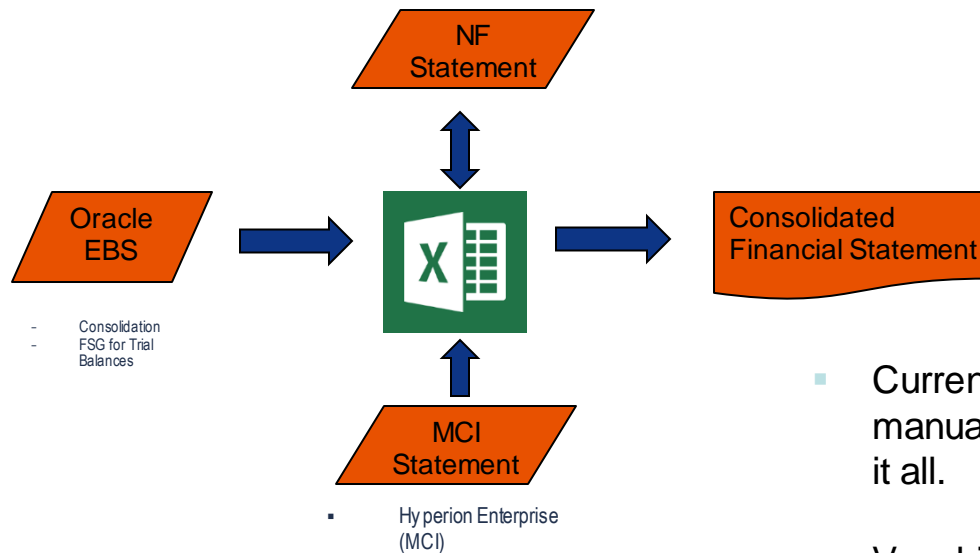
With Growth Comes Complexity



Business Problem (Current Pain Points)

- Month end process takes too long
 - Manual consolidation of business units in excel
 - Multiple ERP systems
 - Financial statements prepared in excel
 - Reconciliations prepared in excel (300+ recs completed quarterly)
 - Financial accountants spend more time data mining than performing value add analysis
- Budgeting and planning done in excel
 - Complicated budgeting and projection spreadsheets
 - Multiple inputs all consolidated manually in excel
 - Projection updates take too long
 - No rolling forecast

Financial Reporting Current State



- Current processes are very manual with excel at the center of it all.
- Very high risk of an error - significant review controls are in place to mitigate risks
- Current close process takes between 17-20 days

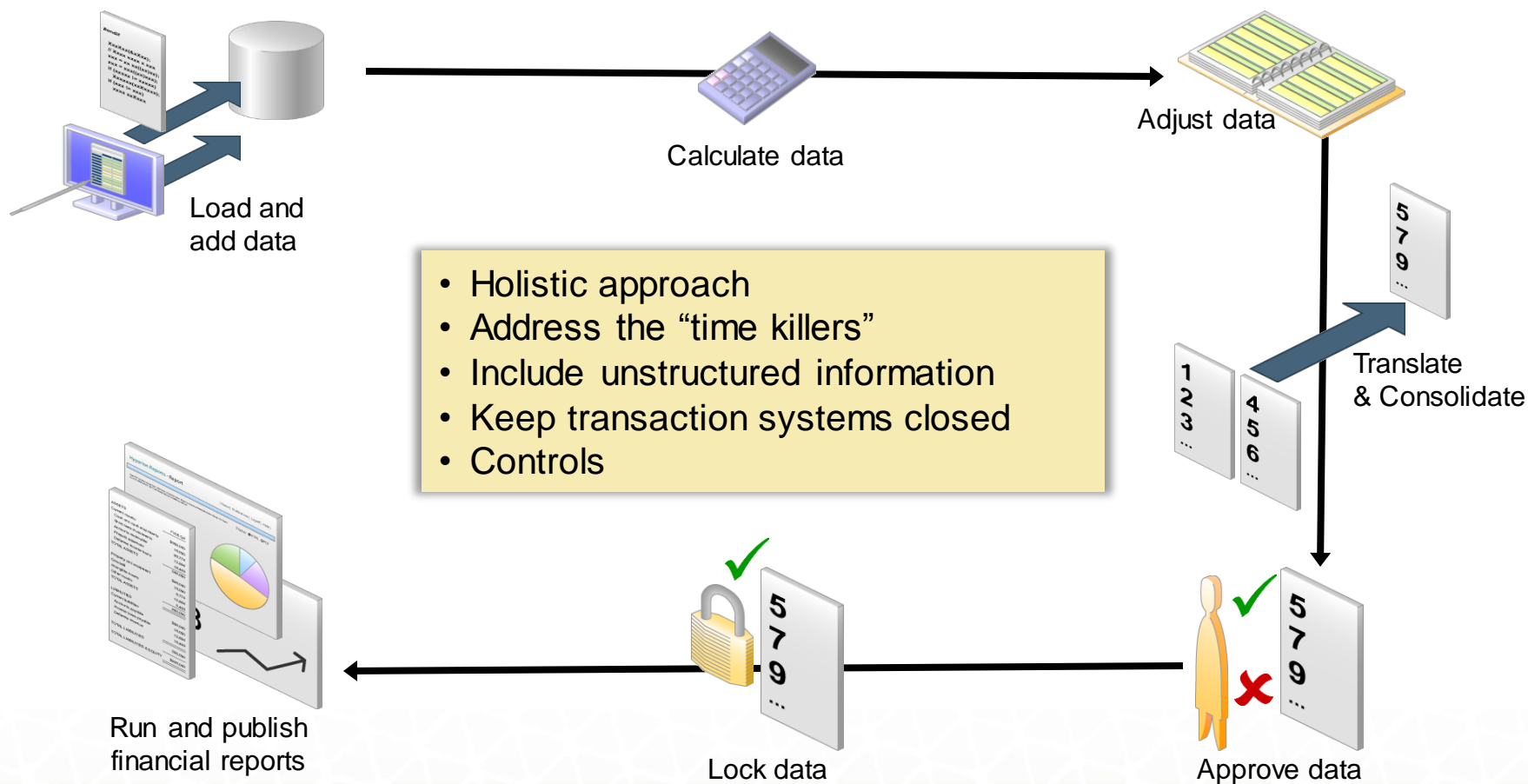
Products Being Implemented

- FCCS (Financial Close and Consolidation)
 - Eliminate manual consolidation in excel
 - Allow for management of month end tasks with improved visibility of progress
 - Automated financial statement preparation
- EPBCS (Enterprise Planning and Budgeting Cloud Service)
 - Streamline budgeting process through automation of complicated spreadsheets
 - Improved actual vs budget analysis
 - Ability to create a rolling 18 month format
 - Automated creation of key financial reports and dashboards
- ARCS (Account Reconciliation Cloud Service)
 - Automation of manual process
 - Elimination of hundreds of spreadsheets
 - Common format recs.
- DRM/DRG
 - Allow for single source of truth for GL account structure
 - Streamline COA updates in multiple systems



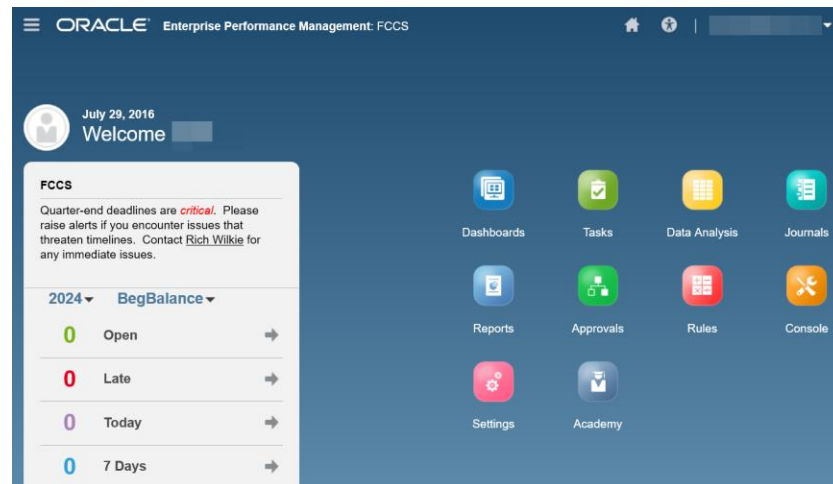
What is FCCS?

Financial Consolidation

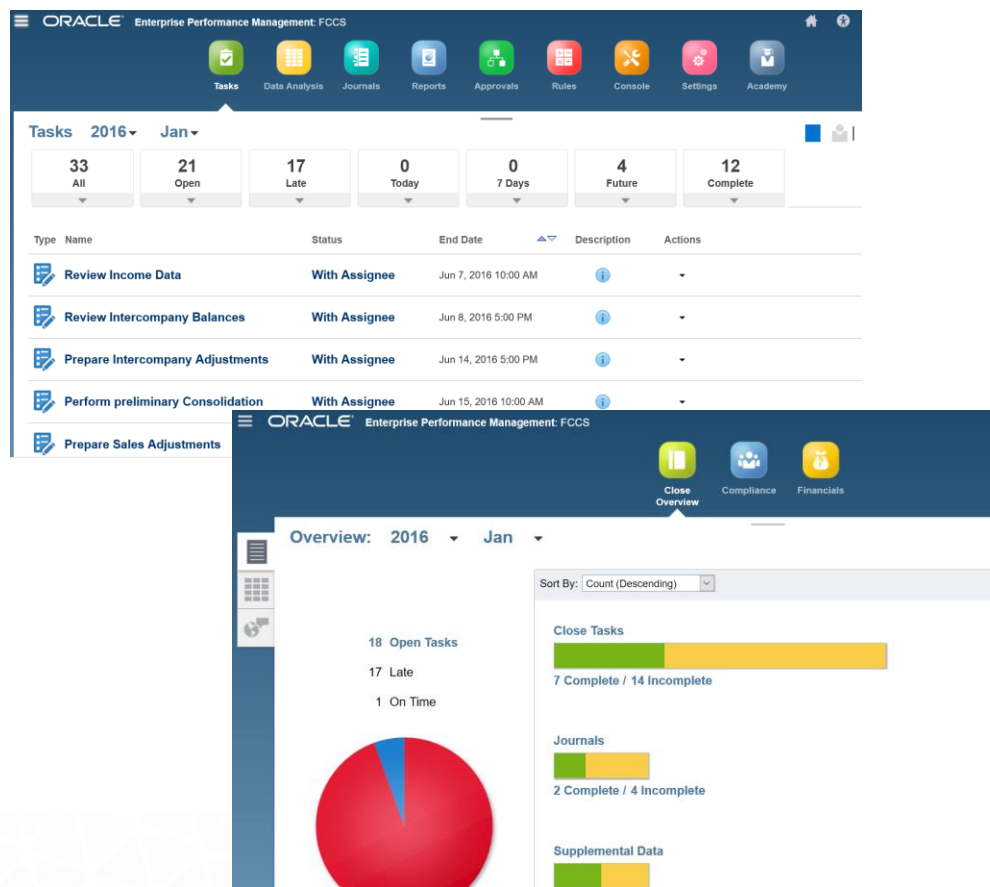


Financial Consolidation & Close Cloud Service

- Best practice management and legal entity consolidation solution on the Cloud
- *Not HFM*; Re-architected to use Essbase database and simplified UI
- Out of the box functionality with limited customization (no scripting!)
- Pre-built hierarchies, calculations, and dashboards (e.g. Balance Sheet Movement, FX/CTA calculations, automated cash flow)



- Close task management components to manage the overall process
- Includes features for intercompany eliminations, multi-currency translations, and standard consolidations
- Pre-built hierarchies
- Support “social interactions” around close and consolidation
- Includes SDM and Close Manager completely integrated



- One application per environment per pod
- System-defined and configurable options
- Pre-built:
 - Dashboards
 - Data input forms
 - Task lists
 - Business rules
 - Most dimensions and some members
 - Reports (well, not really)
- EPM Cloud platform (no hardware, software, patching, nor upgrade support required)

- Consolidation
 - Predefined dimensions with **built-in Financial Intelligence**
 - Flexible application configuration with pre-built forms & dashboards
 - **Standard consolidations & eliminations**
 - **Currency translations** and FX adjustment calculations
 - **Built-in KPI ratio analysis**
 - Custom calculations using member formulas
 - Automated Cash Flow logic
 - **Data source detail tracking with drill through capability**
- **Built on Essbase**
- **Multi-GAAP support**
- Approvals
- Journal entry with approval workflow
- **Intercompany matching**
- Data audit
- Data Management
- **Close Calendar**
 - Task Management
 - Workflow
- **Supplemental Schedules**
 - Data Collections

- FCCS and Enterprise Planning Cloud – A Match Made in Heaven?
 - FCCS is built upon the Enterprise Planning Cloud (EPC) platform
 - Concepts around data storage, calculations, and many of the features & functionality are new to HFM and Enterprise users
 - 70-80% of FCCS and EPC is the same
- What's not in this initial release (coming soon!!)
 - Custom rules
 - Advanced consolidations: Equity eliminations and minority interest
 - Consolidate, Consolidate All, and Consolidate All with Data options - only Consolidate and Translate due to streamlining
 - Smart View supports write back just like HFM, EPBCS
 - Out of the box Financial Reports (although dashboards and automated reports are included)

- **Single** EPM platform
- **Configure** not customize
- Leverage **best** practices
- **Always** up to date
- Built on 30+ years of **Hyperion** expertise



Dimensionality & Out of the Box Calculations

■ 11 Pre-defined System Dimensions

- Scenario
- Year
- Period
- View
- Consolidation
- Data Source
- Currency (50 max)
- Entity
- Account
- Movement
- Intercompany

Account
▶ FCCS_System Account
▶ Exchange Rates
▶ Entered Exchange Rates
▶ Exchange Rates System Members
▶ FCCS_Income Statement
▶ FCCS_Balance Sheet
▶ FCCS_Historical Accounts
▶ FCCS_Ratios
▶ FCCS_Liquidity Ratios
▶ FCCS_Asset Management Ratios
▶ FCCS_Profitability Ratios
▶ FCCS_Leverage Ratios
▶ ActivityRatios
▶ PerShareData
▶ ValueDrivers
▶ CustomRatios
▶ FCCS_Drivers

■ Custom Dimensions (Max 2)

- Custom1
- Custom2
- Multi-GAAP
 - Takes up 1 custom spot if this feature is selected

Data Source
▶ FCCS_Total Data Source
FCCS_No Data Source
FCCS_Intercompany Eliminations
▶ FCCS_TotalInputAndAdjusted
FCCS_Data Input
FCCS_Managed Data
FCCS_Supplemental Data
FCCS_Journal Input
▶ FCCS_SystemTypes
FCCS_RateOverride
FCCS_AmountOverride
FCCS_PCON

Consolidation
▶ FCCS_Contribution
FCCS_Elimination
▶ FCCS_Proportion
▶ FCCS_Entity Total
FCCS_Entity Input
FCCS_Entity Consolidation

- Many system defined dimensions and members – cannot be modified or removed
- Aliases can be modified for all system members
- Does not mean custom dimensions and members can't be created
- System members prefixed with “FCCS_”
- This architecture allows for static foundation across customers so that content can be shared

Dimensions

Dimensions | Performance Settings | Evaluation Order

Cube <All Cubes> | Dimension Entity | Sort Descendants | Search Name











Actions View | [Icons]

Name	Alias (Default)	Data Storage	Security	Custom Attributes
Entity		Never Share		
FCCS_Global Assumptions	Global Assumptions	Store		
FCCS_Total Geography	Total Geography	Never Share	View	
E01	North America	Never Share		
E01_0	North America Corpor	Never Share		View
E01_101	USA	Never Share		
E01_102	Canada	Never Share		
E01_103	Mexico	Never Share		
E02	Latin America	Never Share		
E03	EMEA	Never Share		
E04	APAC	Never Share		
E05	Corporate HQ	Never Share		View

- Pre-built business rules
 - No ability to modify, create, or remove
 - No custom scripting
- Member formulas available for calculations
- Member properties also affect calculations

Business Rules

▼ All Cubes All Rule Types

Type	Name	Description
	Consolidate	Executes Financial Consolidation for a given Scenario, Year, Period and ...
	ForceConsolidate	Executes the Consolidation by ignoring the internal processing flags. Th...
	Translate	Translates the consolidated data for a given Scenario, Year, Period , En...
	ForceTranslate	Executes the Translation by ignoring the internal processing flags. This...
	DataLoad_PreProcess_Consol	Rule executed as part of pre processing operation for Data Load. This ru...
	DataLoad_PostProcess_Consol	Rule executed as part of post processing operation for Data Load. This r...
	MetadataLoad_PostProcess_Consol	Rule executed as part of post processing operation for any metadata chan...
	FccsFormStatusProcessor	Rule executed as part of post processing operation for Data Form save. T...
	RefreshDataBase_PostProcess_Consol	Rule executed as part of post processing operation for Refresh Database...
	RefreshDataBase_DelegatePostProcess	This rule delegates database post processing call to Close Manager and S...

■ Calculation Statuses

Calc Status	Explanation
No Data	Current POV has never had data entered/loaded Current POV has never been calculated/consolidated.
OK	Current POV has been calculated/translated/consolidated and data is "clean"
Impacted	Current POV has data that has been changed from prior period calculations/consolidation or changes from lower level entity
System Changed (SC)	Current POV was OK but metadata changes after cube refresh might affect the current data. Therefore, it would be up to the user to decide to calculate/consolidate in order to make the status OK again.
Need Translate	Current POV needs to be translated to ensure proper translated data

Data Status - Total Geography ⓘ

Scenario	Years	Currency								
Actual	FY16	Entity Currency								
			Jan		Feb		Mar		Apr	
			Approval Status	Calculation Status	Approval Status	Calculation Status	Approval Status	Calculation Status	Approval Status	Calculation Status
<div><div></div><div>Total Geography(USD)</div></div>			Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System
North America(USD)			Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System
Latin America(USD)			Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System
EMEA(EUR)			Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System
APAC(USD)			Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System
Corporate HQ(USD)			Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System	Unlocked	System Channel System

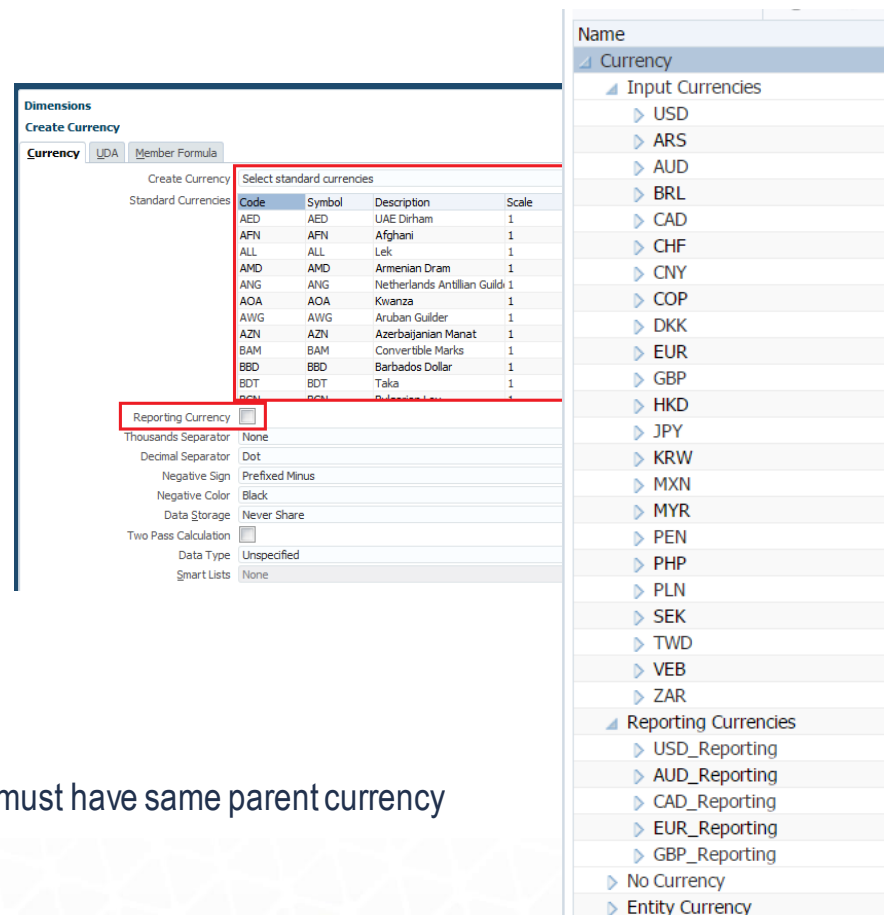
■ Locked Statuses

- Not Started
- Locked
- Unlocked

Lock - Total Geography ⓘ

Account	Scenario	Years	
Account	Actual	FY16	
		Jan	Feb
☐ Total Geography		Unlocked	Unlocked
North America		Unlocked	Unlocked
Latin America		Unlocked	Unlocked
EMEA		Unlocked	Unlocked
APAC		Unlocked	Unlocked
Corporate HQ		Unlocked	Unlocked

- **Input currencies**
 - Includes app currency and any enabled for the app
 - Assigned as valid functional currencies for Entity
- **Reporting currencies (Suffixed with “_Reporting”)**
 - For reporting and translation
 - Data not stored here until translation occurs
- **Entity currency**
 - Used for data entry, loading, and storage
 - Not a pointer to the actual currency (like in HFM)
- **Parent currency**
 - Read-only and stores translated data
 - Generated after consolidation
 - Not a pointer to the actual currency (like in HFM)
 - No “node” concept (like in HFM); an entity with multiple parents must have same parent currency



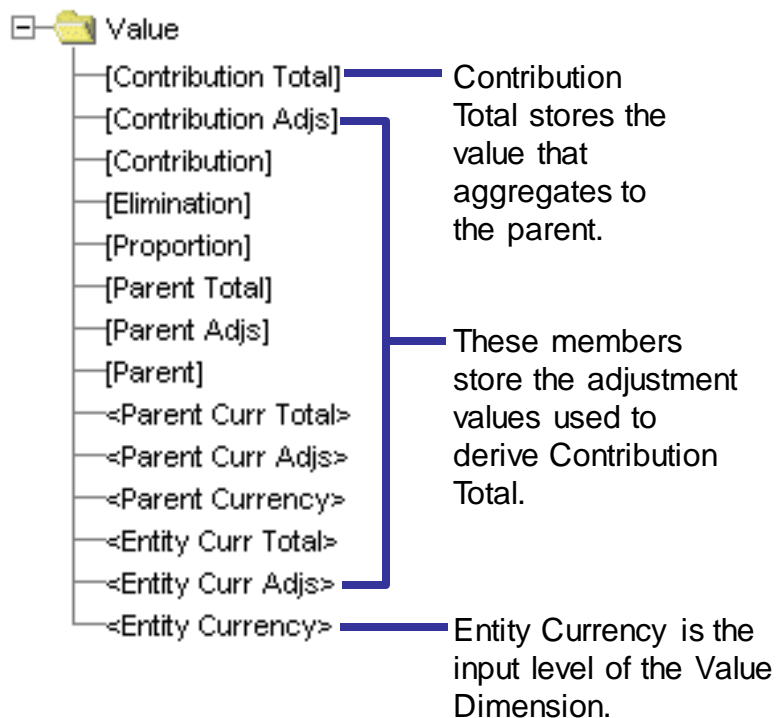
The screenshot shows the 'Create Currency' dialog box with the 'Currency' tab selected. The 'Reporting Currency' checkbox is checked. Below the dialog box is a list of currencies with columns for Name, Code, Symbol, Description, and Scale.

Name	Code	Symbol	Description	Scale
USD	USD	\$	US Dollar	1
ARS	ARS	\$	Argentine Peso	1
AUD	AUD	\$	Australian Dollar	1
BRL	BRL	R\$	Brazilian Real	1
CAD	CAD	\$	Canadian Dollar	1
CHF	CHF	CHF	Swiss Franc	1
CNY	CNY	¥	Chinese Yuan	1
COP	COP	\$	Colombian Peso	1
DKK	DKK	DKK	Danish Krone	1
EUR	EUR	€	Euro	1
GBP	GBP	£	British Pound	1
HKD	HKD	\$	Hong Kong Dollar	1
JPY	JPY	¥	Japanese Yen	1
KRW	KRW	₩	South Korean Won	1
MXN	MXN	\$	Mexican Peso	1
MYR	MYR	RM	Malaysian Ringgit	1
PEN	PEN	S/	Peruvian Sol	1
PHP	PHP	₱	Philippine Peso	1
PLN	PLN	zł	Polish Zloty	1
SEK	SEK	kr	Swedish Krona	1
TWD	TWD	\$	Taiwan Dollar	1
VEB	VEB	\$	Venezuelan Bolivar	1
ZAR	ZAR	R	South African Rand	1
USD_Reporting	USD	\$	US Dollar	1
AUD_Reporting	AUD	\$	Australian Dollar	1
CAD_Reporting	CAD	\$	Canadian Dollar	1
EUR_Reporting	EUR	€	Euro	1
GBP_Reporting	GBP	£	British Pound	1
No Currency				
Entity Currency				

- Provides audit trail from entity input to Contribution (i.e. the Value dimension in HFM); works in conjunction with Data Source dimension
- Entity Input
 - Stores input for a base entity
 - Can be used for a Parent entity but input must be entered via Journals to distinguish between Base and Parent input (vs. HFM where parent input is not allowed without the HS.Input Rule)
- Entity Consolidation
 - Only valid for parent entity – not applicable for base entity
 - Data stored here is sum of children's contribution
- Entity Total – aggregation of Entity Input and Entity Consolidation
- Proportion
 - Entity total is translated to its parent currency
 - PCON applied to the translated amount and stored in the proportion member
 - Same concept as for HFM except that proportional consolidation is not supported as consolidation is always 100% (in this release); therefore, don't enter any value into PCON

HFM Value vs. Consolidation Dimension

■ HFM



Name
<input checked="" type="checkbox"/> Consolidation
▲ FCCS_Contribution
FCCS_Elimination
▲ FCCS_Proportion
FCCS_Entity Total
FCCS_Entity Input
FCCS_Entity Consolidation
▲ FCCS_Overrides
FCCS_Rate Override
FCCS_Amount Override

- Pre-built hierarchies for both Income Statement and Balance Sheet
- Seeded with system members used for pre-built calculations
- Balance Sheet – calculation based on Traditional or Net Asset option
- Optional ratio accounts can also be selected as a feature
- All accounts are assigned one of the following financial account types: Revenue, Expense, Asset, Liability, Equity, Saved Assumption (like PBCS)
 - Time Balance is set to “flow” by default for all accounts due to B/S account association with Movement dimension
 - No need for “switch type” (as in HFM)
 - This also determines Consolidation operator (+ or -)
 - Flow accounts are translated using default Average Rate

Name
Account
> FCCS_System Account
> Exchange Rates
> Entered Exchange Rates
> Exchange Rates System Members
> FCCS_Income Statement
> FCCS_Balance Sheet
> FCCS_Historical Accounts
> FCCS_Ratios
> FCCS_Drivers

Traditional Approach

Total Balance Sheet

|___ Total Assets
 |___ Total Liabilities and Equity
 |___ Total Liabilities
 |___ Total Equity

Net Asset Approach

Total Balance Sheet

|___ Net Asset
 | |___ Total Assets
 | |___ Total Liabilities
 |___ Total Equity

Name	Alias (Default)
Entity	
FCCS_Global Assumptions	Global Assumptions
FCCS_Total Geography	Total Geography
E01	North America
E01_0	North America Corporate
E01_101	USA
E01_102	Canada
E01_103	Mexico
E02	Latin America
E03	EMEA
E04	APAC
E05	Corporate HQ

Dimensions

Edit Member : E01_101_1110

Member Properties

Attribute Values

UDA

Member Formula

Name	E01_101_1110
Description	
Alias Table	Default
Alias	MA
Base Currency	USD
Data Storage	Never Share
Two Pass Calculation	<input type="checkbox"/>
Allow Upper-Level Entity Input	<input type="checkbox"/>
Plan Type	Consol <input checked="" type="checkbox"/> Ignore
	Rates <input checked="" type="checkbox"/> Ignore
Data Type	Unspecified
Smart Lists	<None>
Enable for Dynamic Children	<input type="checkbox"/>
Number of Possible Dynamic Children	10
Access Granted to Member Creator	Inherit

■ InterCo

Name	Alias (Default)
Intercompany	
FCCS_Intercompany Top	Intercompany Top
FCCS_No Intercompany	No Intercompany
FCCS_Intercompany Entities	Intercompany Entities
ICP_E01_0	North America Corporate ICP
ICP_E01_101_0	US Corporate ICP
ICP_E01_101_1110	MA ICP
ICP_E01_101_1120	NY ICP
ICP_E01_101_1130	PA ICP
ICP_E01_101_1210	CA ICP
ICP_E01_101_1220	CO ICP
ICP_E01_101_1230	WA ICP
ICP_E01_101_1310	IL ICP
ICP_E01_101_1320	MN ICP
ICP_E01_101_1410	FL ICP
ICP_E01_101_1420	TX ICP
ICP_E01_101_2110	USA Info Technology ICP
ICP_E01_101_2120	USA Human Resources ICP
ICP_E01_101_2130	USA Facilities ICP
ICP_E01_101_2210	USA Accounting ICP
ICP_E01_101_2220	USA Payroll ICP
ICP_E01_101_2230	USA Corp Finance ICP
ICP_E01_101_2330	USA Marketing Comm ICP
ICP_E01_101_2400	USA Customer Service ICP
ICP_E01_101_2410	USA Customer Service Admin ICP

■ Movements

Movement	
▲ FCCS_Movements	Total Movements
FCCS_No Movement	No Movement
▲ FCCS_ClosingBalance	Closing Balance
▲ FCCS_TotalOpeningBalance	Total Opening Balance
FCCS_OpeningBalance	Opening Balance
FCCS_OpeningBalanceAdjustment	Opening Balance Adjustment
▲ FCCS_Mvmts_Total	Total Movement Changes
▲ FCCS_Mvmts_Subtotal	Movements Subtotal
FCCS_Mvmts_Cash	Changes in Cash
▲ FCCS_Mvmts_Operating	Movements Operating
▶ FCCS_Mvmts_NetIncome	Changes in Net Income
▶ FCCS_Mvmts_AdjustmentsToNetIncome	Adjustments to Net Income
▶ FCCS_Mvmts_ChangesInNetAssets	Changes in Net Assets
▶ FCCS_Mvmts_Investing	Movements Investing
▶ FCCS_Mvmts_Financing	Movements Financing
▶ FCCS_Mvmts_FX_Total	Total Effect from Foreign Exchange
▲ FCCS_CashFlow	Cash Flow
▲ FCCS_CashFlow_Operating	Net Cash from Operations
▶ FCCS_CashFlow_NetIncome	Net Cash from Income
▶ FCCS_CashFlow_AdjustmentsToNetIncome	Net Adjustments to Income
▶ FCCS_CashFlow_NetAssets	Net Adjustments to Net Assets
▶ FCCS_CashFlow_Investing	Net Cash from Investing
▶ FCCS_CashFlow_Financing	Net Cash from Financing
▶ FCCS_CashChange	Cash Change

- View

Name	Alias (Default)
View	
FCCS_Periodic	Periodic
FCCS_YTD	YTD
FCCS_QTD	QTD
FCCS_YTD_Input	YTD_Input

- Net Income is on Balance Sheet hierarchy under “Retained Earnings Current period”
- There will be a single CTA account to capture all of the FX to CTA for Historical Rate accounts. As the system translate the historical rate account such as Common Stock, Investment in Sub, Retained Earnings and etc (based on the override rate or amount or no override specified for the account), the amount will be accumulated to a single CTA account.
- Any accounts that are considered as Historical accounts with either a rate override or an amount override for translation will be created as a shared member under the Historical Accounts group
- For any Intercompany accounts that will be used for eliminations, they must be assigned attribute values to identify them as Intercompany accounts as well as the Plug account to be used for elimination.
- For Plug Account specification, you will need to assign the “Plug Account” attribute to the account.
- The Movement dimension is used to capture the Opening Balance, Closing Balance, the changes and FX calculations. It’s also used for Cash Flow reporting.

- Opening Balance is always calculated from prior period's Closing Balance.
- Periodic View – For First period of the year, Opening (translated) = Closing (translated) of Last period of Prior year. For any subsequent periods, Opening (translated) = Closing (translated) of Prior period of current year.
- YTD View – Opening (translated) = Closing (translated) of Last period of Prior year. Note that if it's Periodic view, FCCS will get the prior Periodic amount. If it's QTD view, FCCS will get the prior QTD amount. If it's YTD view, FCCS will get the prior YTD amount.
- Closing Balance – Closing balance is always an aggregated total where Closing = Opening + movement + FX.
- Movements – The details of movements are stored in separate member as needed and all movements will be translated using PVA method and Average Rate.
- FX Calculations – done by calculating the movement differences between Average Rate and Closing Rate.
- Historical accounts – If amount override or rate override is specified for the historical account, then we will use the applicable override for the account. Otherwise, historical account will be translated using average rate.

* Note that in HFM, all Opening calculations and FX calculations must be done via rules while these are all built-in calculations within FCCS as part of consolidation.

A Note About Alternate Hierarchies

- Supported...but limited in v1 due to the limitation of having same currency for all shared parents and no intercompany eliminations support for shared entities.
- Top (USD)
 - |____ P1 (USD)
 - |__ E1 (EUR) Never shared
 - |__ E2 (EUR)
 - |____ P2 (USD)
 - |__ E1 (EUR) shared
 - |__ E3 (EUR)

Problem is that common parent to be eliminated is always based on the “Never Shared” member. Therefore, in the above example, E1 and E2 will be eliminated at P1 as the common parent for E1 is P1. But when we eliminate E1 and E3, the common parent is still assumed to be P1 for E1 and P2 for E3 and hence it will be incorrectly eliminated at the Top entity instead of P2.

- **Remember the first year as a learning experience.** The first year is a learning experience for both knowledge of the system and for your users
- **Be as transparent as possible.** Involve others in the decision making process to help bring others into the project
- **Set expectations that are realistic.** This is version 1 so things will not go perfectly smooth and you should not expect them too. There will be system defects and possible performance issues along the way
- **Make sure you have contact information of key Oracle personnel.** This will help tremendously so you can get issues heard quickly and find the right path going forward.
- **Make sure others know the benefits of change.** Repeat the information more than once so that people get excited about the project.
- **Phase 2.** You can always put off some things you don't absolutely need until phase 2 (ARCS).

- **Ask for performance benchmarking.** Ask the vendor for performance tests to understand what you can expect. How many accounts (2K, 4K, 5K) will affect the quality of performance along with number of entities, and custom dimensions.
- **Upgrades.** This can be both sometimes a curse and a blessing. It is great to have all of the latest functionality without having to pay for upgrades and servers. Sometimes an upgrade may have an adverse effect or an unwanted change to functionality.
- **FCCS Beginning Balances.** FCCS calculates beginning balances so in order to load balance sheet data you have to load each month and subtract December ending balances for each month in order to derive the closing balance. This works differently than other Oracle products of this type.
- **Cash Flow.** Cash flow is loaded and not calculated. This will make your data reconciliation more difficult but you are not writing rules like you would with HFM or Essbase.
- **Data Movement Member.**



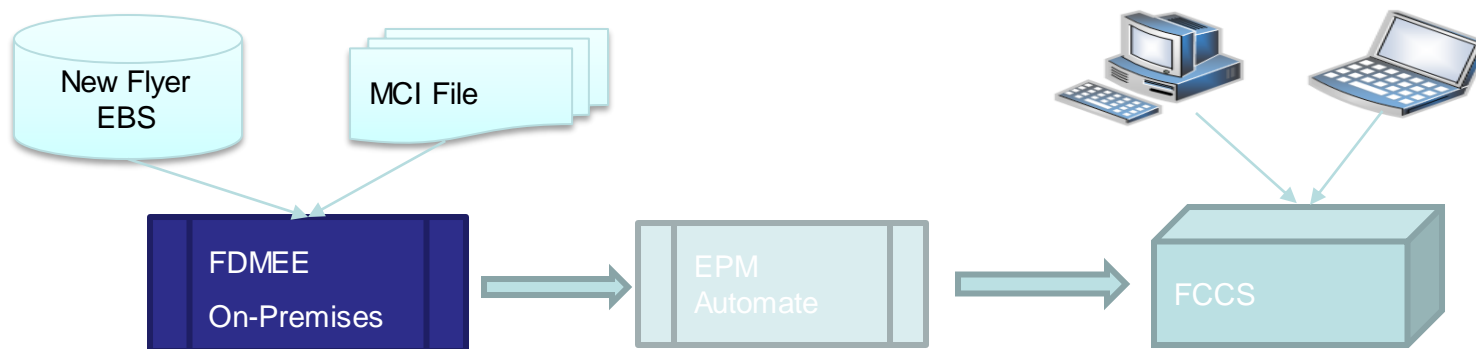
NEW FLYER®

Lessons Learned

- **Make sure you have contact information of key Oracle personnel.** This will help tremendously so you can get issues heard quickly and find the right path going forward.
- **Assigned appropriate resources to the project team with a good mix of strong financial and technical background.**
- We were early adopters so we had access to product managers which helped answer our questions much more quickly. Because the product is so new you will probably know more about FCCS than the ones who handle SR's. Having access to these channels saved us time.

- **Make sure others know the benefits of change.** Repeat the information more than once so that people get excited about the project.
- This includes management levels all the way up to CFO levels.
- It also gives the real users of the system excitement and visibility into the project. In other words don't work in a vacuum.

- **Phase 2.** You can always put off some things you don't absolutely need until phase 2 (ARCS).



- **Remember the first year as a learning experience.** The first year is a learning experience for both knowledge of the system and for your users.
- You will make mistakes and redo things because you have learned a better way of doing something. We put extra time into our implementation plan for these types of things.
- Training the admins was not an issue because we were working with the InterRel team very closely side by side so that we were experts by the time the project was not even half way through.
- **Embrace Change.** A system change will always involve a process change which can include an overhaul of how things are done. The system has its own limitation and you have to be open on doing differently to make it work.

- **Be as transparent as possible.** Involve others in the decision making process to help bring others into the project.
- We communicated the project status all the way through our organization from the users who will be using the system through upper management so everyone always knew where we were in the project.
- We had status updates with everyone in the organization and included Oracle representatives.
- We had status meetings with Oracle on the evolution of service requests that we logged.
- When logging SR requests with Oracle update the SR everyday with a request for status to make sure the SR doesn't get lost in the shuffle of things. This keeps pressure on Oracle to keep their folks working on the issue.

What We Could Have Done Better

- **FCCS Beginning Balances.** FCCS calculates beginning balances so in order to load balance sheet data you have to load each month as YTD Movements because FCCS will calculate both the beginning and the ending balance. This works differently than other Oracle products of this type.
- HFM requires that you load your full ending balance.
- FCCS requires you to take out your previous opening balance from prior year. The balance you want to load for your balance sheet is your current month ending balance minus your prior year ending balance. This will give you your YTD movement. FCCS will calculate your opening and ending balance so all you have to do is provide your movements. We found out about this later in the project.

What We Could Have Done Better

- **FCCS Beginning Balances (cont'd)** – Other oracle products let you load your balance sheet full ending balances but FCCS requires you to load your movements. For example we loaded our YTD Movements.

	Actual	Actual
	FY15	FY16
	Dec	Jan
	10105	10105
FCCS_ClosingBalance	-68,802,759	-73,656,619
FCCS_TotalOpeningBalance		-68,802,759
FCCS_Mvmts_Cash	-68,802,759	-4,853,860

- In the above example we loaded 4.8 million to cash in January and FCCS will add December's ending balance to January beginning balance giving us an ending balance of 73 million. In HFM or Essbase we would have load the 73 million to January as is but in FCCS we loaded just the YTD movement. We accomplished this using FDMEE. This will also be true of any subsequent months.

What We Could Have Done Better

- **Ask for performance benchmarking.** Ask the vendor for performance tests to understand what you can expect during your implementation. How many accounts (2K, 4K, 5K) will affect the quality of performance along with number of entities, and custom dimensions.
- You should try to know what you are getting into and some of these benchmarking test can help you determine whether or not to move forward.

What We Could Have Done Better

- **Set expectations that are realistic.** This is version 1 so things will not go perfectly smooth and you should not expect them too. There will be system defects and possible performance issues along the way.
- We needed CTA to be in the income statement. CTA is calculated but is defaulted into the balance sheet. This works for most companies in US but not for ours. This has been addressed in release 17.06 (June).
- The reports in the first generation of FCCS were not ideal. They did not look good or contained much of anything. We wrote our own reports.
- Journals did not work when having more than 2 lines in your journal. The balancing of DRs and CRs did not add the numbers correctly so you could not post journals. We had to not put journals in until a fix could be made
- Intercompany gave a different result than what we expected and was not consistent. We should have suspected the system sooner than we did. We logged an SR for this and the issue has been fixed.

What We Could Have Done Better

- **Work and develop in Production.** This goes against what we usually have done in the past where you develop in development and the promote to production. It is better to do development in production because you can test the new functionality of upgrades which will go into dev first and then a few weeks later be promoted to production. This give you time to test the upgrade and stop it if it has unwanted effects or let it go into production.
- **FCCS is not HFM and also not Oracle GL.** There were assumptions and expectations made that FCCS will behave similarly as HFM or at least apply the same logic as Oracle General Ledger. Some of the differences between the systems became challenges that required process change and redo our validations.

What to Watch Out For

- **Upgrades.** This can be both sometimes a curse and a blessing. It is great to have all of the latest functionality without having to pay for upgrades and servers. Sometimes an upgrade may have an adverse effect or an unwanted change to functionality. This will probably have less impact as the product matures.
- One upgrade increased our consolidation performance early in the project.
- After contacting the product manager a subsequent release decreased our consolidations but a recent release has increased them significantly.
- **Optimization.** On that note, the product is not yet well tuned. Formulas and calc scripts need a good Essbase optimization person to improve them. They often do unneeded things.

What to Watch Out For

- **Do Your Backups!** By performing backups you can always get back your applications. Use LCM to backup and restore your application.



Questions?

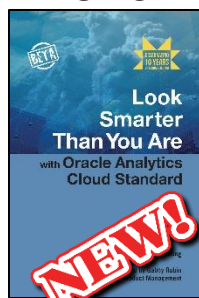


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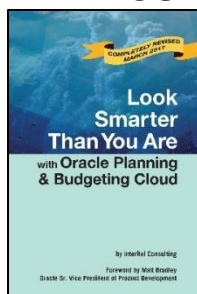
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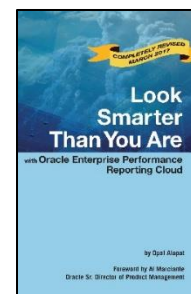
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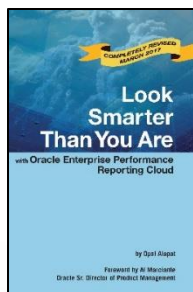
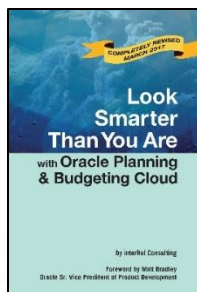
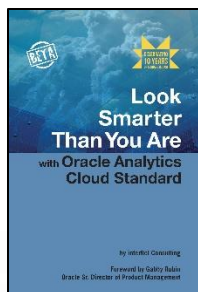
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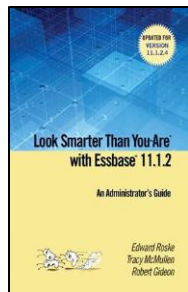
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- Execute the reporting cycle from start to finish
- Sign off or reject the final product
- Assign security
- Migrate objects between environments

Cloud

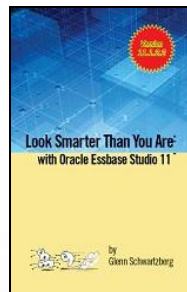


Admin/End Users

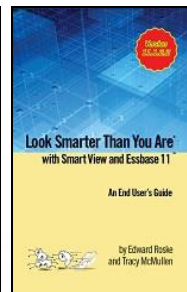
Essbase



Admin



Studio



Smart View

Planning



Admin



End User



Advanced



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