

Optimizing Finance Operations | Platform Discussion Guide

FUNCTION	BUSINESS DRIVER	PHASE 1		PHASE 2		PHASE 3	
		Business Capabilities	Platform Attributes	Business Capabilities	Platform Attributes	Business Capabilities	Platform Attributes
REPORTING AND ANALYSIS	PROVIDE TIMELY AND ACCURATE INFORMATION FOR DECISION MAKING	<p>Improve access to key operational and performance data across the company</p> <p>Share and collaborate on reports and analyses</p> <p>Provide centralized guidance and access to data within systems</p>	<p>Via IT-parameterized reports and analysis tools connected to departmental data marts that integrate data across departmental systems</p> <p>Via collaborative team workspaces</p> <p>Via application/data catalogs in conjunction with role-based security policies</p>	<p>Improve the support for decision making with access to enterprise, operational, and performance data across processes and systems</p> <p>Ensure consistent role-based security and access to appropriate data</p> <p>Allow users to consistently communicate analyses</p>	<p>Via self-serve reporting and analysis tools connected to an enterprise data warehouse</p> <p>Via group policies that define and implement granular data access permissions</p> <p>Via defined, role-based routing workflows</p>	<p>Improve the support for decision making by providing ready-access to relevant operational, performance, and financial data</p> <p>Streamline access to information and data across the enterprise</p> <p>Embed reporting within business processes</p> <p>Improve process and program execution by providing closed-loop feedback</p>	<p>Via context-sensitive dashboards and automated delivery of custom reports built by users, driven off of a comprehensive enterprise data warehouse</p> <p>Via enterprise search of workspaces, network shares, intranets, databases/data warehouses, and business applications</p> <p>Via composite applications fed by reports that users maintain</p> <p>Via reporting and analysis tools embedded into applications and the collaborative workspaces of processes</p>
BUDGETING AND FORECASTING	IMPROVE BUDGETING AND FORECASTING EFFICIENCY, ALIGNMENT, AND AGILITY	<p>Standardize budgeting and forecasting processes</p>	<p>Via secure collaborative workspaces with templates, submission version control, and collaboration features</p>	<p>Improve the strategic alignment, efficiency, accuracy, accountability, and cycle times of budgeting, planning, and forecasting processes</p> <p>Allow users to more efficiently request budget changes and approve expenditures</p> <p>Maintain robust audit trails and version control on all budget/forecast information</p>	<p>Via automated, collaborative tools that use familiar applications</p> <p>Via electronic forms with workflow and work management dashboards</p> <p>Via structured document version control and approval workflows</p>	<p>Streamline financial budget/forecast/actuals reconciliations</p>	<p>Via composite collaborative applications</p>
PROGRAM MANAGEMENT	IMPROVE CONSISTENCY IN PORTFOLIO EVALUATION AND MONITORING	<p>Allow cross-functional project teams to collaborate and execute projects more efficiently and effectively</p>	<p>Via centralized collaborative workspaces with risk, issue, action item/task tracking, and document repositories with check-in/check-out and versioning capabilities</p>	<p>Evaluate potential initiatives and project proposals using a structured process with consistent evaluation criteria</p>	<p>Via centralized portfolio proposal, selection, and management applications</p>	<p>Ensure, and clearly articulate, strategic alignment of initiatives and projects</p> <p>Consistently and efficiently monitor status, risks, and return on portfolio of initiative/project investments</p>	<p>Via enterprise strategy maps rendered in personalized collaborative workspaces</p> <p>Via centralized project management applications integrated with portfolio management applications that track initiatives/project progress against original plans and assumptions</p>
MANAGING STRATEGY AND PERFORMANCE	IMPROVE PERFORMANCE AND ALIGN WITH BUSINESS STRATEGY	<p>Improve focus on key performance indicators with timely, automated scorecards</p> <p>Improve continuous improvement focus and communication with consistent process templates, documentation, and analyses</p>	<p>Via scorecarding, reporting, and analysis tools driven off of departmental key performance indicator data marts, presented in the context of department/team collaborative workspaces</p> <p>Via department/team collaborative workspaces with centralized document libraries</p>	<p>Improve visibility into and alignment of key performance indicators across the enterprise</p> <p>Streamline manual business processes that span multiple departments</p> <p>Enable radical (end-to-end) process improvements</p>	<p>Via automated, interactive scorecards presented via collaborative workspaces that are integrated across the enterprise and driven off of a central key performance indicator data mart</p> <p>Via automated transactional workflow capabilities having electronic forms and work/process management dashboards</p> <p>Via online access to consistent, visually navigable process documentation and operating procedures integrated across departments/functions via collaborative workspaces</p>	<p>Achieve key performance indicator agility, strategic alignment, and accountability</p> <p>Provide transparency into business processes and their performances</p> <p>Streamline access to process performance and improvement data, information, and projects</p> <p>Better understand root causes and drivers of business results</p>	<p>Via personalized, dynamic key performance indicator scorecards built and rendered as strategy maps driven off of flexible key performance indicator data marts</p> <p>Via centralized process documentation with dynamically updated, integrated performance indicators</p> <p>Via enterprise search</p> <p>Via predictive analysis and data mining tools connected to data warehouses</p>
ACCOUNTING	STREAMLINE PREPARATION AND FILING OF CONSOLIDATED FINANCIALS	<p>Standardize financials consolidation process</p>	<p>Via collaborative workspaces with templates, submission version control, collaboration features, and access to key department financials driven off of a central financials data mart</p>	<p>Streamline financials consolidation process</p>	<p>Via collaboration and workflow tools around automated population from enterprise financial data marts</p>	<p>Streamline consolidated financial statement authoring</p> <p>Streamline decision support with proactive alerting and context-sensitive access to enterprise financial data</p>	<p>Via XBRL document templates and automated population from data marts</p> <p>Via user-driven report building, definition, scheduling, subscription, alerting, and automated routing, driven off of a comprehensive enterprise data warehouse</p>
MANAGING COMPLIANCE AND RISK	ACHIEVE AND MAINTAIN EFFECTIVE COMPLIANCE CONTROLS	<p>Centralize compliance, controls, and remediation status information</p>	<p>Via collaborative workspaces with document version control, work management, and list features</p>	<p>Improve consistency in, and streamline roll up of, compliance data and information</p> <p>Streamline creation and modification of compliance and control definitions</p>	<p>Via storage in central databases and collaborative workspace lists, rather than embedded in documents</p> <p>Via electronic forms and automated review and approval workflows</p>	<p>Streamline compliance reporting</p> <p>Integrate compliance policies, processes, tracking, and remediation into business applications</p>	<p>Via XML templates and automated population from compliance databases</p> <p>Via collaborative workspaces and composite applications</p>

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CAPABILITIES		B	S	R/A	D	PHASE 1	B	S	R/A	D	PHASE 2	B	S	R/A	D	PHASE 3	
CORE IO	Security & Networking					Secure remote access					Secure remote access					Session Initiation Protocol (SIP) for secure communication through presence	
	Identity & Access Mgmt					Information protection infrastructure					Directory tools for central administration of security (Group Policy objects); information protection infrastructure					Centrally-managed user provisioning across heterogeneous systems	
	Desktop, Device & Server Mgmt	Virtualization															Server consolidation for production workloads with virtualization; improve availability in branch offices
		Desktop Mgmt					Standard desktop images with operating system (OS), antivirus, management tools, and common desktop applications; automated patch management					Automated asset management (hardware and software); automated image and application deployment; desktop error monitoring of application crashes					Automated asset management (hardware and software); automated image and application deployment; desktop error monitoring of application crashes
		Server Mgmt					Monitoring present for 80% or more of critical servers					Service-level agreement (SLA) monitoring of mission-critical servers; centralized management of branch servers; monitor and report server configuration compliance against baselines or regulatory requirements					Capacity analysis solution
		Mobile Device Mgmt															
	Data Protection & Recovery					Back up/restore on all servers and service-level agreement					Back up/restore on all servers and service-level agreement					Back up/restore on all servers and service-level agreement	
	IT & Security Process					Formalized security policies					Defense planning and management					Defense planning and management	
	BPIO	Collab	Collaborative Workspaces & Portals				Collaborative workspaces are integrated with desktop productivity applications, document/content locking, and versioning capabilities					IT and end-user abilities to create collaborative processes with workflows using collaborative workspaces and portal infrastructures					Use service-oriented portal platform architecture to build sophisticated composite applications; read/write access to line-of-business data is available
			Social Computing														
UC		Messaging				E-mail and calendaring platform supports enhanced compliance capabilities that facilitate archiving, journaling, encryption, policy enforcement					E-mail and calendaring platform supports enhanced compliance capabilities that facilitate archiving, journaling, encryption, and policy enforcement					E-mail and calendaring platform supports enhanced compliance capabilities that facilitate archiving, journaling, encryption, and policy enforcement	
		IM & Presence									Secure, managed, enterprise-wide instant messaging infrastructure leveraging unified directory					Rich, integrated presence-enabled line-of-business applications	
		Conferencing									IT-supported, standardized Web conferencing					IT-supported, standardized Web conferencing	
ECM		Document & Records Mgmt				Disconnected departmental document and records repositories					Forms embedded in documents/e-mail messages for managing metadata and workflow					Structured authoring with XML schema-based document templates, XML standards (XBRL)	
		Web Content Mgmt															
		Forms									Departmental electronic forms with transactional workflow					Forms integrated with line-of-business systems and processes; forms and workflow orchestration across departments and systems	
Enterprise Search															Primary search sources are Web sites, file servers, databases, line-of-business applications, and Business Intelligence data		
BI		Performance Mgmt				Interactive, departmental scorecards where performance metrics are sourced from a database					Automated tools for budgeting, planning, and forecasting					Advanced visualization, key performance indicator strategy maps, predictive analysis, and data mining	
	Reporting & Analysis				IT-driven, parameterized reporting from defined data sources; analytical tools connecting to subject-oriented data					User-driven report building, definition, scheduling, and subscription; Web-based interactive analysis					Embedded reporting within business process		
	Data Warehousing				Basic extract, transform, and loading (ETL) packages to load subject/functional data mart					Centralized and managed data warehouse					Business Intelligence within business process automation		
User Experience					Appreciates how user experience can impact the use of applications and has a desire to support user needs					Appreciates how user experience can impact the use of applications and has a desire to support user needs					Uses user experience extensively during the project definition phase to frame solution space or opportunity		
SOA & Business Process										Automate repetitive tasks and some departmental processes that span multiple applications					Established development methodology for service-oriented architecture and services		
APO	Data Mgmt	Custom Line of Business				Standardized data services; applications conform to predefined data standards and policies					Standardized data services; applications conform to predefined data standards and policies					Standardized data services; applications conform to predefined data standards and policies	
		ISV Line of Business															
	Data Warehousing					Data marts use basic ETL packages, common database management, and performance tools					Deliver holistic business view					Real-time integration, availability, and management across data warehouse, operational data stores, reporting systems, and online analytical processing (OLAP) systems	
	Platform															Active development on modern tools and platforms; possible mission-critical, composite applications	
Dev	Application Lifecycle Mgmt															Standard methodology, experience w/ lifecycle tools, team members dedication to distinct SDLC roles	
	Custom Applications										Stored procedure development					Multiple-tier development	
CATEGORY PRODUCTS		Microsoft Dynamics AX: Account allocations based on preset criteria for actual or budget amounts					Microsoft Dynamics AX: Schedule forecast and master planning					Microsoft Dynamics AX: Financial data analysis and measurement with customizable dimensions					

Rationalized/Advanced
Dynamic
Basic
Standardized

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