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Sustavi za podršku kontrolingu temeljeni na IBM Cognos tehnolgiji

Zagreb, 24.09.2015.

Poslovna inteligencija d.o.o.
Slađana Krpić

poslovna
inteligencija

Sadržaj

- Poslovna inteligencija – o nama
- Zašto i kada nam treba sustav za podršku kontrolingu
- Projekt uvođenja sustava za podršku kontrolingu
- Kako odabrati pravi alat
- IBM Cognos – podrška za planiranje, izvještavanje, analizu i strateški management

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O nama

- Vodeći implementator DWH/BI rješenja u JIE
- 90+ zaposlenika
  - 75 konzultanata
    - preko 400 čovjek-godina iskustva
- Preko 80 korisnika u 14 godina
- Više od 150 uspješno dovršenih projekata

bird consulting

HRV (2001.)
SRB (2006.)
CG (2008.)
SLO (2010.)
BIH (2010.)
UK (2011.)

IBM Premier Business Partner

EMC²

PANORAMA

SAP

informatica

Microsoft GOLD CERTIFIED Partner
Business Intelligence
Data Management Solutions

tableau SOFTWARE

ORACLE PARTNER

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Naša područja djelovanja

Strateški ICT konzalting

Analiza, dizajn, razvoj, implementacija, podrška i edukacija

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Naše reference

Telekomunikacije	Bankarstvo	Maloprodaja Distribucija	Proizvodnja	Javni sektor
Hrvatski Telekom	INTESA SANPAOLO CARD	KONZUM	jgl	MINISTARSTVO POLJOPRIVREDE, ŠUMARSTVA I VODNOGA GOSPODARSTVA
T-Mobile	HYPO GROUP ALPE ADRIA BANK	TISAK	TDR	ZAGREBAČKI HOLDING d.o.o.
Sunrise	HYPO GROUP ALPE ADRIA LEASING	ATLANTIC GRUPA	Holcim	НАЦИОНАЛНА СЛУЖБА ЗА ЗАПОШЉАВАЊЕ
vip	ERSTE BANK Croatia	ORBICO	Dukat	RPIS IT
ERONET	Basler	Mercator	ZAGREBAČKA PIVOVARA	BEOGRADSKI VODOVOD I KANALIZACIJA
Crnogorski Telekom	HBOR	AUTOZUBAK	ledo	RADIO TELEVIZIJA SLOVENIJA
telenor			Franck	
Telekom Slovenije				

Cilj kontrolinga

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Od podataka stvaraju informaciju koja služi kao znanje pri donošenju dobre poslovne odluke

Podaci nisu informacija!
Informacija = Podaci + Struktura

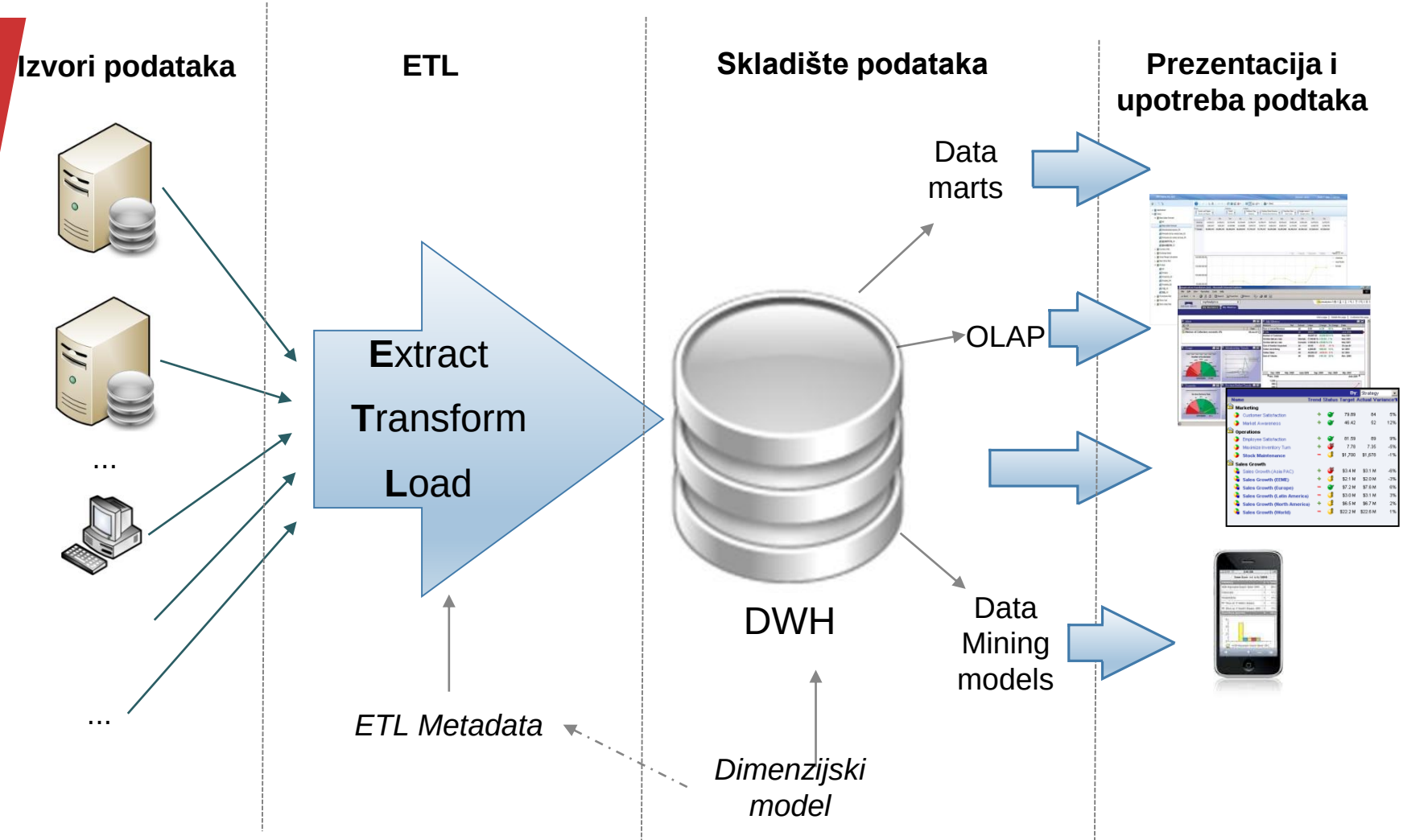
Informacija nije znanje!
Znanje = Informacija + Analiza

Znanje nije odlučivanje!
Odluka = Znanje + Ljudski faktor

Zašto trebamo sustav za podršku kontrolingu?

- Koji(e) proces(e) želimo podržati:
  - Konsolidacija podataka iz različitih izvora?
  - Izvještavanje nad raspoloživim podacima?
  - Izvještavanje nad dodatno preoblikovanim/obogaćenim podacima?
  - Izračun profitabilnosti?
  - Simulacije budućih posljedica današnjih odluka?
  - Pronalaženje skrivenih trendova u podacima?
  - Planiranje? (Rolling) forecast? Prognoze?
  - Standardizacija vizualizacije?
  - BSC?
  - ...

Tipična arhitektura sustava



Kako definirati projekt za uvođenje sustava za podršku kontrolingu?

- Različiti pristupi organizaciji projekata
- Preporuka -> Sagledati veliku sliku i osnovni cilj projekta, izvršavati korak po korak
    1. Definirati procese koje dugoročno želimo podržati -> CILJ i OPSEG sustava
    2. Prioritizirati zahtjeve i vremenski okvir-> FAZE i PROJEKTNI PLAN budućeg projekta
    3. Identificirati vlasnike procesa - >KLJUČNI ČLANOVI PROJEKTNOG TIMA

Vremenski okvir projekta

- Ovo nije jednokratni projekt
  - „projekt” koji nikad ne završava
  - ako za to niste spremni, ne započinjite
- Kompanije trebaju težiti razvoju BI kulture, a Kontroling u tome treba imati ključnu ulogu
  - Odluke se donose bazirano na činjenicama
  - U donošenju odluka sudjeluju gotovo svi zaposlenici
  - Učinkovitost pojedinca ovisi o raspoloživosti informacija
  - Dostup do BI sustava treba svima
  - Informacije se dijele i potiče se transparentnost

Potrebni resursi za realizaciju projekta

- **Podaci**
  - Gdje se nalaze podaci?
  - Kakve su kvalitete?
  - Imamo li sve potrebne podatke?
- **Ljudski resursi**
  - Vođenje projekta
  - Definicija zahtjeva i testiranje -> Vremenski zahtjevno!
  - Implementacija
- **IT infrastruktura**
  - HW i SW
  - Odabir pravog alata

Kako osigurati uspješnost projekta?

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- Osigurati adekvatnu podršku managementa
- Osigurati raspoloživost i dediciranost članova tima
- Težiti ostvarenju dugoročnih ciljeva kroz male korake
- Imati jasnu sliku o raspoloživosti i kvaliteti podataka
- Odabrati alate koji mogu zadovoljiti sve vaše potrebe

Kako odabrati pravi alat?

- Imati na umu sve procese i zahtjeve koje želite podržati -> provjeriti funkcionalnosti alata
- Skalabilnost alata koja podržava rast poduzeća
- Provjeriti reference alata i implementatora
- Osigurati adekvatnu podršku i raspoloživost partnera za implementaciju
- Uspoređivati alate prema unaprijed definiranim kriterijima

IBM Cognos - Integracija analitičkih sustava

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Reporti, dashboard-i i planski modeli kreirani pomoću IBM Cognos alata (BI, TM1, SPSS)

Prediktivna analitika

Temporal Causal Modeling
- Otkrivanje kauzalnih veza
- Procjenjivanje lead-lag indikatora
- Procjenjivanje snage veza između pokazatelja

Planiranje i praćenje performansi

Integrirana analika
- Otkrivanje problema pomoću definiranih KPI-eva
- Analiziranje uzroka preko uzročno posljedičnih veza
- Procjena utjecaja alternativnih scenarija
- Omogućeno brzo i efikasno donošenje odluka
- Podrška procesu planiranja

Advanced analytics increase visibility, insight and control over performance

What – if analize

Scenario Planning
- Multidimenzionalne poslovne stukture
- Procjena utjecaja različitih pretpostavki
- Instantno izvještavanje o alternativnim senarijima

Podaci

- Data Warehouse
- Data Integration
- Izvorni sustavi– ERP, G/L, Legacy Systems

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Obogaćivanje tradicionalnog BI sa prediktivnom analitikom i what if scenarijima

Procjenite utjecaj alternativnih scenarija i omogućite efikasnije i lakše donošenje odluka

Mjerite i pratite ostvarenje planova i odstupanja

Kreirajte osnovni forecast i alternativne scenarije

Koristite povijesne podatke za utvrđivanje uzročno posljedičnih veza između operativnih drivera i financijskih rezultata

Identificirajte uzrok i predvidite buduće stanje koristeći prediktivne modele

Executive dashboard

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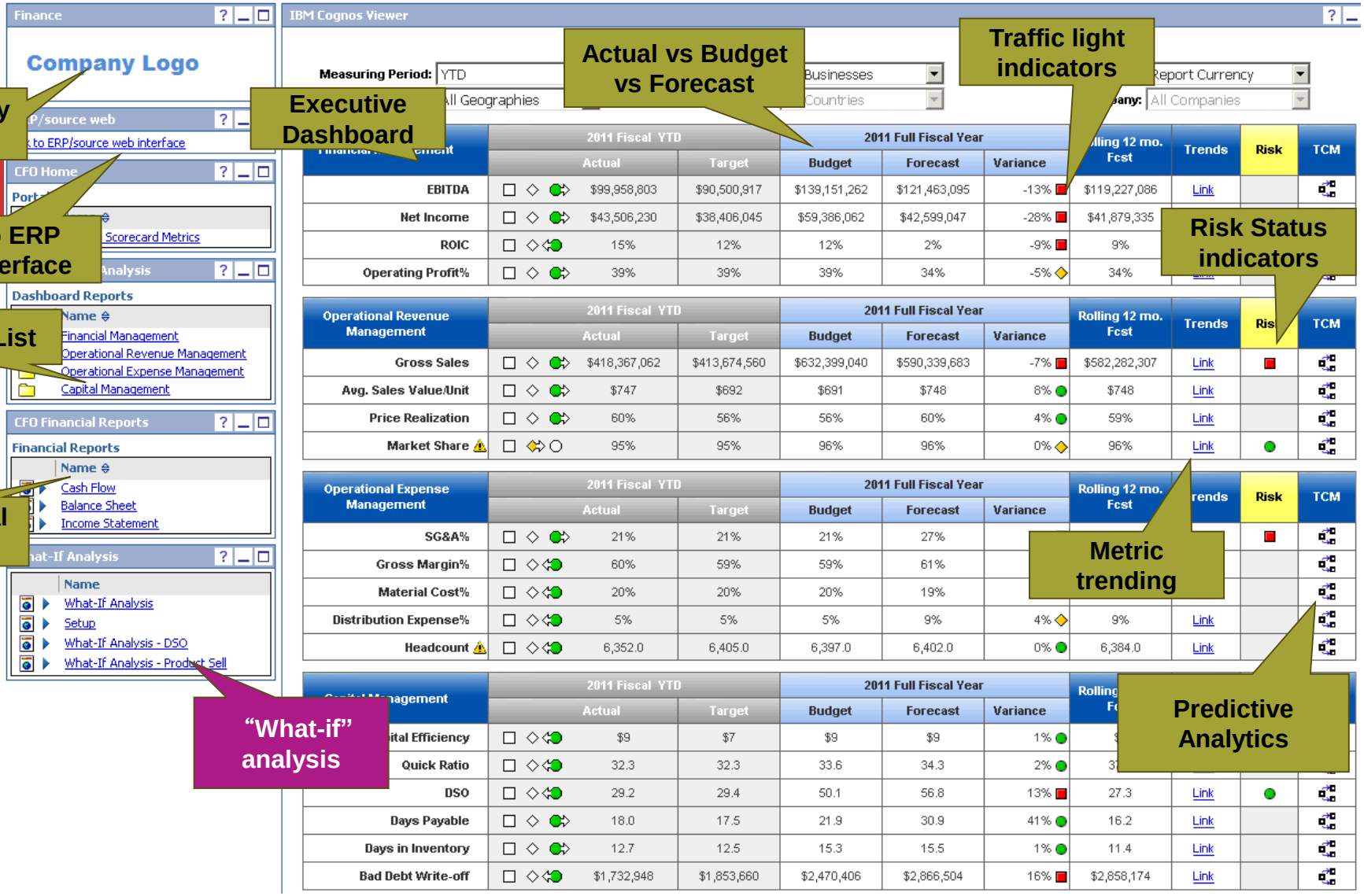

What-if analiza

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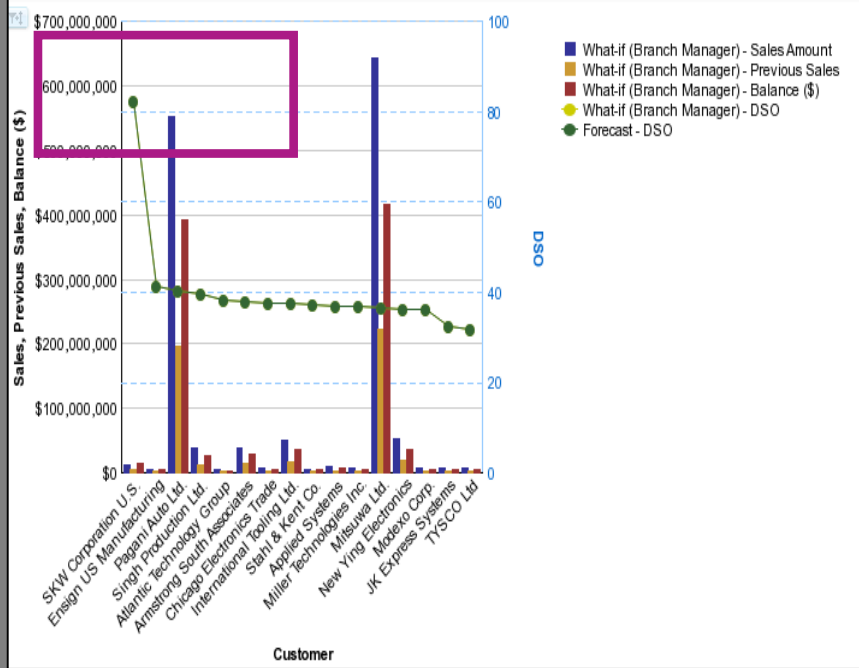
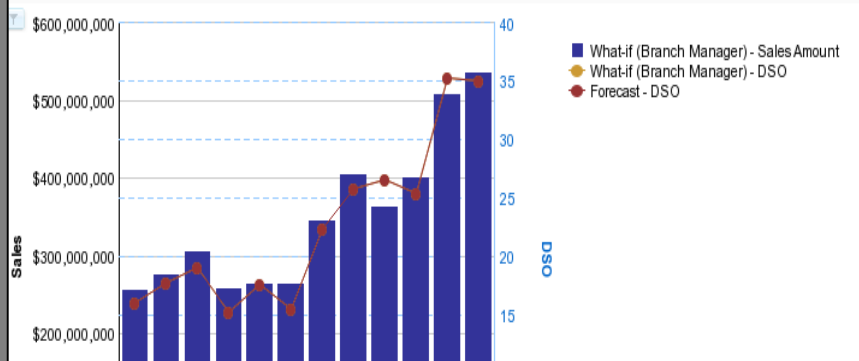
Layout and Style | Insert | What-If Analysis - DSO

DSO Analysis - By Customer



DSO Analysis - By Period



Balance Sheet

Rows: Month [Month] | Columns: BalanceSheetMeasure [BalanceSheetMeasure], Scenario [Scenario] | Context: 2011 [Year], NewYork [Organization], Balance [BSChange], TransactionCurrency [Currency]

	shAndCashEquivalents		Receivables			AccountsReceivable		
	Forecast	WhatIfBranchManager	Actual	Forecast	WhatIfBranchManager	Actual	Forecast	WhatIfBranchManager
Jan	$6,043,683	$6,043,683	$890,048	$565,327	$565,327	$1,174,106	$851,346	$851,346
Feb	$6,063,261	$6,063,261	$964,322	$921,288	$921,288	$1,281,917	$1,229,142	$1,229,142
Mar	$6,452,677	$6,452,677	$919,138	$1,282,097	$1,282,097	$1,266,272	$1,608,563	$1,608,563
Q1	$6,452,677	$6,452,677	$919,138	$1,282,097	$1,282,097	$1,266,272	$1,608,563	$1,608,563
Apr	$7,268,901	$7,268,901	$813,335	$545,354	$545,354	$1,182,202	$891,026	$891,026
May	$7,293,403	$7,293,403	$793,665	$954,486	$954,486	$1,186,020	$1,312,785	$1,312,785
Jun	$7,794,621	$7,794,621	$523,661	$781,585	$781,585	$943,337	$1,144,311	$1,144,311
Q2	$7,794,621	$7,794,621	$523,661	$781,585	$781,585	$943,337	$1,144,311	$1,144,311
Jul	$7,668,586	$7,668,586	$1,588,185	$1,414,373	$1,414,373	$2,035,850	$1,794,504	$1,794,504
Aug	$7,629,653	$7,629,653	$1,904,649	$2,616,931	$2,616,931	$2,375,510	$3,007,757	$3,007,757
Sep	$9,273,280	$9,273,280	$1,734,910	$1,842,449	$1,842,449	$2,218,459	$2,257,763	$2,257,763
Q3	$9,273,280	$9,273,280	$1,734,910	$1,842,449	$1,842,449	$2,218,459	$2,257,763	$2,257,763
Oct	$9,044,453	$9,044,453	$0	$3,177,950	$3,177,950	$0	$3,610,775	$3,610,775
Nov	$6,617,801	$6,617,801	$0	$6,589,976	$6,589,976	$0	$7,048,932	$7,048,932
Dec	$4,502,247	$4,502,247	$0	$9,567,208	$9,567,208	$0	$10,051,487	$10,051,487
Q4	$4,502,247	$4,502,247	$0	$9,567,208	$9,567,208	$0	$10,051,487	$10,051,487
TotalYear	$4,502,247	$4,502,247	$1,734,910	$9,567,208	$9,567,208	$2,218,459	$10,051,487	$10,051,487

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DSO What-if Analysis

Rows: Month [Month] | Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure] | Context: 2011 [Year], TotalBusinessUnit [BusinessUnit], NewYork [Organization], SKWCorporationUS [Customer]

	Debit	Credit	SalesAmount	PreviousSales	AccountsReceivable	DSO	BadDebtAllowance	BadDebtWriteOff	BadDebtRepaid
Jan	$5,476,599	$4,612,461	$1,672,855	$3,888,053	$851,346	15.78	$21,416	$12,792	$13,489
Feb	$2,916,757	$1,678,006	$2,065,411	$1,672,855	$1,229,142	17.26	$22,183	$9,608	$9,260
Mar	$3,722,243	$2,100,250	$2,493,101	$2,065,411	$1,608,563	20.00	$19,015	$13,431	$13,028

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DSO What-if Analysis

Rows: Month [Month]
Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure]
Context: 2011 [Year] | TotalBusinessUnit [BusinessUnit] | NewYork [Organization] | SKWCorporationUS [Customer]

	Debit	Credit	SalesAmount	PreviousSales	AccountsReceivable	DSO	BadDebtAllowance	BadDebtWriteOff	Ba
Mar	$13,706,608	$8,390,717	$6,231,367	$2,065,411	$1,608,563	23.49	$62,614	$35,831	
⊞ Q1	$3,298,722	$2,399,610	$1,690,159	$2,493,101	$891,026	15.82	$17,565	$8,086	
Apr	$3,030,933	$1,705,597	$2,139,907	$1,690,159	$1,312,785	19.02	$11,956	$12,551	
May	$3,222,302	$2,063,330	$1,909,517	$2,139,907	$1,144,311	17.98	$8,282	$14,661	
Jun	$9,461,826	$6,168,537	$5,739,583	$2,139,907	$1,144,311	18.14	$37,803	$35,298	
⊞ Q2	$3,702,553	$1,892,842	$2,558,242	$1,909,517	$1,794,504	21.75	$24,102	$15,206	
Jul	$5,261,292	$2,239,100	$3,466,788	$2,558,242	$3,007,757	26.90	$15,944	$14,436	
Aug	$5,998,379	$3,722,866	$2,990,622	$3,466,788	$2,257,763	22.65	$22,808	$17,750	
Sep	$12,237,954	$7,854,808	$9,015,652	$3,466,788	$2,257,763	23.04	$62,854	$47,392	
⊞ Q3	$5,758,227	$2,134,842	$3,500,464	$2,990,622	$3,610,775	31.98	$21,661	$12,611	
Oct	$7,375,297	$318,531	$3,764,522	$3,500,464	$7,048,932	36.17	$22,937	$7,834	
Nov	$10,997,032	$939,311	$3,948,100	$3,764,522	$10,051,487	78.92	$22,040	$6,234	
Dec	$17,211,465	$3,392,683	$11,213,086	$3,764,522	$10,051,487	82.47	$66,638	$26,679	
⊞ Q4	$17,211,465	$3,392,683	$11,213,086	$3,764,522	$10,051,487	82.47	$229,909	$145,200	
⊞ TotalYear									

Promjena dana potraživanja

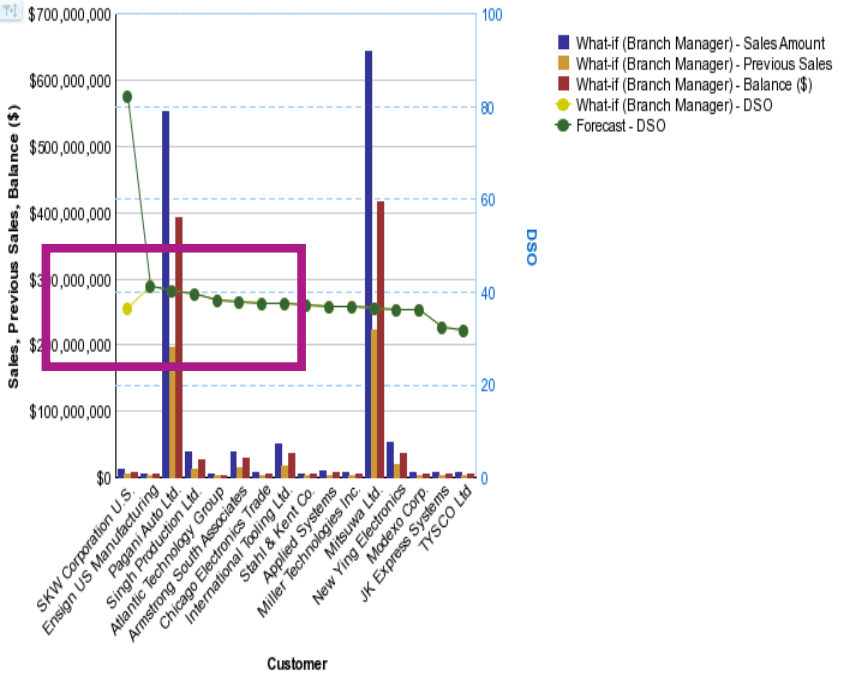
DSO What-if Analysis

Rows: Month [Month]
Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure]
Context: 2011 [Year] | TotalBusinessUnit [BusinessUnit] | NewYork [Organization] | SKWCorporationUS [Customer]

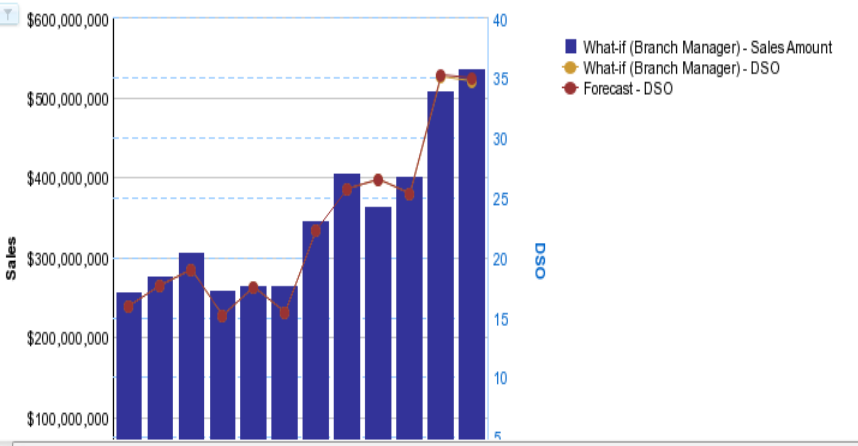
	Debit	Credit	SalesAmount	PreviousSales	AccountsReceivable	DSO	BadDebtAllowance	BadDebtWriteOff	Bad
Mar	$3,722,243	$2,100,250	$2,493,101	$2,065,411	$1,608,563	20.00	$19,015	$13,431	
⊞ Q1	$13,706,608	$8,390,717	$6,231,367	$2,065,411	$1,608,563	23.49	$62,614	$35,831	
Apr	$3,298,722	$2,399,610	$1,690,159	$2,493,101	$891,026	15.82	$17,565	$8,086	
May	$3,030,933	$1,705,597	$2,139,907	$1,690,159	$1,312,785	19.02	$11,956	$12,551	
Jun	$3,222,302	$2,063,330	$1,909,517	$2,139,907	$1,144,311	17.98	$8,282	$14,661	
⊞ Q2	$9,461,826	$6,168,537	$5,739,583	$2,139,907	$1,144,311	18.14	$37,803	$35,298	
Jul	$3,702,553	$1,892,842	$2,558,242	$1,909,517	$1,794,504	21.75	$24,102	$15,206	
Aug	$5,261,292	$2,239,100	$3,466,788	$2,558,242	$3,007,757	26.90	$15,944	$14,436	
Sep	$5,998,379	$3,722,866	$2,990,622	$3,466,788	$2,257,763	22.65	$22,808	$17,750	
⊞ Q3	$12,237,954	$7,854,808	$9,015,652	$3,466,788	$2,257,763	23.04	$62,854	$47,392	
Oct	$5,758,227	$2,134,842	$3,500,464	$2,990,622	$3,610,775	31.98	$21,661	$12,611	
Nov	$7,375,297	$2,975,520	$3,764,522	$3,500,464	$4,391,942	35.00	$22,937	$7,834	
Dec	$8,340,042	$3,876,276	$3,948,100	$3,764,522	$4,457,532	35.00	$22,040	$6,234	
⊞ Q4	$17,211,465	$8,986,638	$11,213,086	$3,764,522	$4,457,532	36.57	$66,638	$26,679	
⊞ TotalYear	$17,211,465	$8,986,638	$11,213,086	$3,764,522	$4,457,532	36.57	$229,909	$145,200	

Layout and Style | Insert | What-If Analysis - DSO

DSO Analysis - By Customer



DSO Analysis - By Period



Balance Sheet

Rows: Month [Month] | Columns: BalanceSheetMeasure [BalanceSheetMeasure], Scenario [Scenario] | Context: 2011 [Year]

Promjena ukupnih potraživanja

	Receivables				AccountsReceivable			BadDebt	
	fBranchManager	Actual	Forecast	WhatIfBranchManager	Actual	Forecast	WhatIfBranchManager	Actual	Forecast
Jan	$6,043,683	$890,048	$565,327	$565,327	$1,174,106	$851,346	$851,346	$284,058	$286,01
Feb	$6,063,261	$964,322	$921,288	$921,288	$1,281,917	$1,229,142	$1,229,142	$317,595	$307,85
Mar	$6,452,677	$919,138	$1,282,097	$1,282,097	$1,266,272	$1,608,563	$1,608,563	$347,134	$326,46
Q1	$6,452,677	$919,138	$1,282,097	$1,282,097	$1,266,272	$1,608,563	$1,608,563	$347,134	$326,46
Apr	$7,268,901	$813,335	$545,354	$545,354	$1,182,202	$891,026	$891,026	$368,867	$345,67
May	$7,293,403	$793,665	$954,486	$954,486	$1,186,020	$1,312,785	$1,312,785	$392,355	$358,29
Jun	$7,794,621	$523,661	$781,585	$781,585	$943,337	$1,144,311	$1,144,311	$419,676	$362,72
Q2	$7,794,621	$523,661	$781,585	$781,585	$943,337	$1,144,311	$1,144,311	$419,676	$362,72
Jul	$7,668,586	$1,588,185	$1,414,373	$1,414,373	$2,035,850	$1,794,504	$1,794,504	$447,665	$380,13
Aug	$7,629,653	$1,904,649	$2,616,931	$2,616,931	$2,375,510	$3,007,757	$3,007,757	$470,861	$390,82
Sep	$9,273,280	$1,734,910	$1,842,449	$1,842,449	$2,218,459	$2,257,763	$2,257,763	$483,549	$415,31
Q3	$9,273,280	$1,734,910	$1,842,449	$1,842,449	$2,218,459	$2,257,763	$2,257,763	$483,549	$415,31
Oct	$9,044,453	$0	$3,177,950	$3,177,950	$0	$3,610,775	$3,610,775	$0	$432,82
Nov	$9,274,791	$0	$6,589,976	$3,932,986	$0	$7,048,932	$4,391,942	$0	$458,95
Dec	$10,096,202	$0	[illegible]	[illegible]	$0	$10,051,487	$4,457,532	$0	$484,27
Q4	$10,096,202	$0	$9,567,208	$3,973,253	$0	$10,051,487	$4,457,532	$0	$484,27
TotalYear	$10,096,202	$1,734,91	$9,567,208	$3,973,253	$2,218,459	$10,051,487	$4,457,532	$483,549	$484,27

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DSO What-if Analysis

Rows: Month [Month] | Columns: CustomerPaymentSummaryMeasure [CustomerPaymentSummaryMeasure] | Context: 2011 [Year], TotalBusinessUnit [BusinessUnit], NewYork [Organization], SKWCorporationUS [Customer]

	Debit	Credit	SalesAmount	PreviousSales	AccountsReceivable	DSO	BadDebtAllowance	BadDebtWriteOff	BadDebtRepaid
Mar	$3,722,243	$2,100,250	$2,493,101	$2,065,411	$1,608,563	20.00	$19,015	$13,431	$13,028
Q1	$13,706,608	$8,390,717	$6,231,367	$2,065,411	$1,608,563	23.49	$62,614	$35,831	$35,777
Apr	$3,298,722	$2,399,610	$1,690,159	$2,493,101	$891,026	15.82	$17,565	$8,086	$9,727
May	$3,030,933	$1,705,597	$2,139,907	$1,690,159	$1,312,785	19.02	$11,956	$12,551	$13,222
Jun	$3,222,302	$2,063,330	$1,909,517	$2,139,907	$1,144,311	17.98	$8,282	$14,661	$10,806

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Vrijeme

Povećanje efikasnosti

•Eliminacija ručnog rada -> Više vremena za „pametni” posao

•Strukturiranje i automatizacija procesa

•Jednostavnije uključivanje većeg broja korisnika

Kontrola

Povećanje fleksibilnosti i povezivanje poslovnih područja

- Veza između strategije i operative
- Podrška za složene analitičke metode (npr. kreiranje scenarija, prediktivna analitika, what-if analize)
- Smanjenje vremena potrebnog z integraciju i koordinaciju poslovnih procesa
- Veća konrola nad procesima planiranja, izvještavanja

Povjerenje

Poboljšanje krajnih rezultata

- Značajno smanjenje mogućnosti pogreške
- Osigurava pouzdanost sustava i modela
- Potiče povjerenje u donošenje odluka na temelju informacija i analitičkih metoda

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Hvala na pažnji!

Slađana
sladjana.krpic@inteligencija.com