

IBM Software

Information On Demand **2010** Comes To You

Unlock the True Value of Your Information

Building a FPM Competency Centre at Bupa

Andrea Wilson – CPM Manager, Bupa

Graham Cobb – Senior Manager, IBM

Agenda

- Bupa Overview
- Recognising The Problem
- The Need For A Competency Centre
- Competency Centre Journey
- Questions

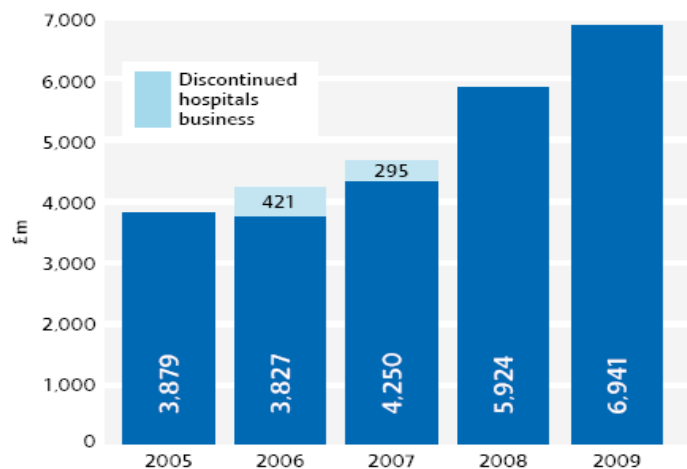


Bupa Overview

Andrea Wilson



Historical Group Revenues



Our Group

Founded in 1947, our core purpose is to help our customers lead **longer, healthier, happier lives**.

Customers are at the heart of everything we do. With **no shareholders**, we reinvest our surplus money to provide increasing numbers of people around the world with choice and control over their healthcare.

Bupa has transformed. We have moved from being a UK hospitals operator and health insurance provider to an international healthcare group providing workplace health products, health assessments, chronic disease management services, home and hospital care and care homes, in addition to maintaining our leadership in the health insurance sector.

Today, we have **over 10 million customers** in more than **190 countries** and over half our annual revenues come from outside the UK. We employ nearly **52,000 people** around the world.

2009 Results

UK and North America

£2,131m

Revenues

31%

Contribution to
Group Revenues

£16.8m

Surplus

Europe, Middle East, Africa and Latin America

£1,760m

Revenues

25%

Contribution to
Group Revenues

£157.7m

Surplus

Asia Pacific

£2,123m

Revenues

31%

Contribution to
Group Revenues

£99.6m

Surplus

Care Services

£926m

Revenues

13%

Contribution to
Group Revenues

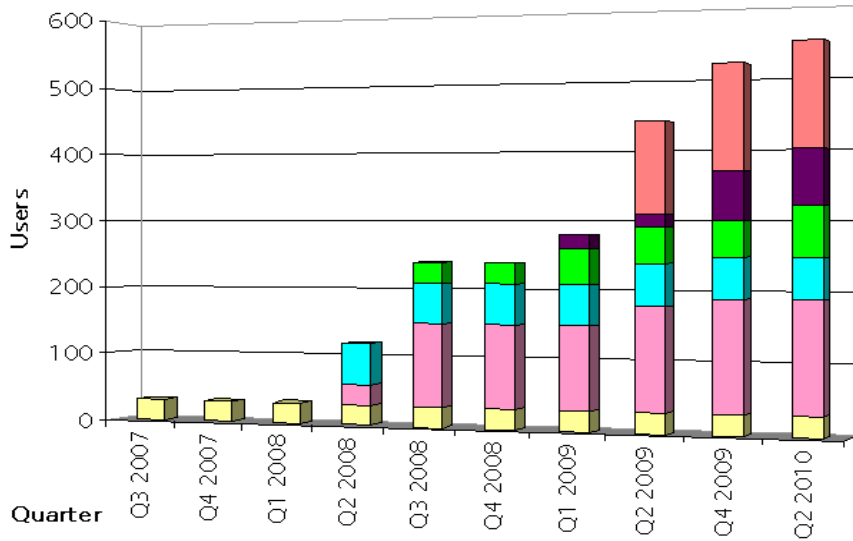
£133.7m

Surplus

FPM Utilisation

Financial Performance Management	UK and North America					Europe, Middle East, Africa and Latin America			
	UKM	Wellness	Health Dialog	Group	Group IS	UK	CPH	Sanitas	Miami
Overheads / CC Planning incl Recharges	Cognos 8.4	<i>Proposed</i>		Cognos 8.4	Cognos 8.4	Cognos 8.4	Cognos 8.4	Cognos 8.1	
IS Project Costing and Pipeline Planning	Cognos 8.4	Cognos 8.4		Cognos 8.4	Cognos 8.4	Cognos 8.4			
Management Reporting incl Exec Pack	Cognos 8.4	Cognos 8.4		<i>Potential</i>	Cognos 8.4	Cognos 8.4	Cognos 8.4		
Balance Sheet & Cashflow	Cognos 8.4	Cognos 8.4		<i>Potential</i>	<i>Proposed</i>	<i>Proposed</i>	<i>Proposed</i>		

FPM Growth 2007 - 2010



- Planning / BI Users 30 to 400
- 13 Live Planning Applications
- Controller 150 users worldwide
- Software
 - Controller 8.3 (2.3)
 - Planning & BI 8.4 (8.1)
 - TM1 9.4



Recognising the Problem

Andrea Wilson

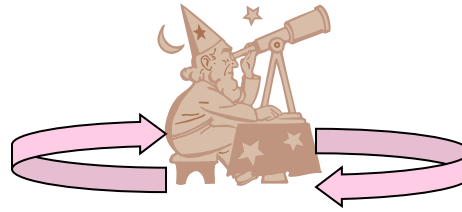


2006

- Consolidation
 - Frango / Controller 2.3
- Planning
 - Excel / Access

“Old World”

1. Spreadsheet created and issued



2. CC Manager Updates plan and returns Spreadsheet

3. Meetings with ISET / CC Managers to discuss and amend Plans → Update spreadsheets



The
“Financial”
Black
Box

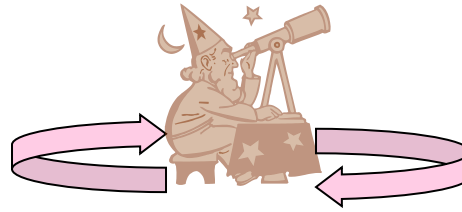
- Consolidation
- Analysis
- Report Creation

4. Issue to HoIT.
5. Meet with BU's to discuss, agree or amend → Update spreadsheets

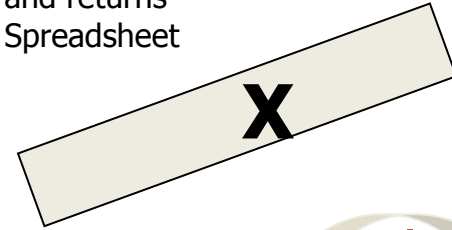
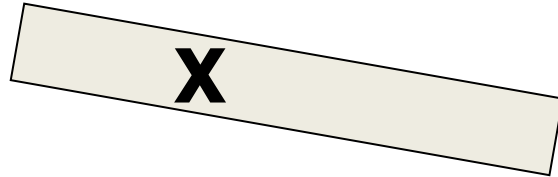


“New World”

1. Spreadsheet created and issued



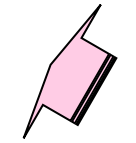
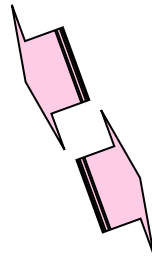
2. CC Manager Updates plan and returns Spreadsheet



The
“Financial”
Black
Box

- Consolidation
- Analysis
- Report Creation

3. Meetings with ISET / CC Managers to discuss and amend Plans → Update spreadsheets



4. Issue to HoIT.
5. Meet with BU's to discuss, agree or amend → Update spreadsheets



“New World”



1. Spreadsheet created and issued



2. CC Manager Updates plan and returns Spreadsheet

OPEN UP THE BLACK BOX

- Central database
- Planning workflow
 - Dashboards
 - Reports

- Consolidation
- Analysis
- Report Creation

3. Meetings with ISET / CC Managers to discuss and amend Plans → Update spreadsheets



4. Issue to HoIT.
5. Meet with BU's to discuss, agree or amend → Update spreadsheets



- Collaboration
- Visibility
- Transparency
- Continuous update and review

2007

- Planning
 - Vendor Selection
 - Business Case
 - GTIS

The screenshot shows the Cognos Planning Contributor web interface. The main content area contains a table with columns: Name, Date, Ownership, Reviewer, and Last Date Change. The table lists several contributions, including '272643_03_Headcount', '272643_03_Headcount_Changes', '272643_03_Unallocated_Costs', and '272643_03_Utilities'. The 'User Instructions' section below the table provides guidance on planning cycles and data requirements.

GISFinPlanContributor_07 | Contributions | Testing 1 - People A - Cognos Planning - Contributor

File Edit View Tools Actions Help

Introduction **Employee Details** Employee Capital Work Contactor Details Capital Projects Other Expenses Other Expenses Calculation Recharges Ratios Financials Cost Centre Assumptions Summary Financials

Testing 1 - People A | Latest Forecast

	2007	2008	2009	2010	Check	Comments	Salary	Allowances	Overtime	Job Points	Job Title	Recharge Group	Pension Type	Pension	Headcount	Start Date
ITEA121 - Helen Mirren	126,531	131,439	136,990	142,894			£ 80,000	£ 0	£ 0	700 +	Head of Services	Zero Rated	Final Salary	£ 6,000	1.00	
ITEA122 - Brad Pitt	97,883	101,621	105,853	110,356			£ 60,000	£ 0	£ 0	700 +	Asst Head of Services	Zero Rated	Final Salary	£ 6,000	1.00	
ITEA123 - Harrison Ford	97,883	101,621	105,853	110,356			£ 60,000	£ 0	£ 0	700 +	Database Administrator	Operations Team	Final Salary	£ 6,000	1.00	
ITEA124 - Tom Hanks	54,099	56,292	58,771	61,415			£ 40,000	£ 0	£ 0	562 - 700	Database Administrator	Operations Team	Defined Contribution	£ 4,000	1.00	
ITEA125 - Anthony Hopkins	0	35,369	44,078	48,062			£ 30,000	£ 0	£ 0	562 - 700	IT Specialist	IT Specialist	Defined Contribution	£ 3,000	1.00	Mar 08
ITEA126 - Sally Field	38,545	40,108	41,874	43,758			£ 28,500	£ 0	£ 0	562 - 700	IT Specialist	IT Specialist	Defined Contribution	£ 2,850	1.00	
ITEA127 - Gina Davies	16,241	0	0	0			£ 40,000	£ 0	£ 0	562 - 700	Software Specialist (Snr)	Services Team	Final Salary	£ 4,000	1.00	
ITEA128 - Matt Damon	120,377	125,030	130,296	135,901			£ 75,000	£ 0	£ 0	700 +	Software Specialist	Services Team	Defined Contribution	£ 7,500	1.00	
Total Existing Staff	551,558	591,480	623,715	650,744			£ 413,500	£ 0	£ 0					£ 39,350	8.00	
ITEAA01 - New														£ 0	0.00	
ITEAA02 - New														£ 0	0.00	
ITEAA03 - New														£ 0	0.00	
ITEAA04 - New														£ 0	0.00	
ITEAA05 - New														£ 0	0.00	
Total New Staff														£ 0	0.00	
Total Staff														£ 39,350	8.00	

The screenshot shows the BUPA website with financial reports for Group 15 Recharges by Year - UKM. It includes a 'Cost Overview' table and a 'Latest Forecast Costs by Recharge Category' bar chart.

Cost Overview

Account	2007	2008	2009	2010
Application Charge	23,296,013	23,296,013	23,296,013	23,296,013
Plan	23,296,013	23,296,013	23,296,013	23,296,013
Recharge Allowance	23,296,013	23,296,013	23,296,013	23,296,013
Recharge	23,296,013	23,296,013	23,296,013	23,296,013
Web Support	14,576	14,576	14,576	14,576
Web Development	14,576	14,576	14,576	14,576
Headcount	0	0	0	0
Total (Recharged)	121,776,719	121,776,719	121,776,719	121,776,719

Latest Forecast Costs by Recharge Category

The bar chart shows the latest forecast costs by recharge category for the years 2007, 2008, 2009, and 2010. The categories include Application Charge, Plan, Recharge Allowance, Recharge, Web Support, and Web Development. The total cost for each year is approximately 121.8 million.

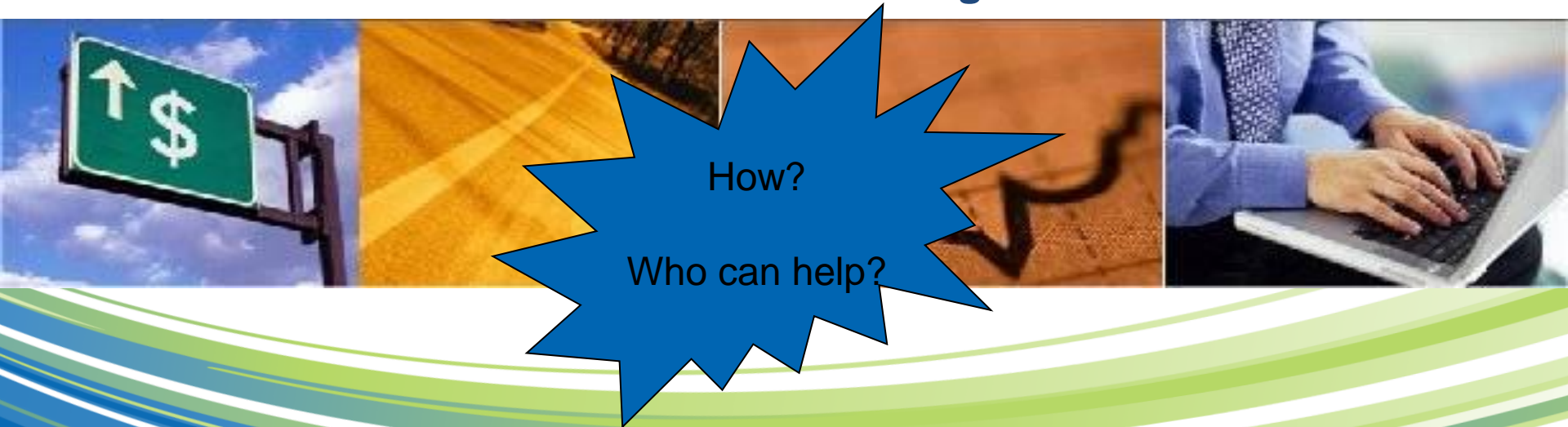
Performance Management Journey

AUTOMATION

TRANSFORMATION



Embrace and Extend Our Existing Infrastructure





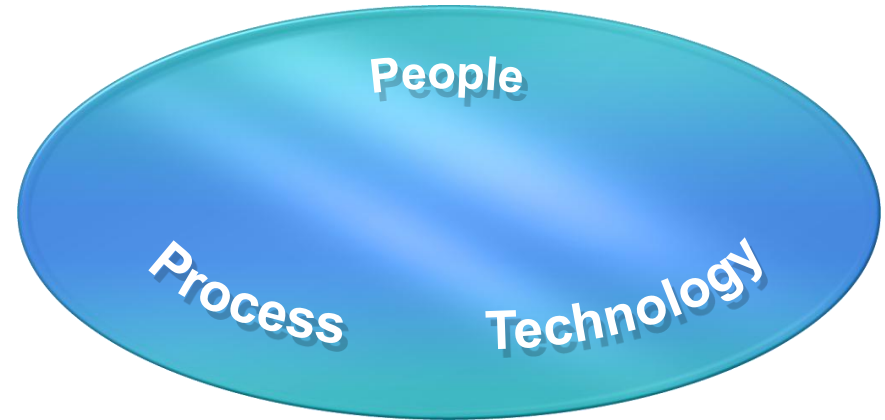
The Need For a Competency Centre

Graham Cobb



What are Competency Centres?

- A formal structure of people within an organization with common interests
- Business users, from multiple functions, working in partnership with IT, forming a fixed team or virtual “community”
- Leveraging best practices and domain knowledge for sharing, transferring, and broadening skills
- Employing a consistent set of standards and processes
- Managed or coordinated with a governance structure to make binding decisions and consensus recommendations

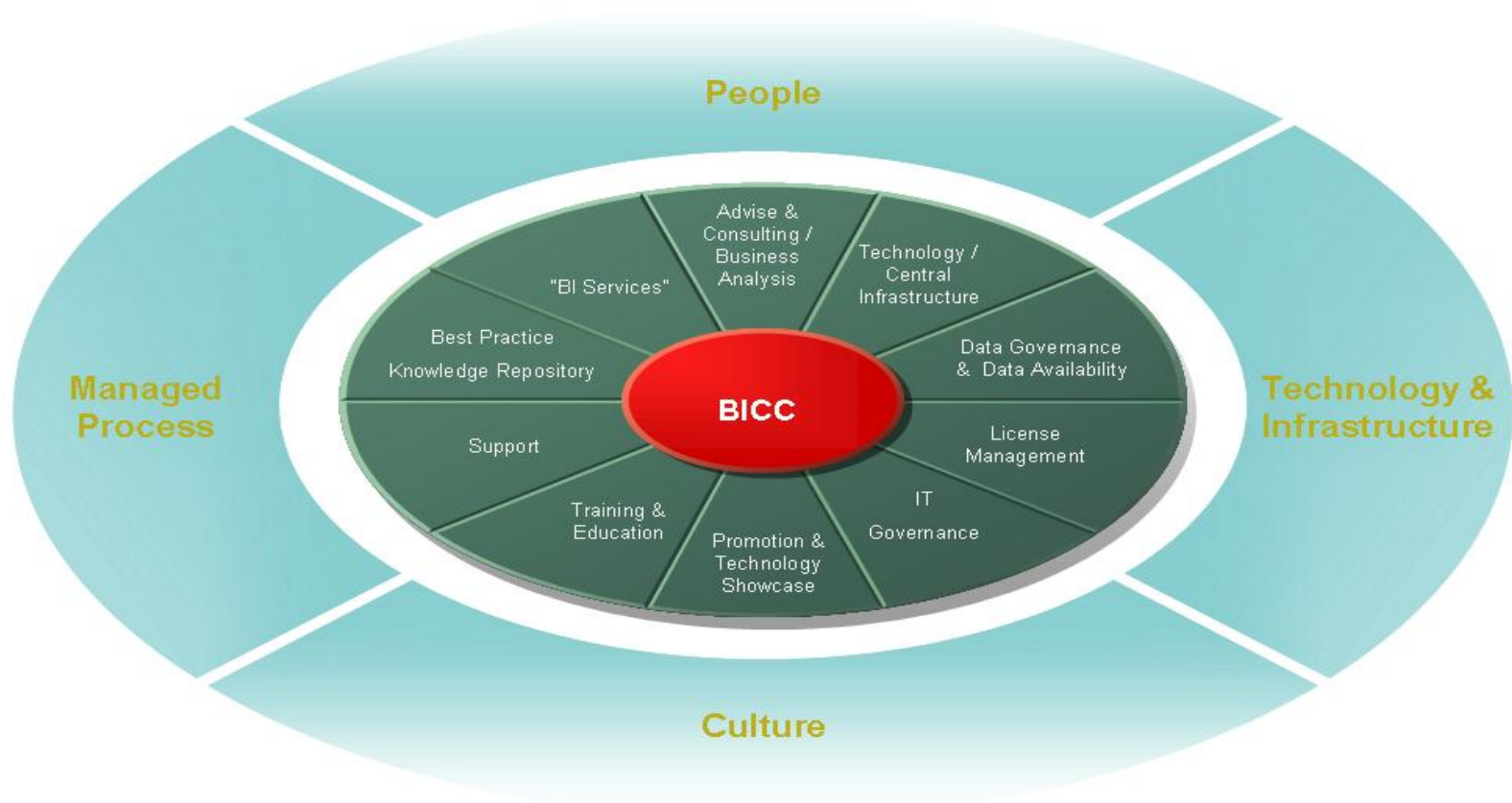


- *Is persistent over time*
- *Spreads benefits over multiple projects, regions, departments, divisions*

Benefits of a Competency Centre

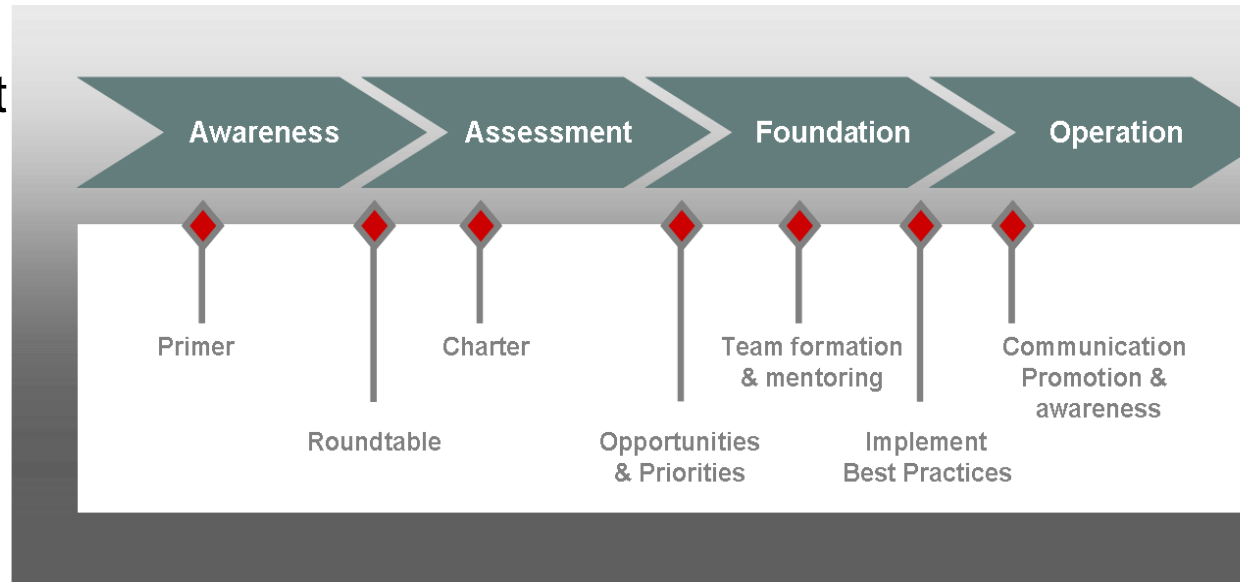
- Eliminate the gap between Business and IT (Communication & Time to market)
- Maximise efficiency, through re-use of processes and technology in delivering quality solutions across all lines of business
- Have deployments that have higher success and deliver more value, at less cost, and in less time as the capability increases
- Drive end user adoption to ensure success
- Enable a balance of agility and management of technology which is needed to drive business efficiency through a recognised capability

Functions of a BICC



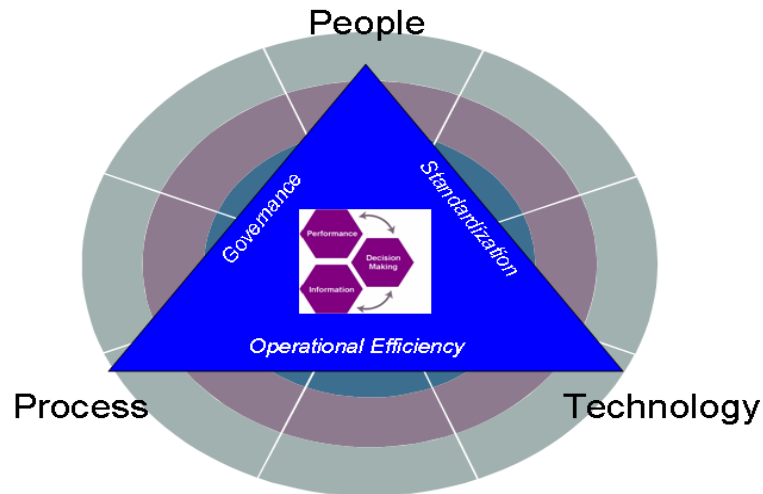
Competency Centre Journey

- Began March 2008
 - Discovery Workshops
 - What is a Competency Centre?
 - Agree scope, structure, responsibilities and priorities
- Set up the Governance Framework
- Charter
- Maturity Assessment
- Establishment
- Workstreams
 - Best Practice
 - SLA
 - Prioritisation
 - Etc.
- Future Sessions
 - SWOT Analysis



FPM Competency Centre - Goal

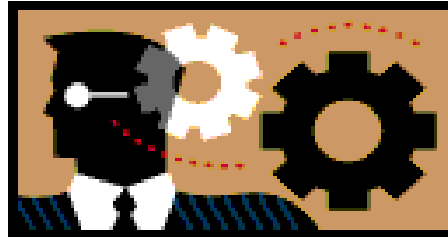
To design, build and implement a Centre of Excellence (CoE) in support of the Financial Planning process and ongoing Financial Performance Management for Bupa that enables the delivery of consistent services and user experience across the Bupa Business Units including IT.



The CoGG

COGNOS Financial Performance Management

Connecting



Business & IT

Centre of Excellence



Competency Centre Journey

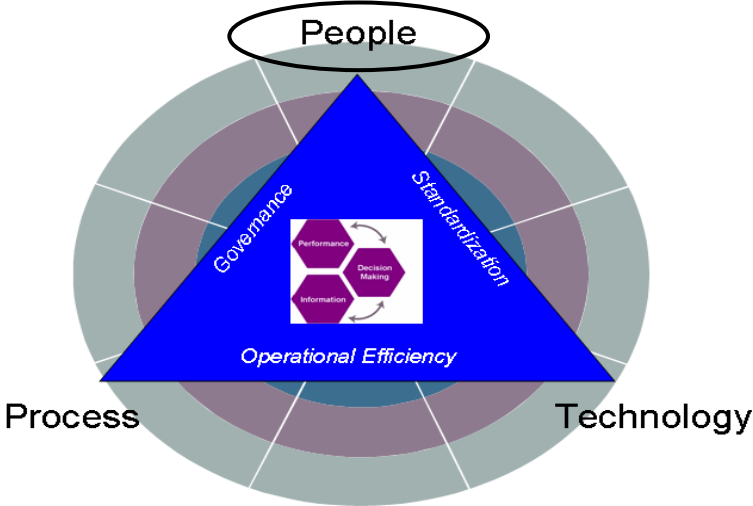
Andrea Wilson



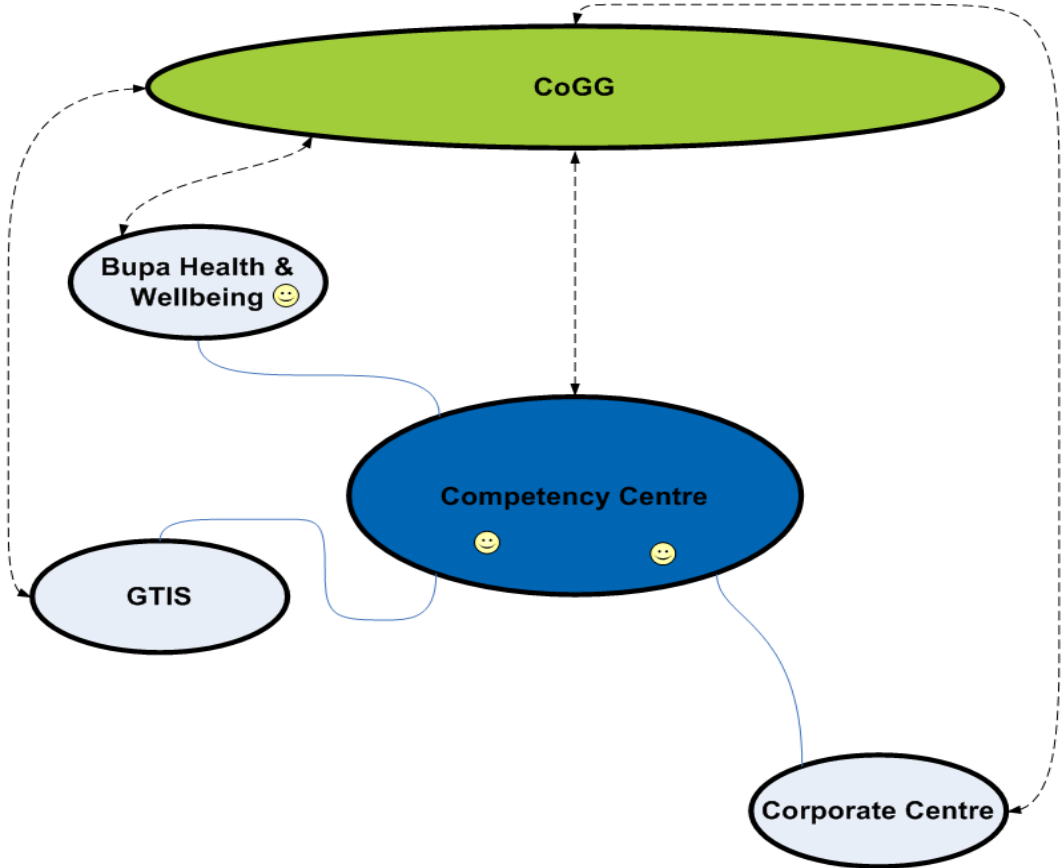
The CoGG

- Charter and ToR
 - Q2 2008
- Business Representatives
- Quarterly Meetings
 - Process Reviews
 - Demo's
 - Pipeline of Work
 - Costs & Recharges
 - Metrics
 - SLA's

People

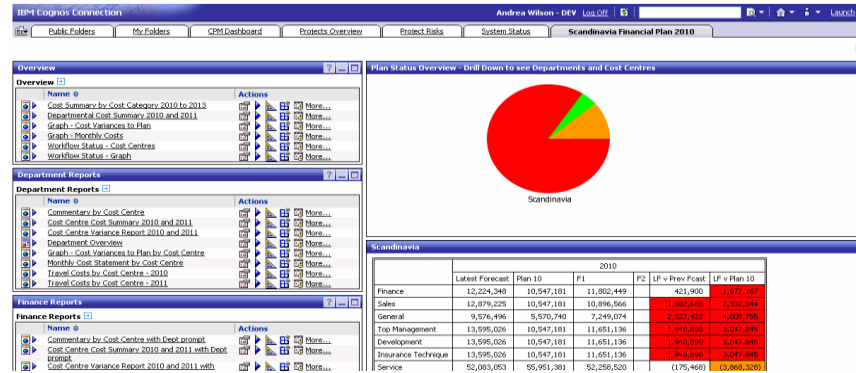


Structure and Governance - 2007



2008

- Corporate Centre
- Bupa Health and Wellbeing
- Project Costing
- Project Pipeline Planning
- Infrastructure Growth



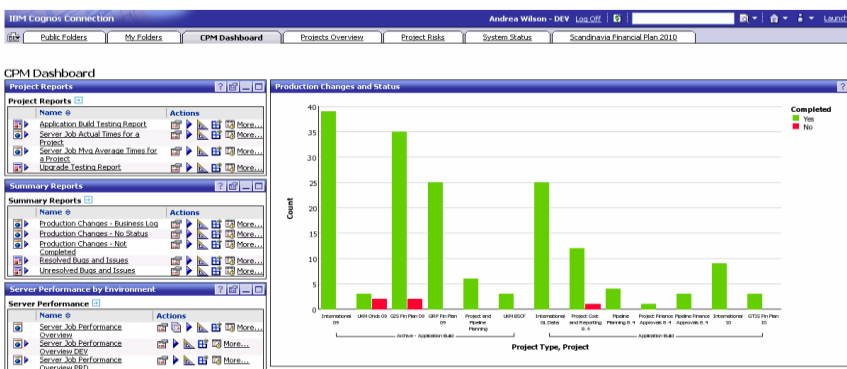
Notes	Name	Role	Type	Contract Rate	Perm Rate	Rate	09/09/2009	11/09/2009	18/09/2009	25/09/2009	02/10/2009	09/10/2009	16/10/2009	23/10/2009	30/10/2009
	TOTAL Named Resources														
1	Project Manager - Senior - Group IS	Permanent		0	561	561	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2	Business Analyst - BU IS	Domestic		495	327	495	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3	Support Specialist	Onshore		180	225	180	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4	Delivery Manager	Permanent		0	480	480	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5	DEA	Permanent		0	302	302	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
6	Software Support Specialist - BU IS	Onshore		243	302	243	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7	Software Support Specialist - BU IS	Offshore		200	302	200	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
8				0	0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Description	Cost Type	Purchase Date	Capex Amount	Supplier	No of Users	Right To Use	Upgrade E
01	Software Package	Software	50,000	Soft Co	20		
02			0				
03			0				
04			0				
05			0				
06			0				
07			0				
08			0				

	Sep 2009	Aug 2009	Jul 2009	Jun 2009	May 2009	Apr 2009
Work Completed to Date	40%	40%	40%	40%	0%	0%
Mantime Burn Rate	0%	0%	0%	0%	0%	0%
Earn Burn Ratio	0%	0%	0%	0%	0%	0%
Capex Spend Ratio	97%	97%	97%	93%	0%	0%
SPEND TO DATE						
Hardware Actual	527,600	527,600	527,600	527,600	0	0
Software Actual	200,000	200,000	200,000	200,000	0	0
GIS Mantime Actual	0	0	0	0	0	0
BU IS Mantime Actual	0	0	0	0	0	0

2009 - 2010

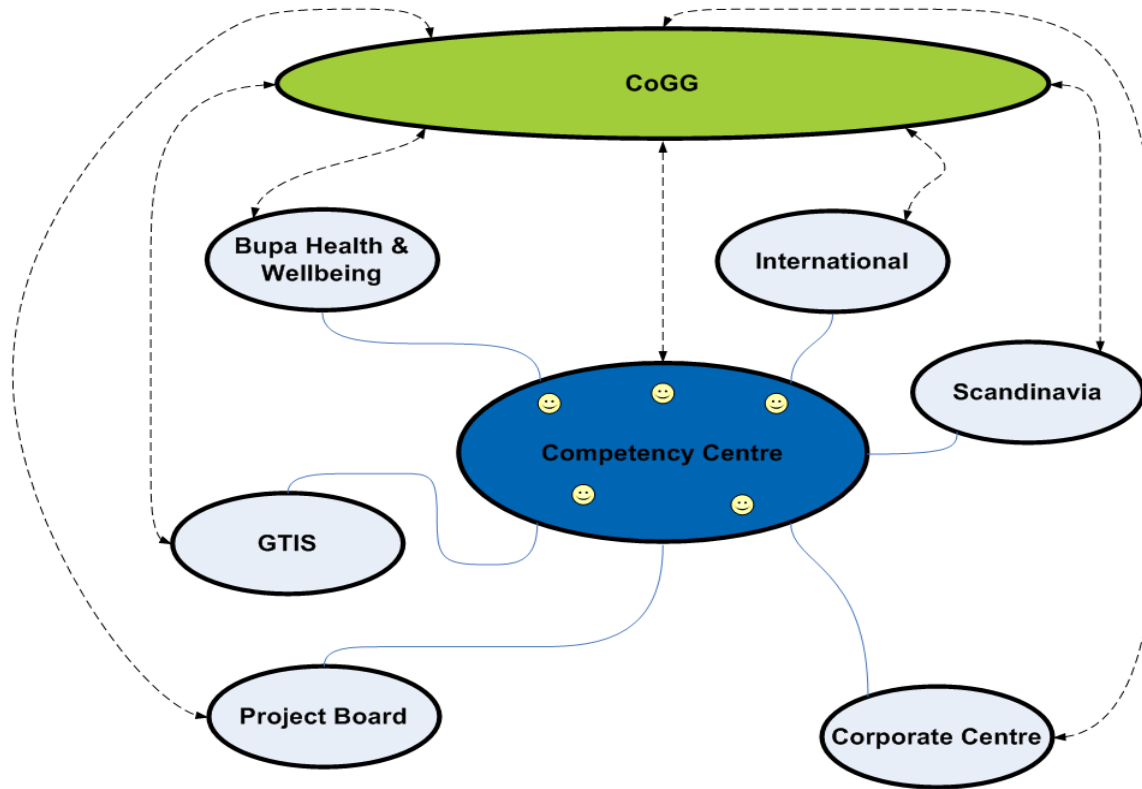
- Controller 8.3
- International Businesses
- Balance Sheet & Cashflow
- Project Reporting
- TM1



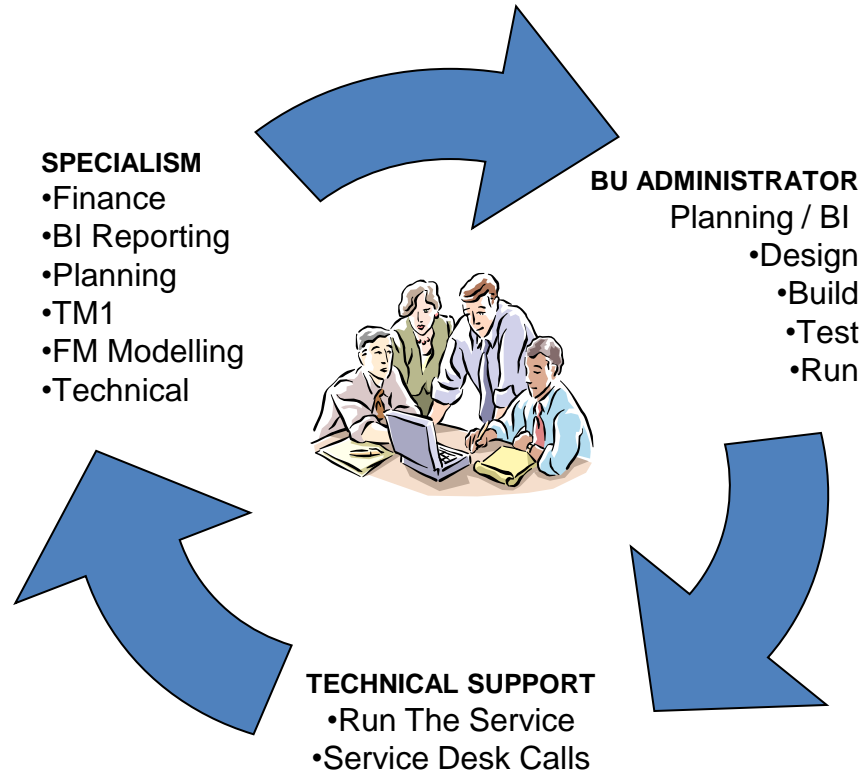
Project Portfolio Report - Highlevel - as of 30 Mar 2010

Reference	Budget	Quality	Resource	Public	Cost	OCG	Time	Scope	Risk	Project	Start	End	Status	Notes	Responsible	Created	Last Modified	Created By	Last Modified By	Created Date	Last Modified Date	Created Time	Last Modified Time	Created User	Last Modified User
21 Oct 2009	Approved	Blue Link								OTC Projects	20 Oct 2009	30 Mar 2010	Approved	Production events... [Detailed notes about project progress and risks]							270,000	200,000	270,000		
21 Oct 2009	Approved	Blue Link								OTC Projects	20 Oct 2009	30 Mar 2010	Approved	Production events... [Detailed notes about project progress and risks]							270,000	200,000	270,000		

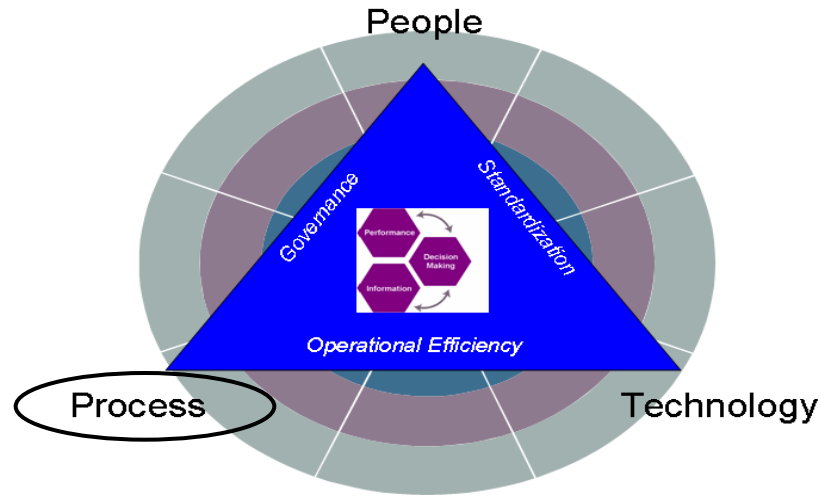
Structure and Governance - 2010



People



Process



Processes

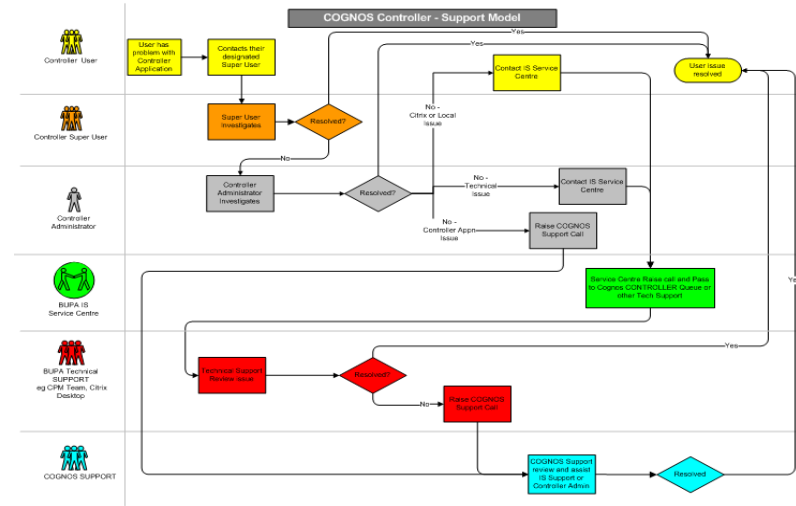
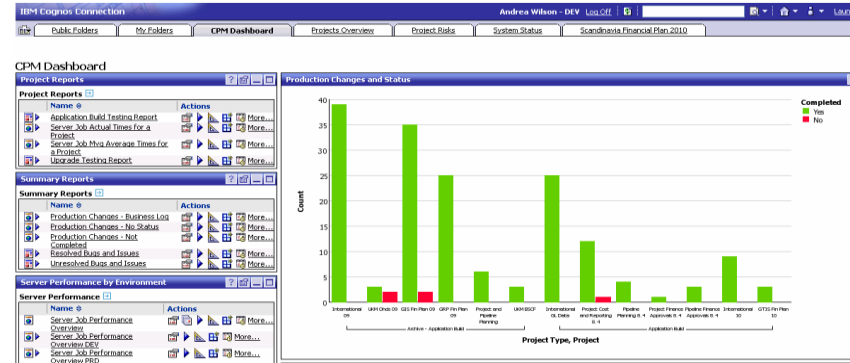
- BUILD**

- Cognos SIM
- Quality Gates
 - Prototype / Test / Sign Off
 - Build / Test
 - Reporting / Test / Sign Off

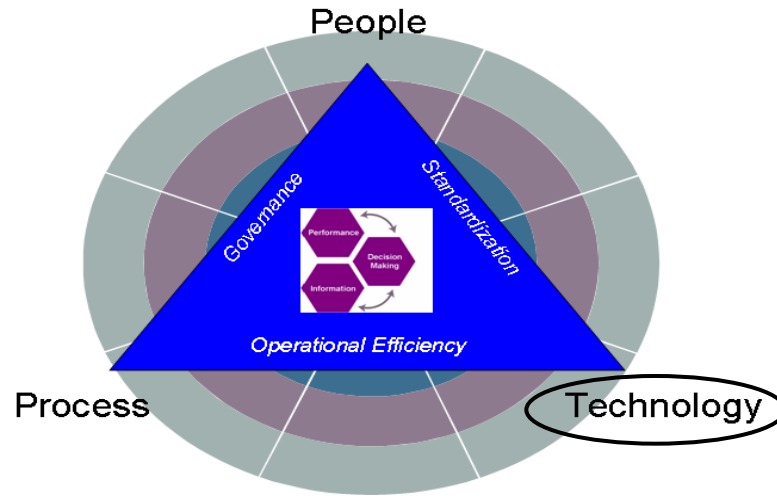
- IT Change Control

- SUPPORT**

- Application SLA's
- Service Desk
- IT Change Control
- Cognos

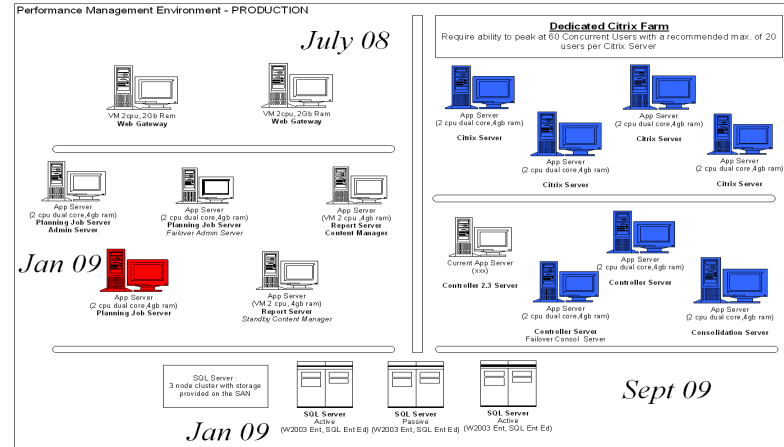


Technology

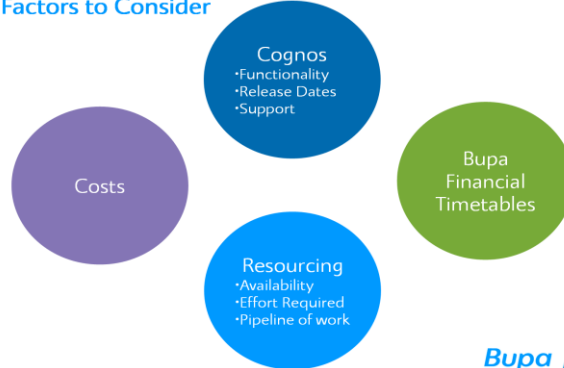


Technology

- Dedicated Infrastructure
 - Web gateways / Citrix
 - Application Tier
 - SQL Databases
- Roadmaps
- Upgrades



Factors to Consider



The Good ... and the Bad

- Slow Start
 - Centralised
 - CoGG set up early in the journey
 - Cross BU ownership and prioritisation
 - Learn from and support one another
 - Share Best Practice
 - Raise the bar year on year
 - In House Expertise
 - IT Support
- Slow Start
 - Conflicting priorities / timings
 - High level sponsorship

Benefits of a Competency Centre

- Eliminate the gap between Business and IT (Communication & Time to market)
- Maximise efficiency, through re-use of processes and technology in delivering quality solutions across all lines of business
- Have deployments that have higher success and deliver more value, at less cost, and in less time as the capability increases
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What do our Customers say ?

Projects:

“Really excited this will be a significant game changer”
“Brilliant ...never realised Cognos was this far forward”

The CoGG is a great way for everyone to learn from other BU's about their planning processes and share finance related issues

Cost Centre Planning:

“Increased speed 12-15 hrs saved per iteration for one BU”
“Finance roles more interesting and value add”
“Greater confidence in the no's”
“Capability to analyse and interrogate the data”

Performance Management Journey

AUTOMATION

TRANSFORMATION



Embrace and Extend Our Existing Infrastructure





Questions ?



The background features a light gray grid pattern. Scattered across the grid are various 3D-rendered spheres and rings in colors including red, blue, green, yellow, and purple. Some spheres are solid, while others are hollow rings. The overall aesthetic is clean and modern, suggesting data and technology.

IBM Software

Information On Demand **2010** Comes To You

Unlock the True Value of Your Information