

Puma



International Sport and
Lifestyle Apparel Leader

“Time delays can make information useless. But thanks to *Hyperion Planning* and intuitive dashboards, our managers can now analyze key data, react to, and interpret or act upon that data in real time, without making any request or waiting for specific information from the involved departments.”

Alessandro Dell'Angelo, CIO and Head of Operations, PUMA Italy

Sports Apparel Leader Takes The Fast Track To Reliable Information

Summary

Hyperion and Accenture, a global management consulting, technology services, and outsourcing company, joined forces in Italy on a major project to provide the Italian subsidiary of sportswear giant, PUMA, with “ReadyHyPlan”—a dashboard and planning solution based on *Hyperion Planning* and *Hyperion Intelligence*. With information available in real time, and a financial planning system that connects the Italian division with its German headquarters, PUMA Italy can now react to rapidly changing, highly competitive market demands with the speed and grace of the company’s namesake.

About Puma

PUMA has the long-term mission of becoming the most desirable “Sportlifestyle” company. The aim of Phase IV of PUMA’s long-term oriented business plan, which was launched in 2006, is to reinforce its position as one of the leading multi-category Sportlifestyle

Brands. The organization has more than 5,000 employees worldwide and nearly €1.8 billion (\$2.3 billion) in revenue in 2005.

Converting data to information

PUMA Italy determined that it needed to tighten its reporting process to help bring information to the forefront and to summarize the performance of its various business units across a handful of key indicators. The company began looking for a reporting system that would offer closer monitoring of business goals, enable more accurate budgeting, and help set more precise and manageable targets at each level of responsibility.

“We needed a tool that could deliver the right information to the right users at the right time in order to speed up decision making, enhance efficiency, and accelerate bottom-line results,” says Alessandro Dell’Angelo, PUMA Italy’s CIO and Head of Operations.

Industry

Consumer Packaged Goods

Product(s)

- *Hyperion® Planning™*
- *Hyperion Intelligence™*

Challenge

- Improve reporting process
- Share information across numerous users
- Integrate with headquarters in Germany

Solution

Accenture ReadHyPlan

- Create a single system for planning information via *Hyperion Planning*
- Translate data into valuable information using *Hyperion Intelligence*
- Bring at-a-glance information to decision-makers via dashboards and Web-based applications

Results

- Ability to interpret and act upon data in real time
- Easy migration via integration with Excel
- Consistent view across various departments
- Improved ability to measure and monitor progress of strategic objectives

Partner

Accenture



Building a powerful team

By 2006, PUMA's corporate office in Munich had already standardized on Hyperion for reporting. So when the company sought vendors that could meet the reporting requirements for PUMA Italy, Hyperion's solutions were among the first the company explored.

"Hyperion offered many of the key capabilities we were seeking," says Dell'Angelo. "First, we knew it would easily integrate with the *Hyperion Planning* system used by our head office in Germany, allowing us to conduct group consolidations right away. In addition, we liked the smooth integration with Microsoft Office tools. This would give our financial team a reliable link to the Excel files they used on a daily basis and make the overall transition much easier."

PUMA Italy also needed to share financial and commercial data through a common Web-based front end, allowing the different departments in the organization to have the same view. PUMA also wanted a specific allocation function, capable of spreading values across one or more dimensions in the same database, and a flexible reporting tool with robust planning capabilities.

To drive the implementation, rollout, and training, PUMA met with three potential consulting providers, including Accenture. Based on several key areas of expertise, the company selected Accenture to partner with Hyperion on the implementation.

"We saw that Accenture had a ready-to-go solution, with business models that already worked," says Dell'Angelo. "That meant that they could implement within the tight schedule we required."

"PUMA Italy also needed a structured approach to adopting plans and responsibilities to ensure adequate involvement of the customer's resources and permit proper knowledge transfer. We brought experience in that specific area," adds Andrea Prati, Senior Manager at Accenture's Consumer Goods and Fashion Centre in Milan. "Puma Italy also realized that our project could have a genuine global potential: we could start by implementing the Puma Italy model, and this could then be leveraged by other countries in order to implement their own planning solutions."

Three-phased implementation

With the team in place, Hyperion and Accenture began building the new system, ReadyHyPlan, an integrated dashboard and planning solution based on *Hyperion Planning* and *Hyperion Intelligence*.

The implementation began with *Hyperion Intelligence*, where the team built a Dashboard for PUMA's senior management. The dashboards were designed to deliver business-critical information the instant it is available.

"Hyperion gives us a sophisticated way of presenting vital information, involving all departments in an 'at-a-glance' graphical format, with the option of drilling down into the detail of the data," says Dell'Angelo. "Dashboards provide executives, managers, and their staff with timely and relevant information so they can measure, monitor, and manage progress towards achieving key strategic objectives."

The next implementation phase ties in *Hyperion Planning* to create a comprehensive financial planning system that gives users instant access to PUMA's income statement, balance sheet, and cost centers in a single location. The Hyperion/Accenture team plans to have these capabilities operational in time for the Planning and Control Team to prepare its budget for the coming year.

The third and final stage will add on a sales model to support sales and marketing, which will include analysis and budgeting by agent, customer, and product.

"Time delays can make information useless," says Dell'Angelo. "But thanks to Hyperion, our managers can now analyze key data, react to and interpret or act upon that data in real time, without making any request or waiting for specific information from the involved departments."

The power of teamwork

PUMA is pleased with the initial deployment and with the experience of working with the Hyperion/Accenture team. "We've worked together successfully with Hyperion for several years now," says Accenture's Prati. "I think our success is due to the combination of Accenture's extensive knowledge of this industrial sector, and Hyperion's proven reporting and budget analysis applications."

Hyperion Solutions Corporation Worldwide Headquarters

5450 Great America Parkway, Santa Clara, CA 95054

voice 1.408.588.8000 / fax 1.408.588.8500 / www.hyperion.com

