

# **Implementing Systems for Improved Reporting Efficiency**

Presenter:

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# Purpose

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- To identify issues in selecting and implementing information systems for business reporting, and appropriate responses
- To provide practical tools to ensure efficiency in business reporting
- To illustrate through case study discussion

# Agenda

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- About your speaker
- What is business reporting?
- Case study: The fundamentals
- Selecting and implementing systems
- Case study: The perils of customisation
- Strategic framework and potential strategies
- Case study: Doing it my way
- Conclusion

# About your speaker

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- Micheal Axelsen is Director in the Growth Services Consulting team for BDO Kendalls – Queensland's fourth-largest accounting firm
- Micheal consults in Corporate IS Evaluation, IS Project Assessment, Business Reporting Solutions and IS Strategy
- Micheal is also Chair of the CPA Australia Information Technology & Management CoE
- Micheal holds a Bachelor of Commerce (Hons), a Masters of Information Systems, and is a CPA
- Blog: Issues in Information Systems Management  
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## Case Study: The fundamentals

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- Distributed retail business
- Aging information system without support
- Management reports take two months
- Implemented business intelligence (Cognos) tool
- Fundamental controls not in place
- Garbage in, garbage out
- Reporting still not timely or accurate

# What is business reporting?

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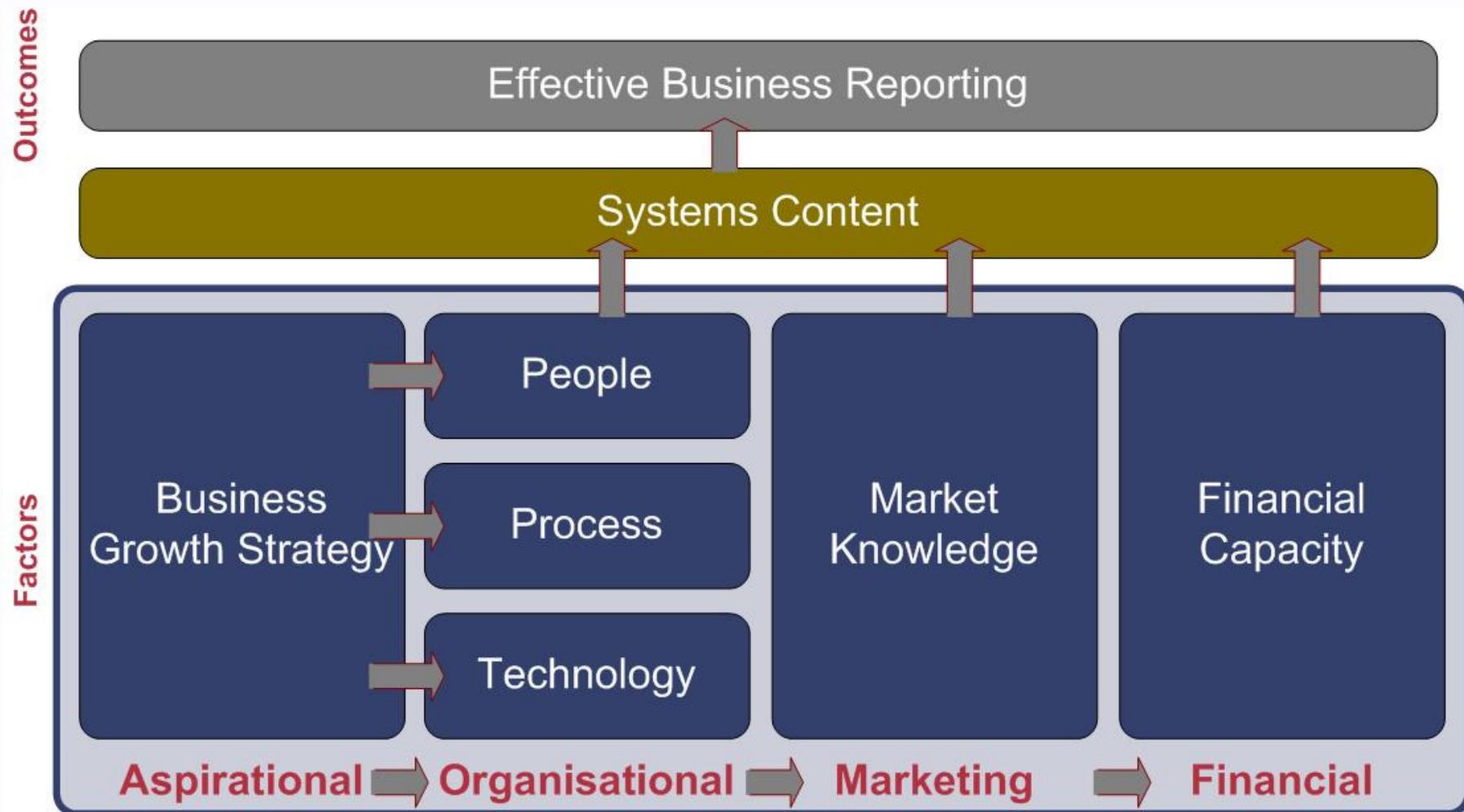
- *Business reporting* is the process of manipulating and presenting information held within one or many systems so that the information can inform operational, tactical, and strategic decisions.
- This definition does not limit the information to accounting information, and it does not limit the definition to quantitative information only.
- *Business reporting* is very broad.

# What is business reporting?

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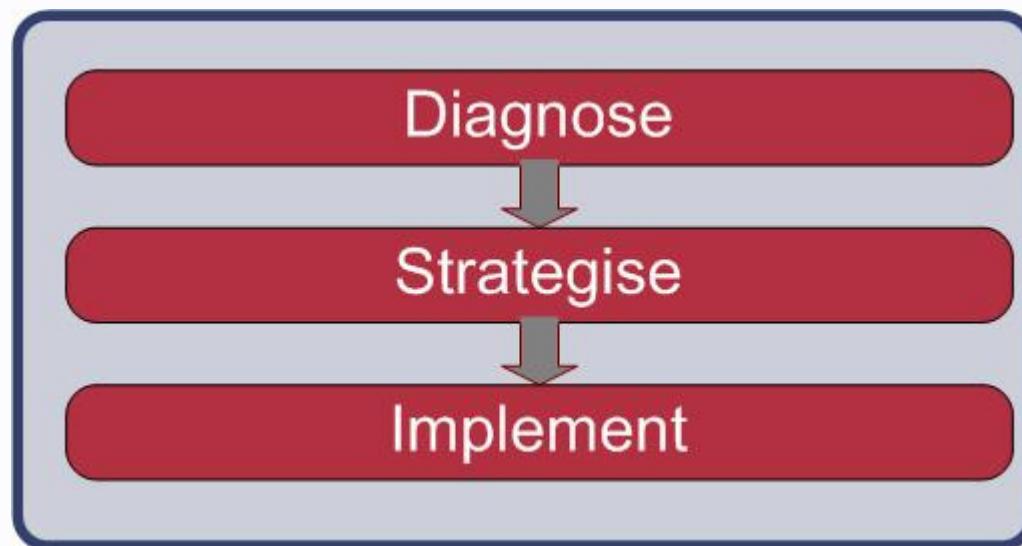
- Effectiveness is affected by business growth strategy, people, process, technology and financial resources.
- All five elements must be effective to ensure that business reporting is working

# What is business reporting

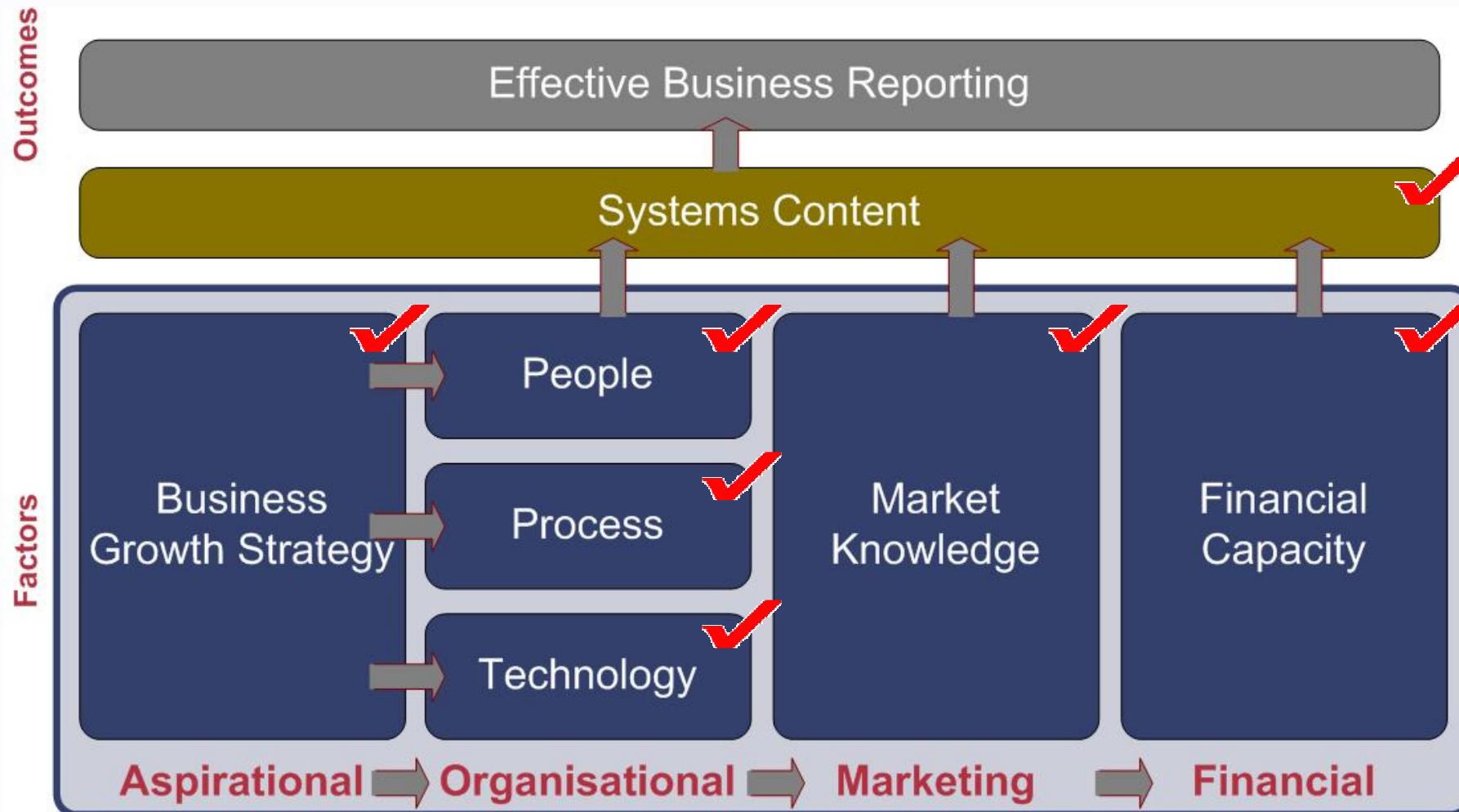


# Strategic framework

- To ensure effective business reporting, need to break out into the fundamental ‘Things To Do’. A very complex model:



# Diagnose



# Case Study

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- Toowong Hospital

## Strategise

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- Identify which factors have the most impact (i.e. does people have more impact than technology on systems content?)
- Identify initiatives you can take to address the issue
- Prioritise and plan using SMART goals

# Strategise

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- Business Growth Strategy
  - A statement of where the business is heading and what is important
  - Business growth plans
  - Operational Excellence, Customer Intimacy, Product Excellence

# Strategise

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- People
  - Training
  - Reports Interpretation
  - Only write reports that are used and relevant
  - Attraction and retention strategies
  - Role sharing
  - Outsourcing infrastructure management
  - Reduce technical complexity

# Strategise

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- Process
  - Information management
  - Quality control framework
  - Policies and procedures
  - IT Governance
  - Service delivery methods
  - Project management methods
  - Know what is to be done, and do it

# Strategise

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- Technology
  - Common Technology Framework
  - IT is often downside risk
  - Less applications the better
  - Less technologies the better
  - Single view of the truth
  - Consistency and compatibility of technologies is most important
  - Role of internal /development

## Strategise

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- Technology - some options:
  - BI Vendors like Business Objects, Hyperion SAS Institute, Hyperion, Cognos, or Microsoft BI Solutions
  - Custom solutions using common tools - Excel, Access, Office etc
  - ‘Report-writer’ tools
- Web integration
- Understand the consulting costs what will be obtained

# Strategise

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- Marketing
  - Know what you need to know
  - Capture & *use* relevant information
  - Don't try to capture the world

# Strategise

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- Financial
  - Fund software acquisition adequately
  - Don't buy the software and cut down on the professional services – buy cheaper software if you need to and grow
  - Insist on ROI, BUT include the intangible benefits

# Implement

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- Ask the 'what' and the 'why':
  - Understand information needed – no ambiguity!
  - Know how the information is defined and where it is from
  - Change management
  - Have a good lie down before starting anything adventurous
  - Will it make a difference?

# Implement

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- Ask the ‘how’:
  - Single and simple tools preferred over multiple and complex tools
  - Actually write down how this is to be done – a standard, systematic way
  - Document, document, and document some more – make it easy, but make it useful

# Implement

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- Attacking the problem:
  - Medium term fix vs short-term pressure
  - Accountability
  - Monitor progress at senior level – regularly and always
  - Break down into independent 90 day deliverables
  - It ain't over 'til it's over – is business reporting effective?

# Case Study: The perils of customisation

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- Bain Gasteen

# Selecting and implementing systems

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Some issues with selecting software:

- Know thyself
- Know what you need – ‘the biggies’
- What is risk?
- Is it a competitive advantage?
- Distraction
- Endless demonstrations and never making a decision – no beginning and no end
- Time-consuming

# Selecting and implementing systems

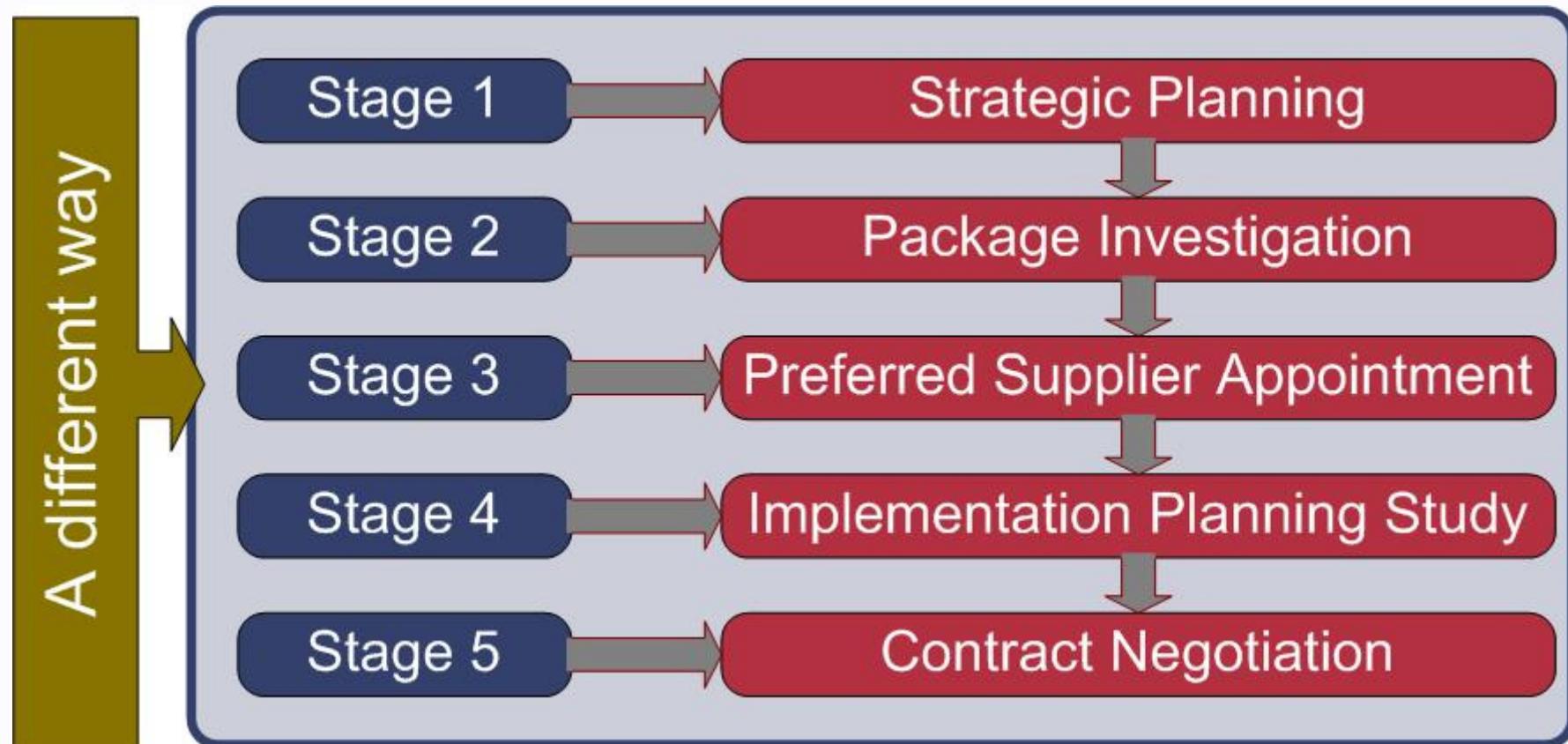
## Unstructured

- Buy something that you are familiar with
- Recommendation from a peer/contact/friend/butcher/hairdresser
- Business unit putsch
- Covert development
- Vendor opportunistic visit

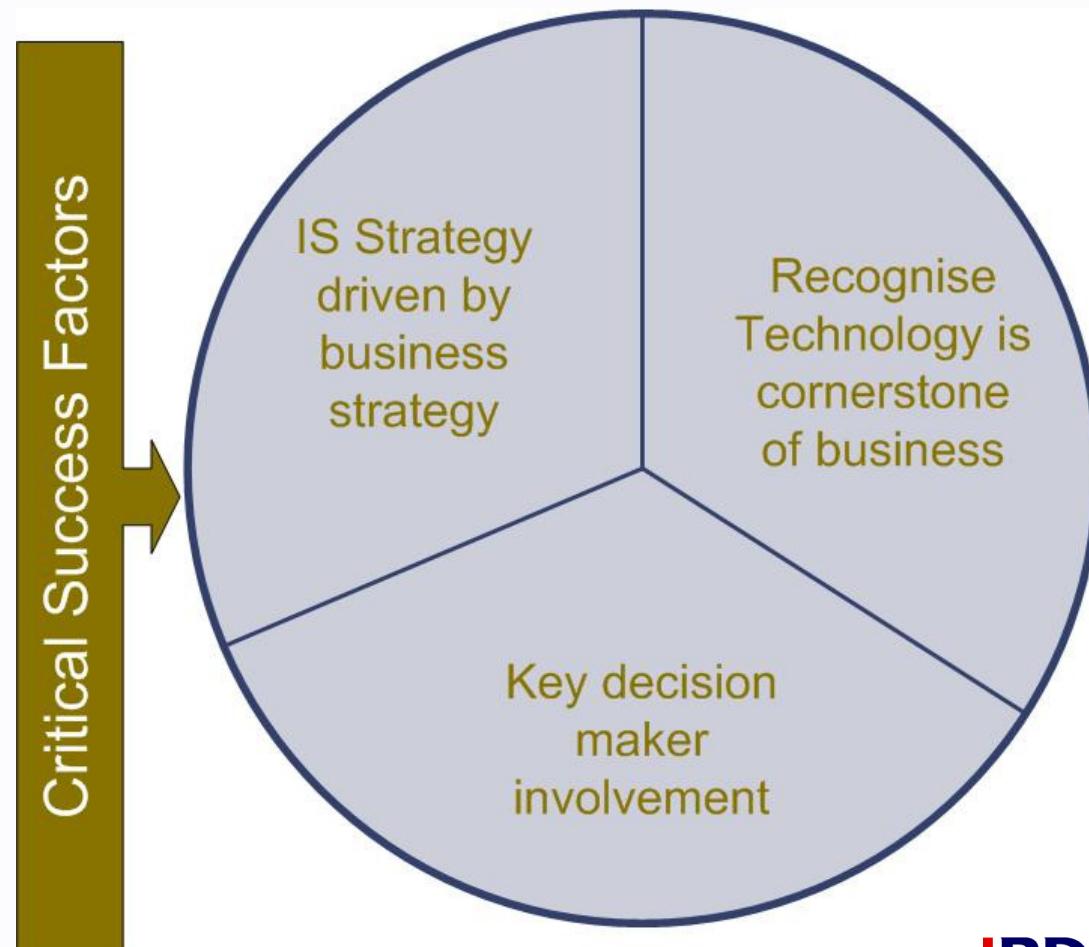
## Traditional

- Form a committee of experts/stakeholders
- Detail a requirements specification (wish list)
- Attend demonstrations
- Assess many detailed proposals
- Decide on solutions

# Selecting and implementing systems



# Selecting and implementing systems



# Selecting and implementing systems

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- Focus on a long-term relationship with the vendor
- Focus on vendor ability to work with your business
- Makes the vendor think outside of the norm
- Focus on vendor's proven capability
- Less resource intensive
- Shorter timeframe to get to a short-list

## The guide

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- Comprehensive guide with detailed discussion on approach to implementing systems for reporting efficiency.

# Conclusion

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- Thank you for your attention
  - My contact details:

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