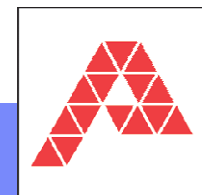


Provincie Antwerpen

CPM as a lever to a transparant public organisation.

IBM Cognos Performance
October 2009

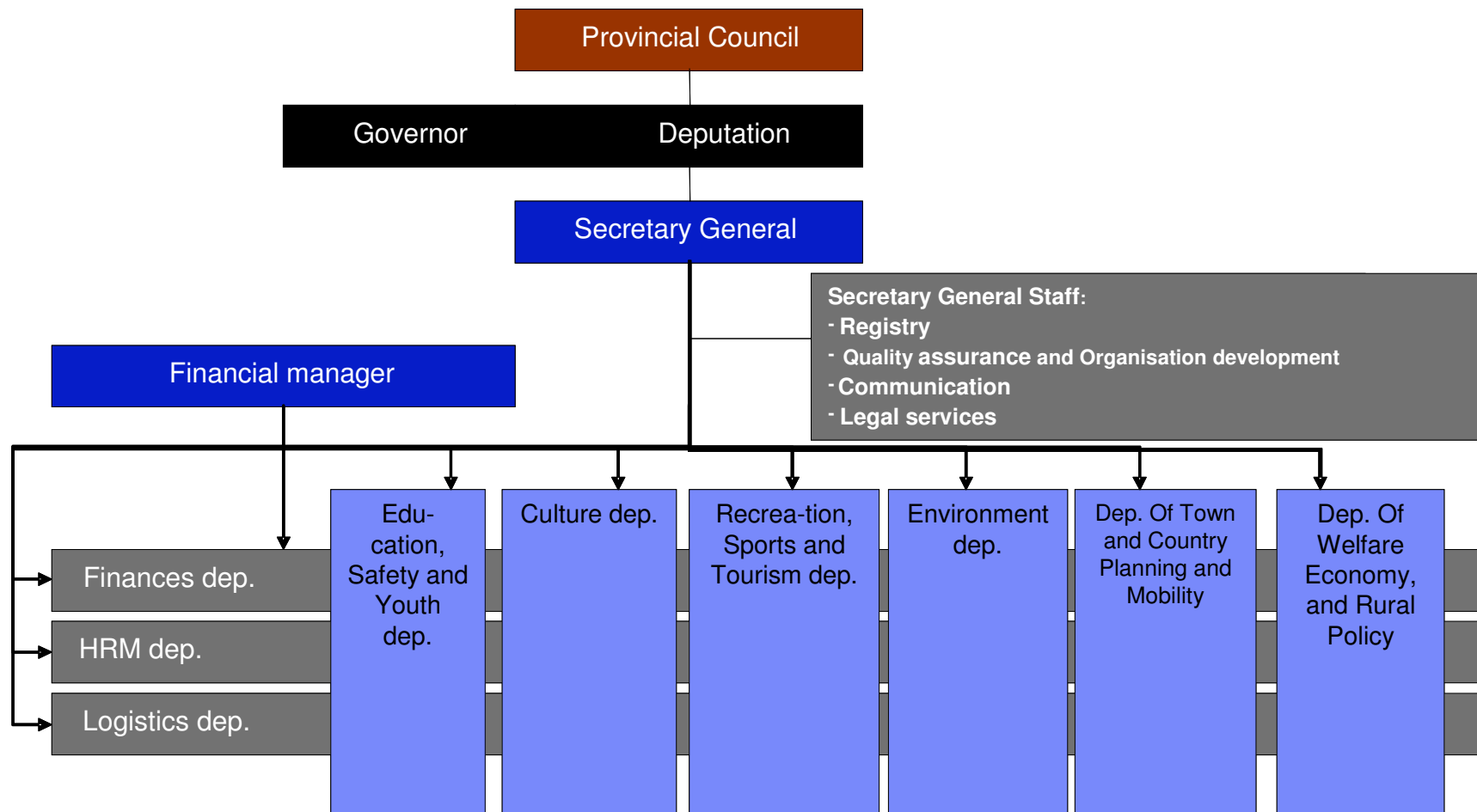


PROVINCIE
ANTWERPEN

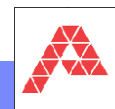
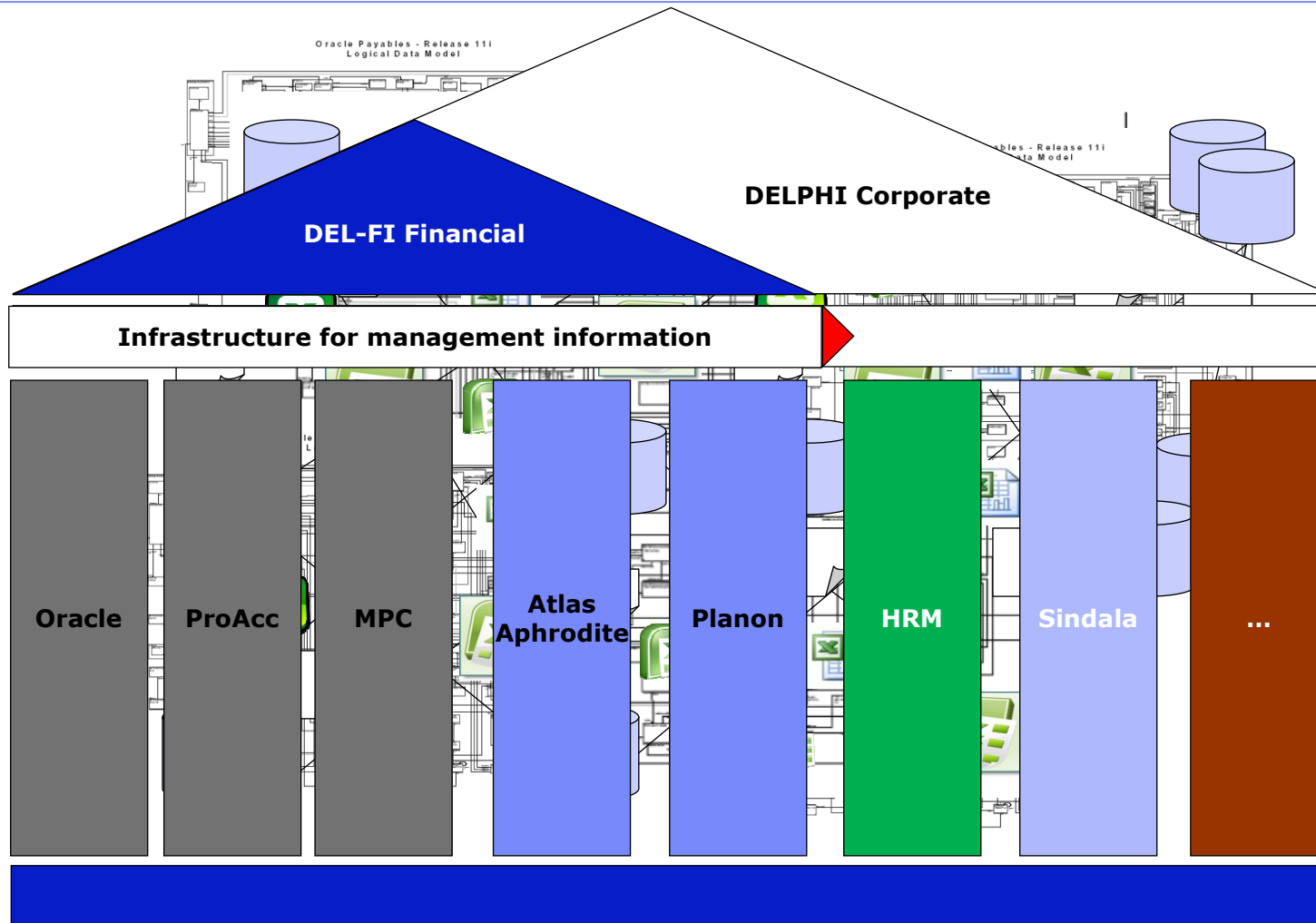
Agenda

1. Introduction to ProvAnt
2. General introduction to Delphi program
3. Delphi program realization
 - a) Program Strategic Context
 - b) Information Management Maturity
 - c) Corporate Performance Management
 - d) Delphi program – where are we ?
 - e) Del-Fi project objectives and challenges
 - f) Del-Fi project Results
 - g) Return on Investment
 - h) Training program
 - i) Impact on the organization & decision process
 - j) Stakeholder analysis

ProvAnt- Organigram



Introduction



Introduction

Who is systematically asking for more budget than he needs? Where best to reallocate money to ?

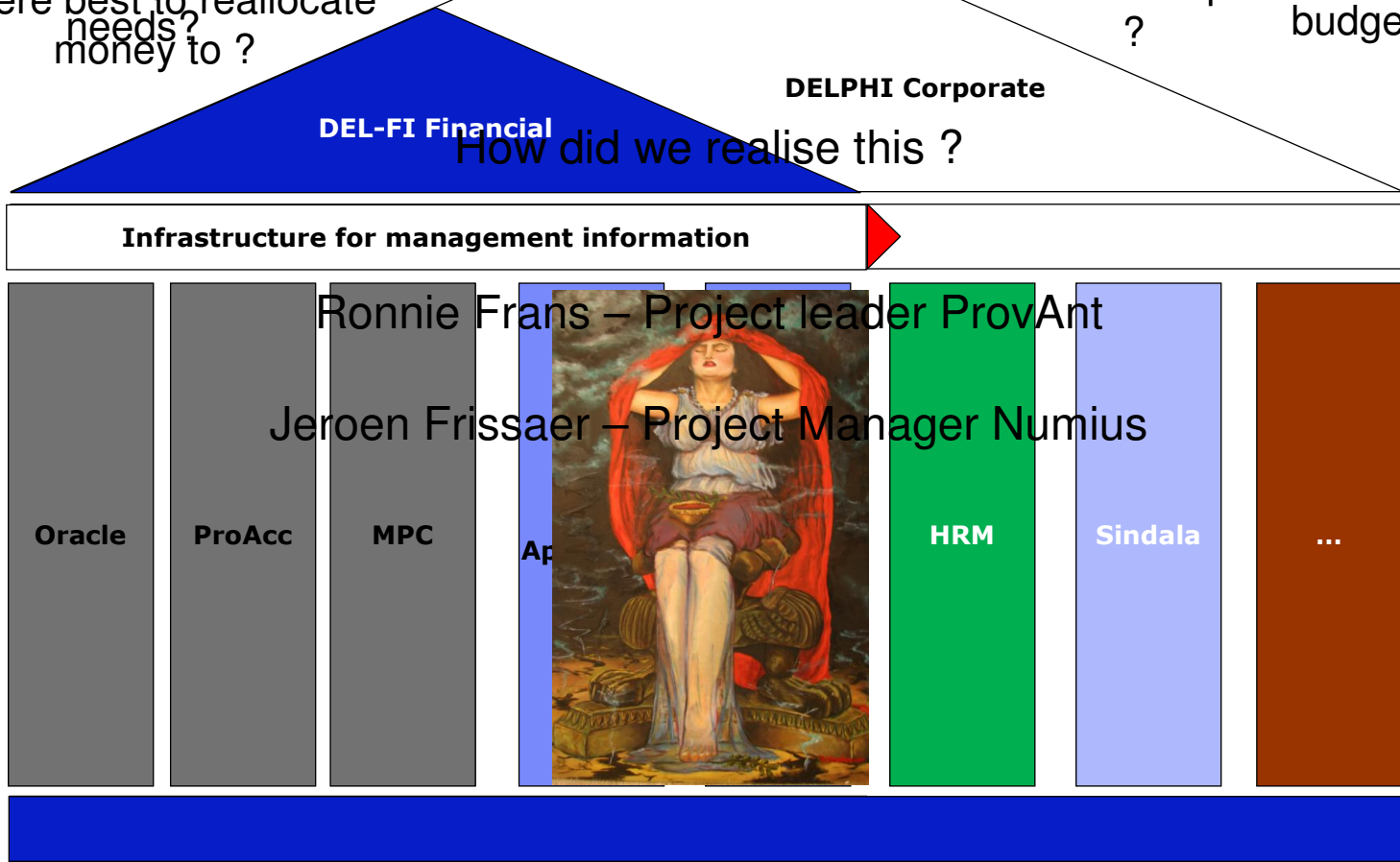
What is the organizational effort to training for personnel ?

Evolution of personnel composition ?

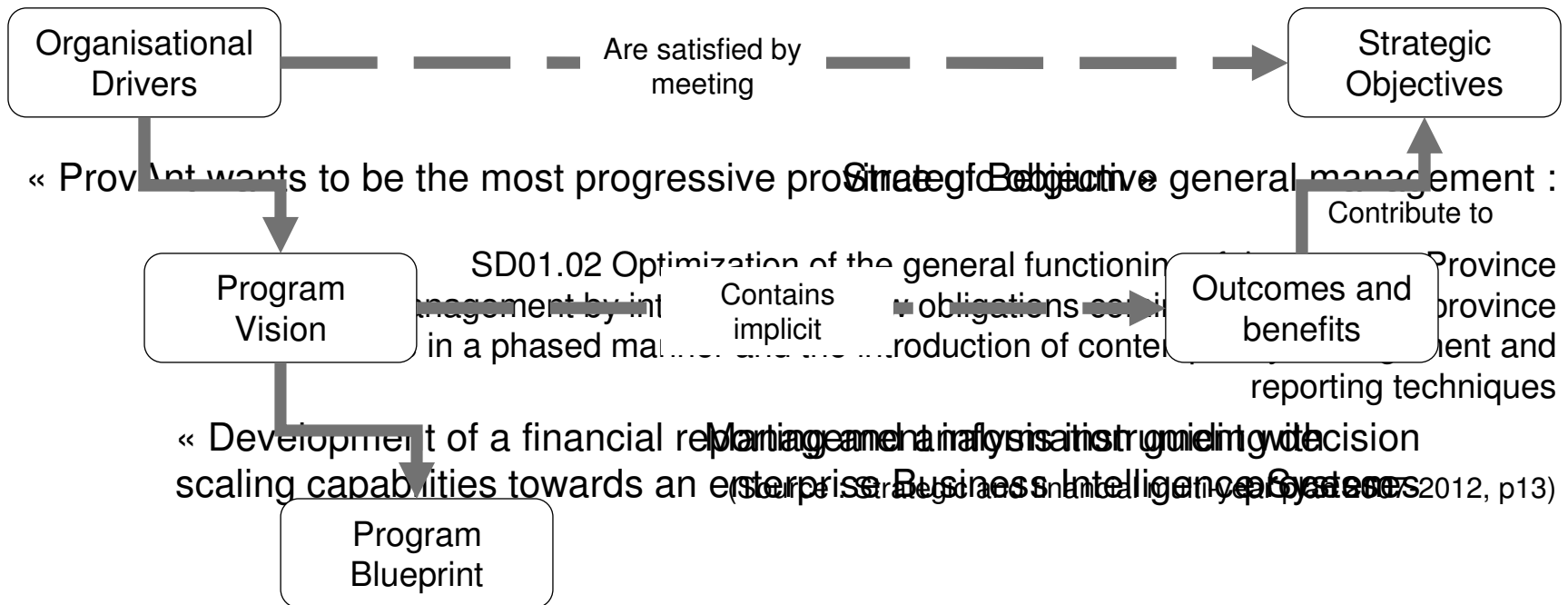
Which entities do not comply with approval process guidelines ?

granting environmental permits ?

Where is the budget gone ?

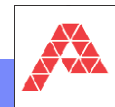
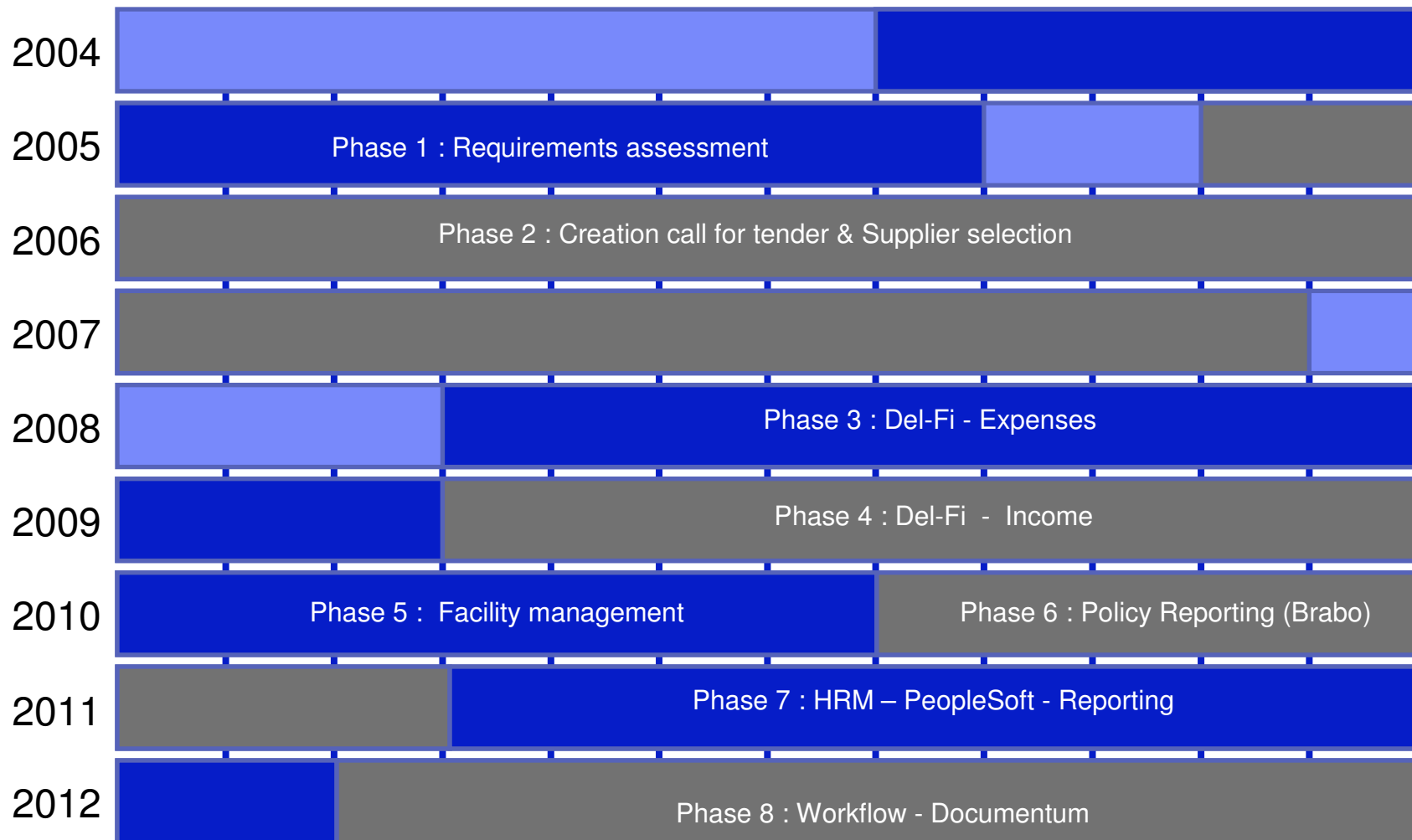


Program Strategic Context

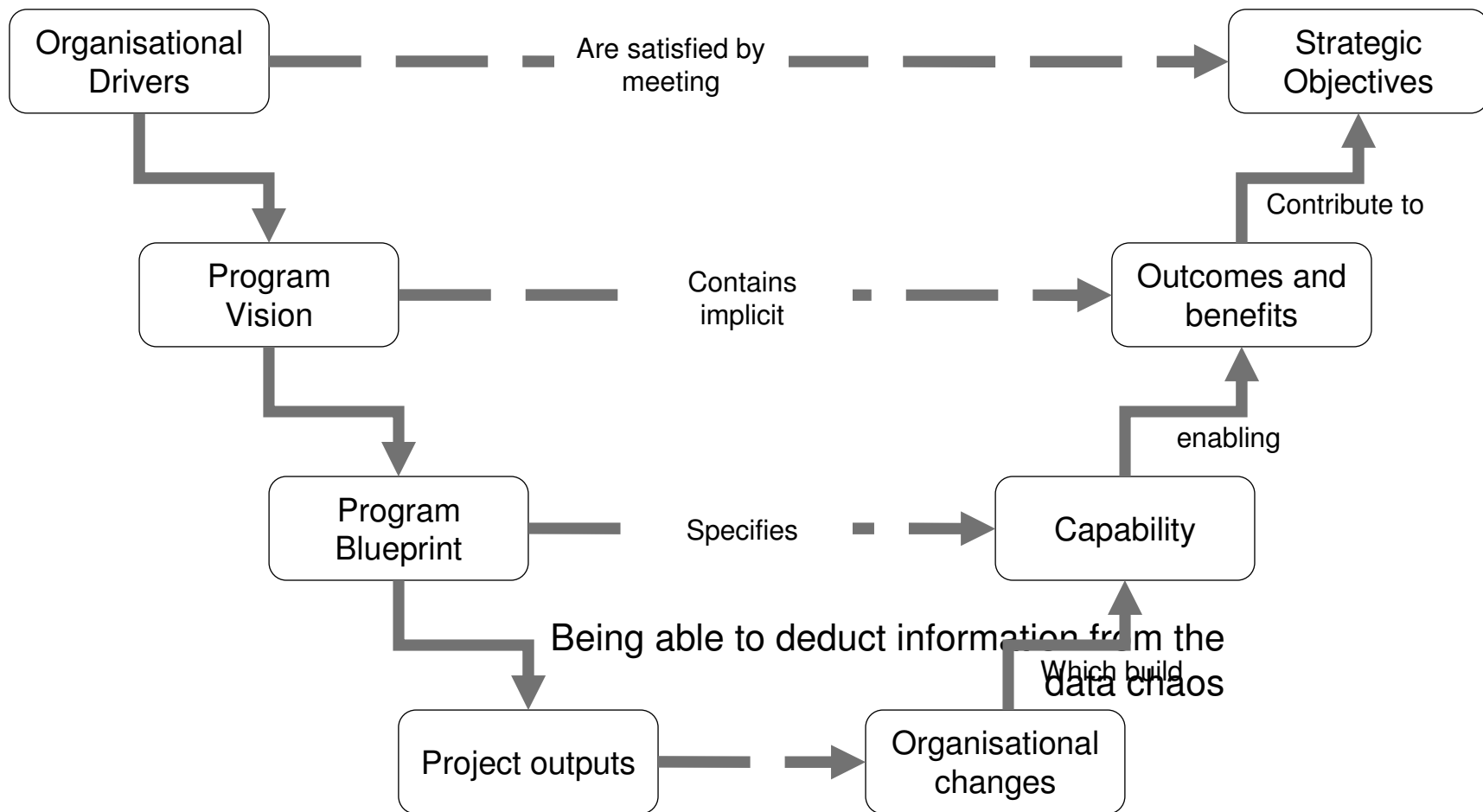


Delphi Program Strategic Context

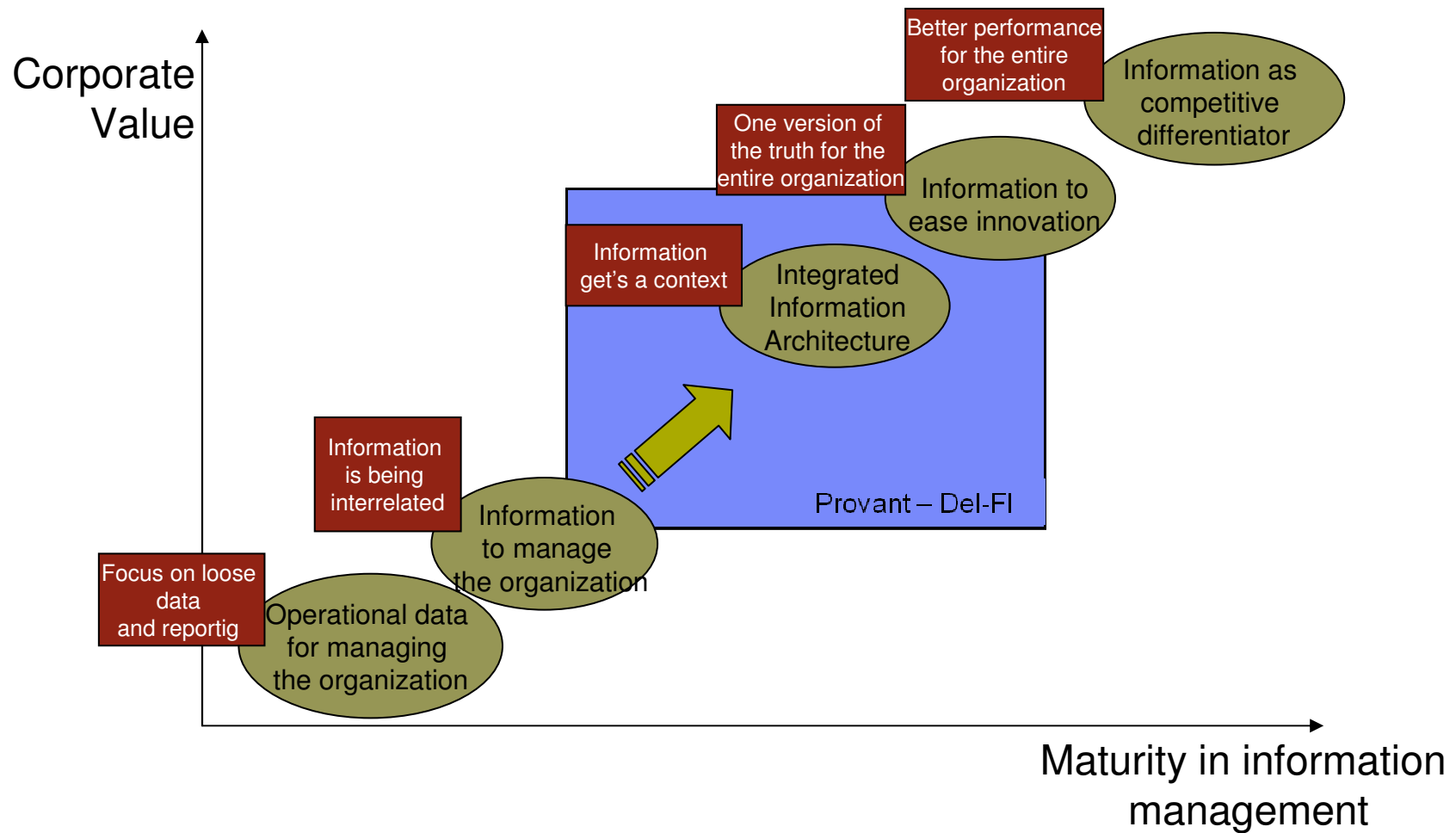
Program Blueprint – Change Management Program



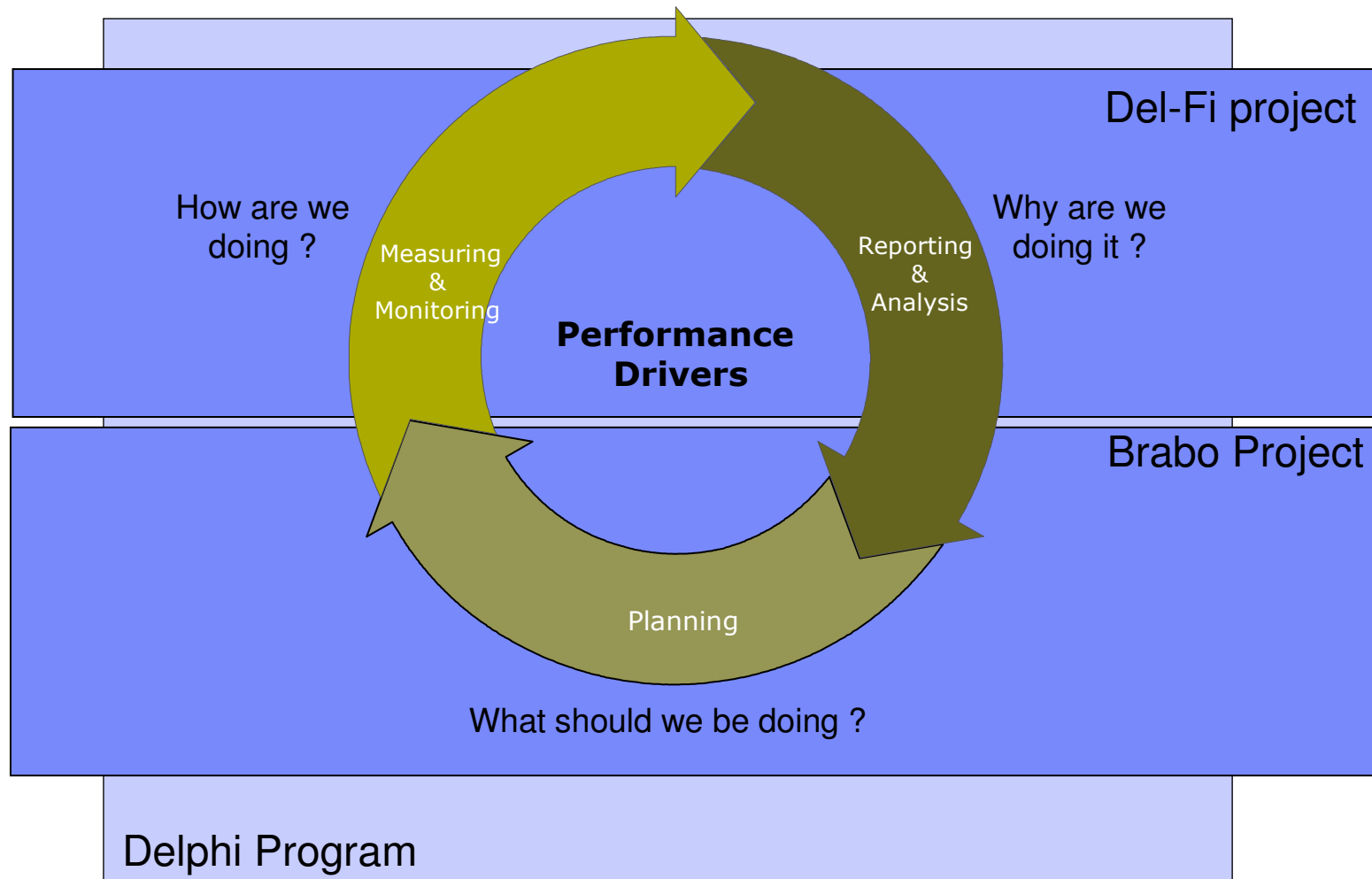
Program Strategic Context



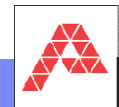
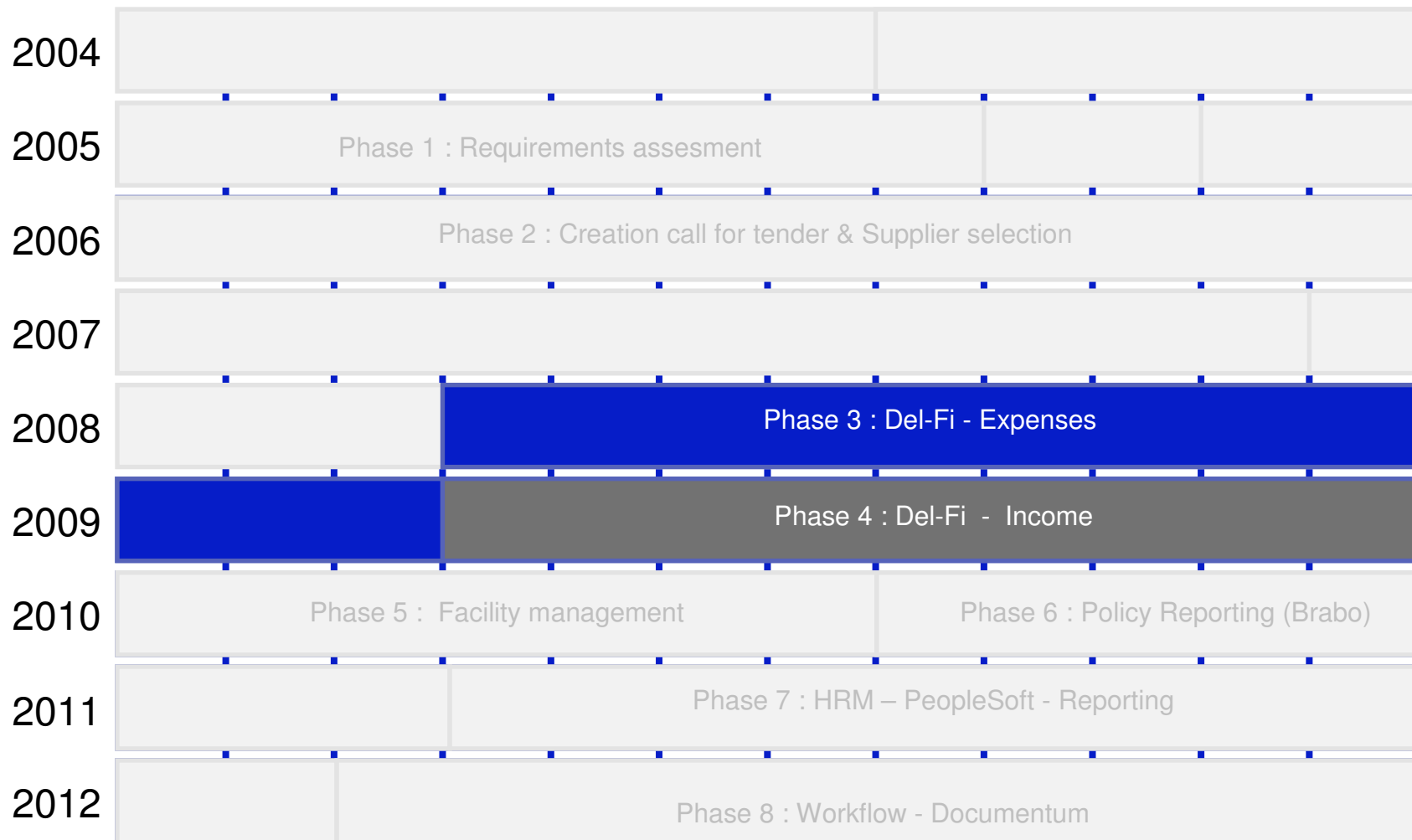
Information Management Maturity



Corporate Performance Management

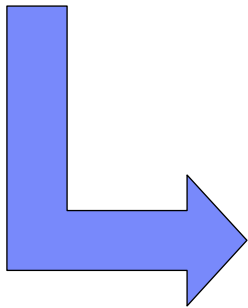


Delphi Program - Where are we ?



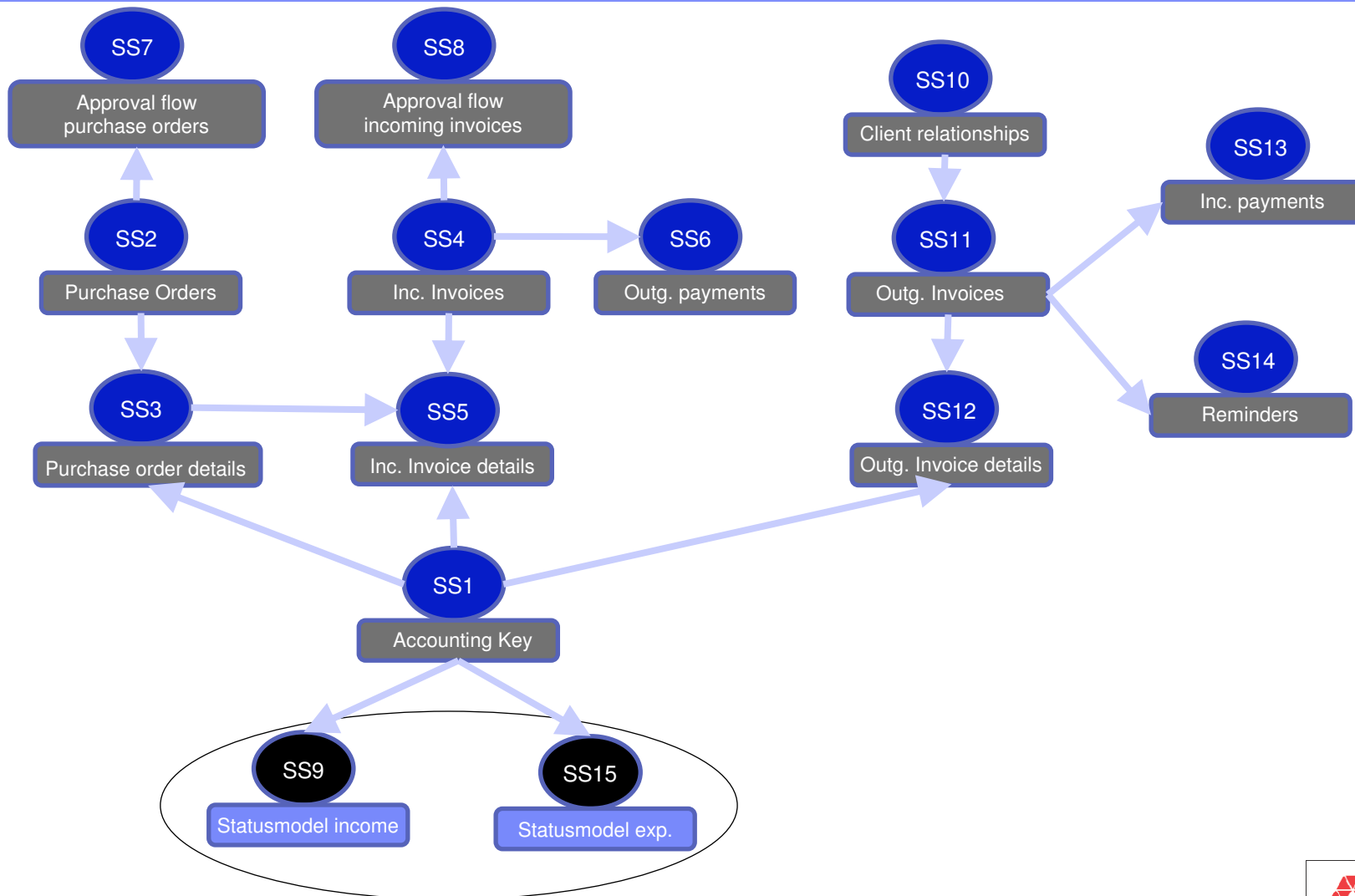
Del-Fi project objectives & Challenges

1. Consolidation of different types of accounting and budgeting systems (ProAcc/ProCure (20 subtypes) and Oracle Financials) into 1 centralized version of the financial truth in order to make better and more correctly founded decisions.
2. Setup of a real enterprise business intelligence platform for doing detailed financial reporting and analysis, implementing information models with financial data using an open vision in order to set the base for a longer term integration with other business models.



1. Different types of accounting systems
2. Constantly changing source systems
3. Independent reporting islands
4. Changing end user habits

Del-Fi Project Results



Del-Fi Project Results



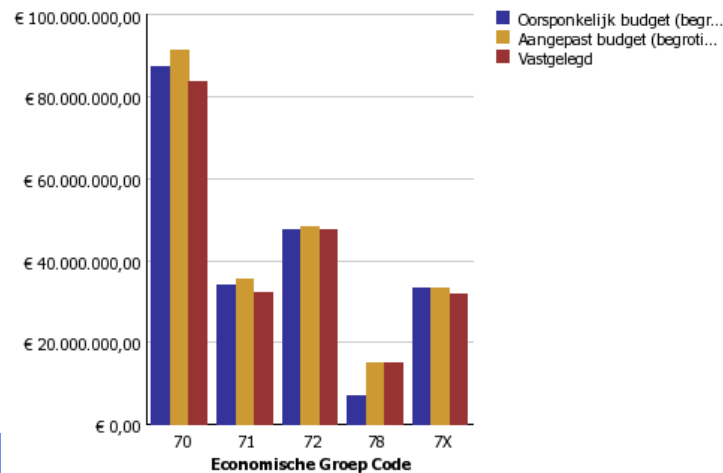
SM02R01 - Opvolging budget 2008 - uitgaven

Boekhoudsysteem: DraFin

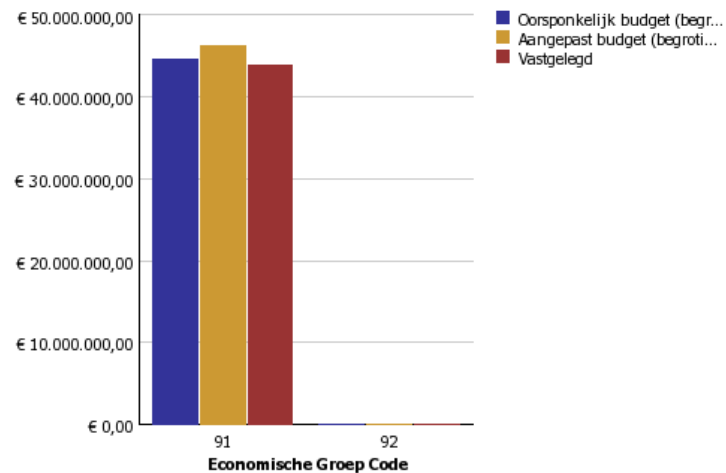
[Deze cijfers raadplegen per departement.](#)

		Oorspronkelijk budget (begrotingsjaar)	Aangepast budget (begrotingsjaar)	Bedrag vastlegging - aangevraagd	Bedrag vastlegging - goedgekeurd	Bedrag beschikbaar	Bedrag aanrekening VL - aangevraagd	Gefactureerd - Goedgekeurd	Bedrag VL nog aan te rekenen
Gewone dienst uitgaven	70 - Personeelskosten	€ 87.347.654,00	€ 91.480.103,00	€ 0,00	€ 83.683.674,36	€ 5.517.857,62	€ 0,00	€ 83.013.890,60	€ 669.783,76
	71 - Werkingskosten	€ 34.074.980,00	€ 35.421.942,00	€ 0,00	€ 32.174.224,03	€ 1.402.638,40	€ 35.522,40	€ 30.430.061,19	€ 1.708.640,44
	72 - Overdrachten	€ 47.406.290,00	€ 48.279.310,00	€ 0,00	€ 47.657.070,37	€ 419.328,32	€ 33.277,50	€ 44.089.821,95	€ 3.533.970,92
	78 - Overboeken	€ 7.010.360,00	€ 14.890.023,00	€ 0,00	€ 14.890.023,00	€ 0,00	€ 0,00	€ 14.890.023,00	€ 0,00
	7X - Schuld	€ 33.293.760,00	€ 33.294.880,00	€ 0,00	€ 31.867.293,96	€ 43.742,72	€ 0,00	€ 31.867.293,96	€ 0,00
	Totaal Gewone dienst uitgaven	€ 209.133.044,00	€ 223.366.258,00	€ 0,00	€ 210.272.285,72	€ 7.383.567,06	€ 68.799,90	€ 204.291.090,70	€ 5.912.395,12
Buitengewone dienst uitgaven	91 - Investerings	€ 44.601.110,00	€ 46.300.320,01	€ 0,00	€ 43.834.838,11	€ 3.867.659,04	€ 7.956,42	€ 18.066.396,40	€ 25.760.485,29
	92 - Schuld	€ 21.750,00	€ 29.470,00	€ 0,00	€ 29.143,42	€ 326,58	€ 0,00	€ 29.143,42	€ 0,00
	Totaal Buitengewone dienst uitgaven	€ 44.622.860,00	€ 46.329.790,01	€ 0,00	€ 43.863.981,53	€ 3.867.985,62	€ 7.956,42	€ 18.095.539,82	€ 25.760.485,29

Situatietabel: Gewone dienst uitgaven



Situatie tabel: Buitengewone dienst uitgaven



Del-Fi Project Results



SM02R02 - Opvolging budget 2008 - uitgaven per departement

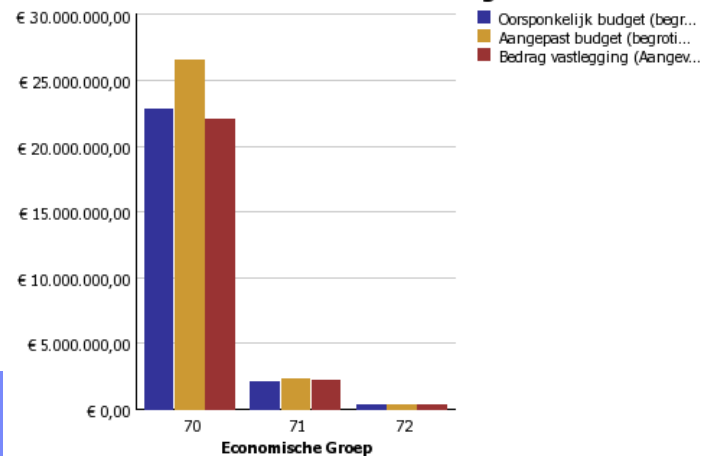
Boekhoudsysteem : OraFin

Departement : 20 - Departement Human Resources Management

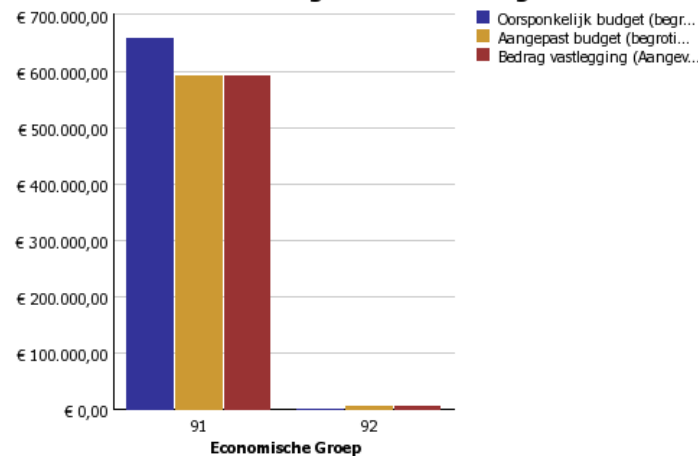
[Deze cijfers raadplegen per entiteit](#)

	Beherende Dienst	Oorspronkelijk budget (begrotingsjaar)	Aangepast budget (begrotingsjaar)	Bedrag vastlegging - aangevraagd	Bedrag vastlegging - goedgekeurd	Bedrag beschikbaar	Bedrag aanrekening VL - aangevraagd	Gefactureerd - Goedgekeurd	Bedrag VL nog aan te rekenen	
Gewone dienst uitgaven	70 - Personeelskosten	20000000 - Departement Human Resources Management	€ 22.791.009,00	€ 26.567.609,58	€ 0,00	€ 22.027.981,00	€ 2.261.057,56	€ 0,00	€ 21.388.693,89	€ 639.287,11
	71 - Werkingskosten	20000000 - Departement Human Resources Management	€ 1.716.140,00	€ 2.067.645,89	€ 0,00	€ 1.945.989,43	€ 42.943,76	€ 0,00	€ 1.867.394,06	€ 78.595,31
		30000000 - Departement Logistiek	€ 403.500,00	€ 231.500,00	€ 0,00	€ 230.777,69	€ 722,31	€ 0,00	€ 230.777,69	€ 0,00
	72 - Overdrachten	20000000 - Departement Human Resources Management	€ 309.100,00	€ 324.100,00	€ 0,00	€ 324.100,00	€ 0,00	€ 0,00	€ 324.100,00	€ 0,00
Totaal Gewone dienst uitgaven			€ 25.219.749,00	€ 29.190.855,47	€ 0,00	€ 24.528.848,12	€ 2.304.723,63	€ 0,00	€ 23.810.965,64	€ 717.882,48
Buitengewone dienst uitgaven	91 - Investerings	30000000 - Departement Logistiek	€ 656.500,00	€ 590.814,42	€ 0,00	€ 590.814,42	€ 0,00	€ 0,00	€ 518.551,74	€ 72.262,66
	92 - Schuld	20000000 - Departement Human Resources Management	€ 0,00	€ 6.200,00	€ 0,00	€ 6.197,50	€ 2,50	€ 0,00	€ 6.197,50	€ 0,00
Totaal Buitengewone dienst uitgaven			€ 656.500,00	€ 597.014,42	€ 0,00	€ 597.011,92	€ 2,50	€ 0,00	€ 524.749,24	€ 72.262,66

Situatie Gewone Dienst Uitgaven:



Situatie Buitengewone Dienst Uitgaven:

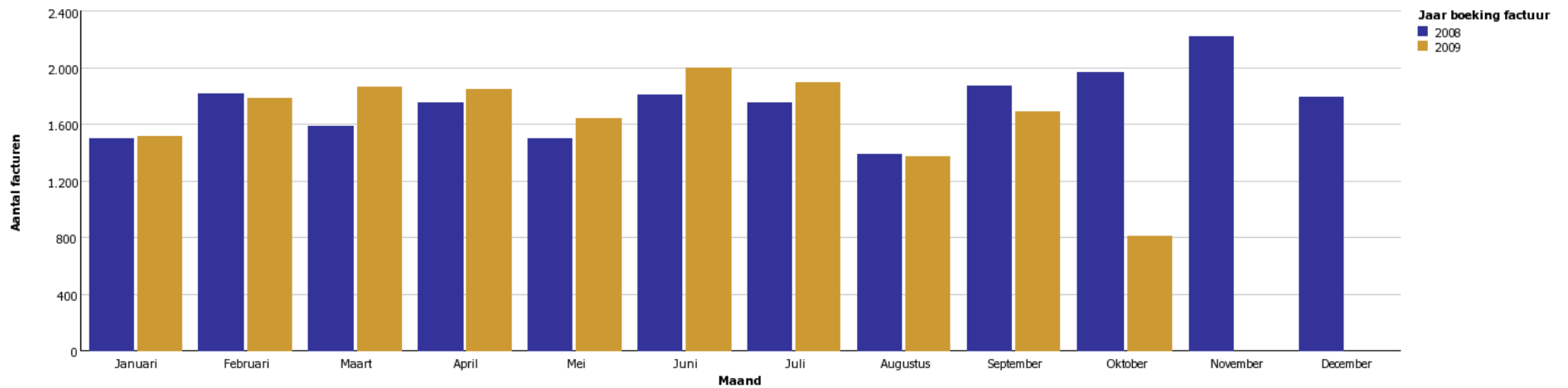


Del-Fi Project Results



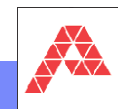
SM05R01 - Evolutie van het aantal facturen

Aantal facturen	Januari	Februari	Maart	April	Mei	Juni	Juli	Augustus	September	Oktober	November	December	Totaal
Aantal facturen 2008	1.501	1.815	1.585	1.751	1.496	1.812	1.751	1.389	1.875	1.964	2.225	1.793	20.957
Aantal facturen 2009	1.512	1.783	1.866	1.851	1.643	2.001	1.895	1.370	1.688	807			16.416





Del-Fi Project Results

Factuurjaar	Bedrag factuur	Bedrag geïnd	Openstaand saldo	
2003	€ 892.978,73	€ 611.403,92	€ 281.574,81	<ul style="list-style-type: none"> ■ Openstaand saldo ■ Bedrag geïnd
2004	€ 757.105,28	€ 753.853,26	€ 3.252,02	<ul style="list-style-type: none"> ■ Openstaand saldo ■ Bedrag geïnd
2005	€ 2.877.834,52	€ 2.439.337,28	€ 438.497,24	<ul style="list-style-type: none"> ■ Openstaand saldo ■ Bedrag geïnd
2006	€ 15.819.813,32	€ 14.969.191,32	€ 850.622,00	<ul style="list-style-type: none"> ■ Openstaand saldo ■ Bedrag geïnd
2007	€ 172.970.157,32	€ 171.478.797,52	€ 1.491.359,80	<ul style="list-style-type: none"> ■ Openstaand saldo ■ Bedrag geïnd
2008	€ 402.331.482,93	€ 399.665.755,62	€ 2.665.727,31	<ul style="list-style-type: none"> ■ Openstaand saldo ■ Bedrag geïnd
2009	€ 205.423.379,94	€ 148.478.478,66	€ 56.944.901,28	<ul style="list-style-type: none"> ■ Openstaand saldo ■ Bedrag geïnd



Del-Fi Project Results

Jaar opmaak document: [2003](#)

Organisatie	Netto - bedrag factuur	Bedrag geïnd	Openstaand saldo	
30000000 - Departement Logistiek	€ 889.753,12	€ 610.228,31	€ 279.524,81	
40100550 - Provinciaal Veiligheidsinstituut	€ 3.225,61	€ 1.175,61	€ 2.050,00	
Totaal 2003	€ 892.978,73	€ 611.403,92	€ 281.574,81	

40100550 - Provinciaal Veiligheidsinstituut

2003

Documentnummer	Klant	Facturatieadres	Factuurdatum	Vervaldatum	Bedrag factuur	Bedrag gecrediteerd	Bedrag oninbaar/onverhaalbaar	Bedrag geïnd	Openstaand saldo	Aanmaningsniveau Omschrijving	Datum laatste aanmaning
2003000039		Steenregistraat 19, 2100 - Breda, België	15/01/2003	14/02/2003	€ 50,00	€ 0,00	€ 0,00	€ 0,00	€ 50,00	Deurwaarder	09/02/2004
2003001318		Oranienstraat 4, bus 5, 2100 - Watebrouck, België	15/05/2003	14/06/2003	€ 500,00	€ 0,00	€ 0,00	€ 0,00	€ 500,00	Deurwaarder	04/03/2004
2003001319		Oranienstraat 4, bus 3, 2100 - Watebrouck, België	15/05/2003	14/06/2003	€ 1.500,00	€ 0,00	€ 0,00	€ 0,00	€ 1.500,00	Deurwaarder	04/03/2004
2003003126		Postbus 18, NL-3008 DD - Rotterdam, Nederland	11/09/2003	11/10/2003	€ 2.100,00	€ 0,00	€ 924,39	€ 1.175,61	€ 0,00	Deurwaarder	19/11/2004
Totaal 2003					€ 4.150,00	€ 0,00	€ 924,39	€ 1.175,61	€ 2.050,00		

Del-Fi Project Results

- Source system defects

PROCESS QUALITY

- Income booked on expense accounts
- Debet & credit amounts not correct
- Changes/deletion to/of approved data

DATA QUALITY

- Clients without names
- 1 supplier > 2 different KBO-numbers
- 1000 Antwerpen, 2018 Brussel,...

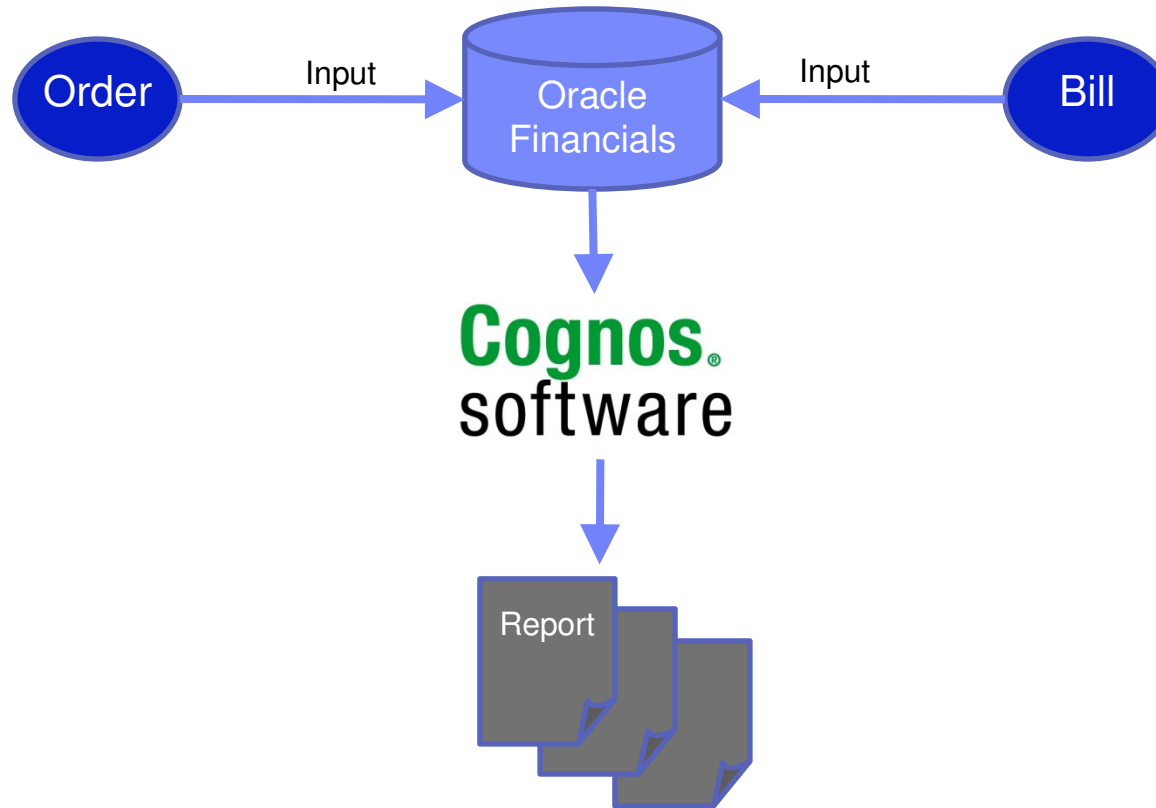
- ...

→ Resolved in source system, not through ETL.

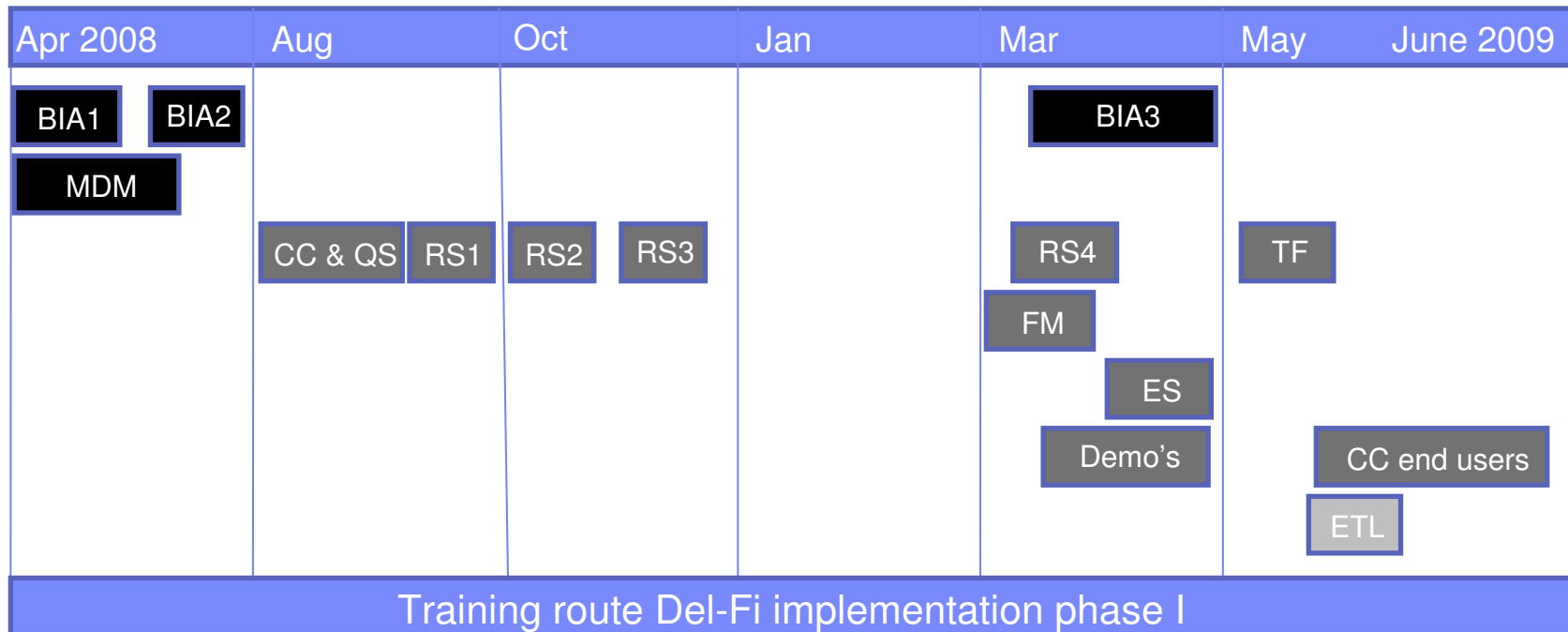
Del-Fi - Return On Investment



Del-Fi - Return On Investment



Del-Fi – Training route



- | | |
|--------------------------------------|--|
| BI Awareness, methodology & concepts | : Business Intelligence Awareness, Multidimensional modeling |
| Front End Trainings | : Cognos Connection, ReportStudio, Framework Manager, EventStudio, Transformer |
| Back End Trainings | : ETL (Extract Transform Load) |

Impact on the organization & Decision process

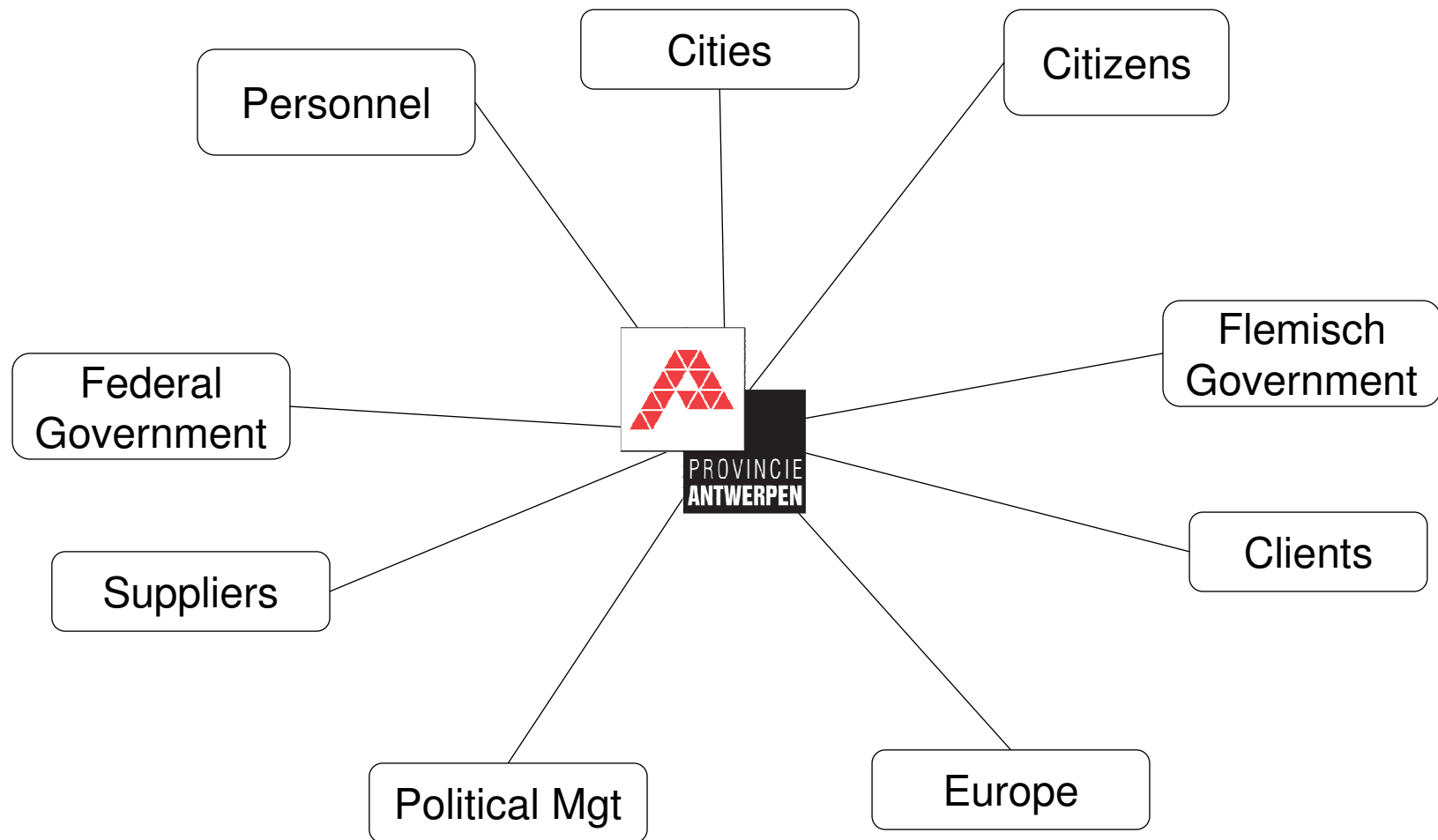
Impact on the organization

1. Successful adoption => changed licensing system (500 users)
2. No more hiding behind bad reporting functionality
3. Less reporting islands
4. Single version of the truth => more confidence in own data

Impact on the decision process

1. 45 decision makers actively using system
2. Raised awareness for unnecessary budget growth
3. Better follow up on payments to suppliers and from clients

Stakeholder Feedback



References

Project sponsor :



Main contractor :



Partner :

