

Coming Full Circle

COGNOS EP integration with HFM at sanofi aventis

IBM COGNOS Planning





AGENDA

- **About Sanofi**
- **Project Background**
- **Solution Overview & Demo**
- **Key Learnings**
- **Next Steps**
- **Q&A**



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What is Sanofi Aventis?

LANTUS[®]
insulin glargine

Arava[™]
leflunomide

Actonel[®]
risedronate sodium

Plavix[®]
Clopidogrel 75mg

Panamax[®]
paracetamol 500 mg

KARVEA[®]
(irbesartan)

Eloxatin[®]
OXALIPLATIN

Epilim[®]
Sodium Valproate

Mersyndol[®]
paracetamol, codeine phosphate, doxylamine succinate

TAXOTERE[®]
(docetaxel)

Solian[®]
AMISULPRIDE

Panadeine[®] Forte
paracetamol 500 mg, codeine phosphate 30 mg

Ramipril
TRITACE[®]



Telfast[®]
fexofenadine hydrochloride

Background – Budget Cycles at Sanofi Aventis

- **Budget and two complete forecast reviews**
- **Ground up process**
 - ▶ Sales forecasting by SKU
 - ┌ YTD, YTG – price volume analysis.
 - ▶ Product P&L
- **Expense**
 - ▶ Headcount driven
 - ▶ Project Driven
 - ▶ By GL code
 - ▶ YTD, YTG with bridging



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Background – Budget Cycles at Sanofi Aventis

● Output in Hyperion Financial Management

- ▶ P&L
- ▶ Sales Reporting
- ▶ Cost by Nature reporting
- ▶ Product P&Ls
- ▶ Headcount reporting

● Output in Powerpoint

- ▶ Marketing Plans
- ▶ Enormous slide packs

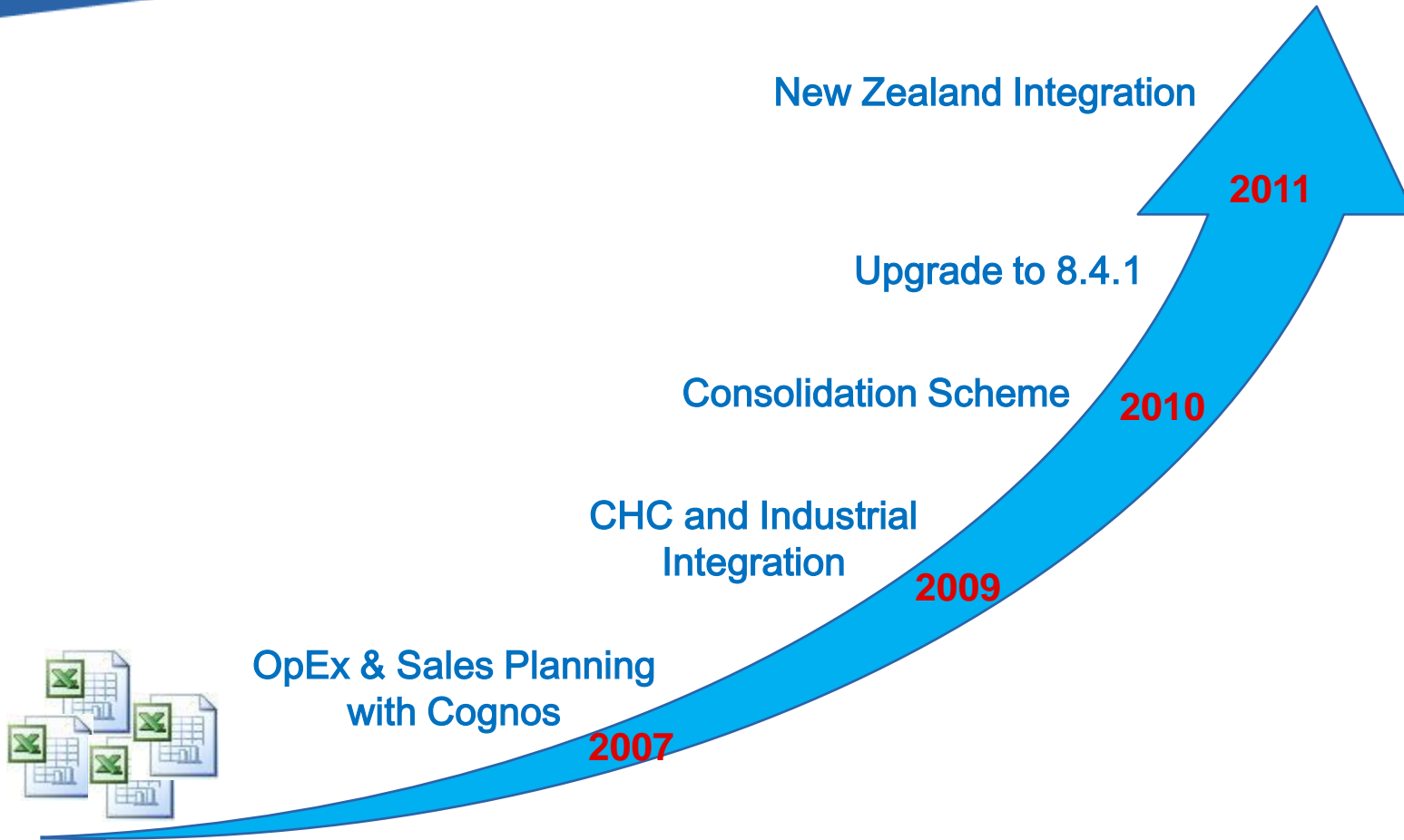
● All reporting cycles accompanied by a review from Paris



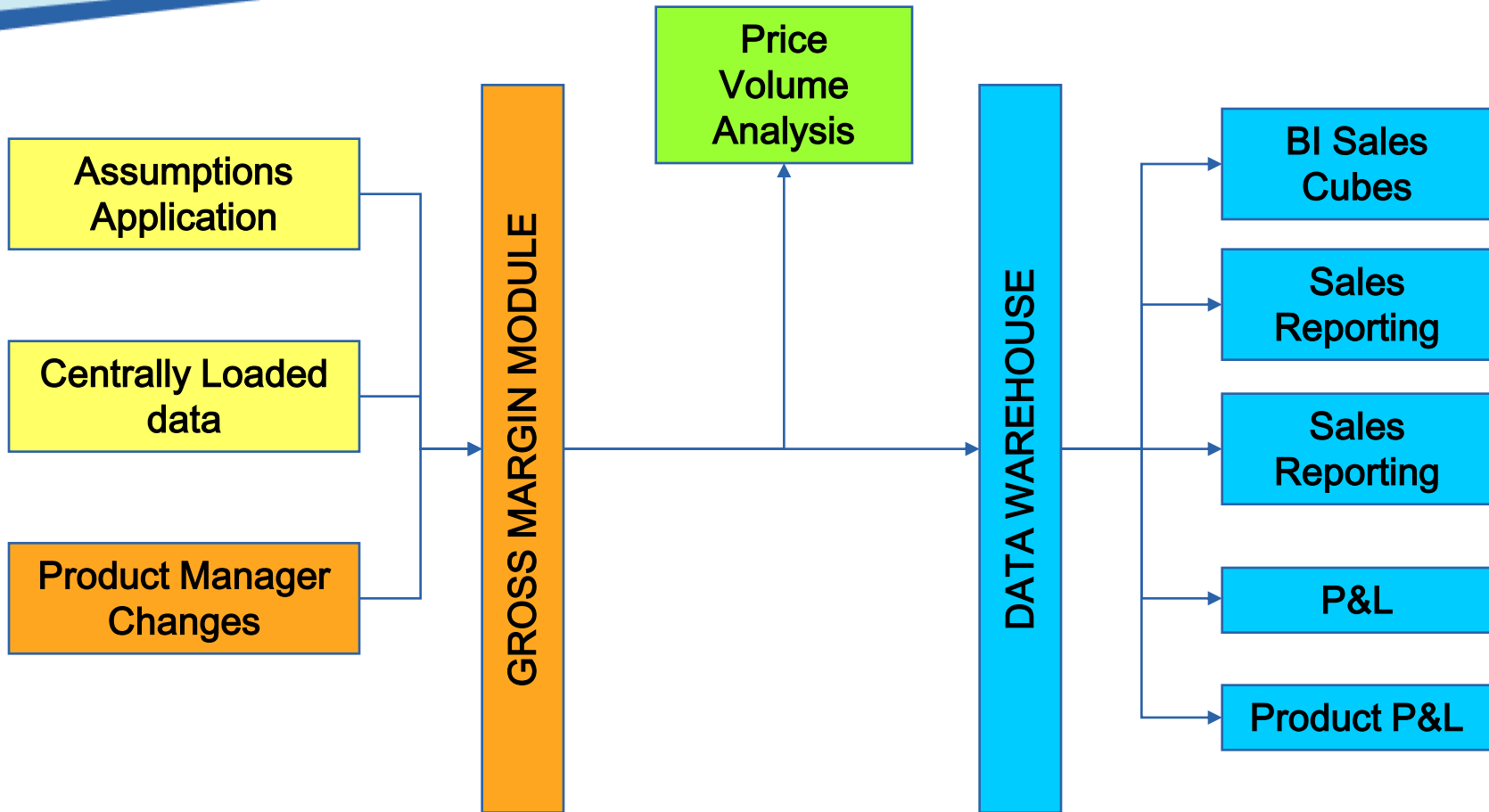
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Background – Cognos Planning



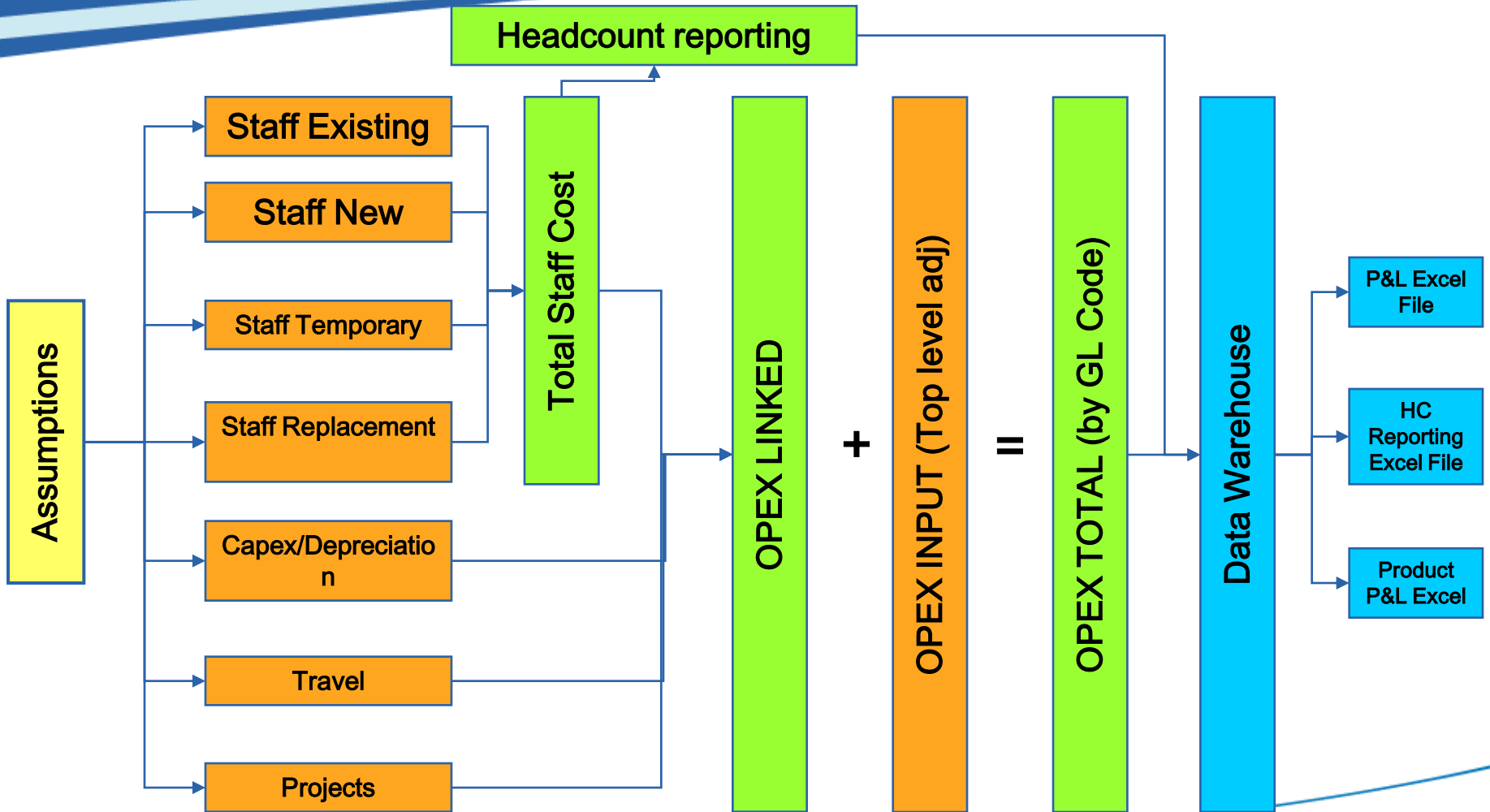
Gross Margin EP Flowchart



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OPEX EP Flowchart



Final Step – Integrate this with HFM

- Ability to review the data in the format of the company consolidated P&L
- Give the business more timely access to the data available in COGNOS
- Integrate the data in such a way as to seamlessly produce a P&L and upload file for HFM.

Complexities Involved

- Information captured in a broad cost centre and sku format whereas reporting is very complex with P&L being split across:
 - ▶ Legal entities
 - ▶ Currencies
 - ▶ Products
- Excel solution – many linked spreadsheets linking into an upload spreadsheet and ultimately into HFM



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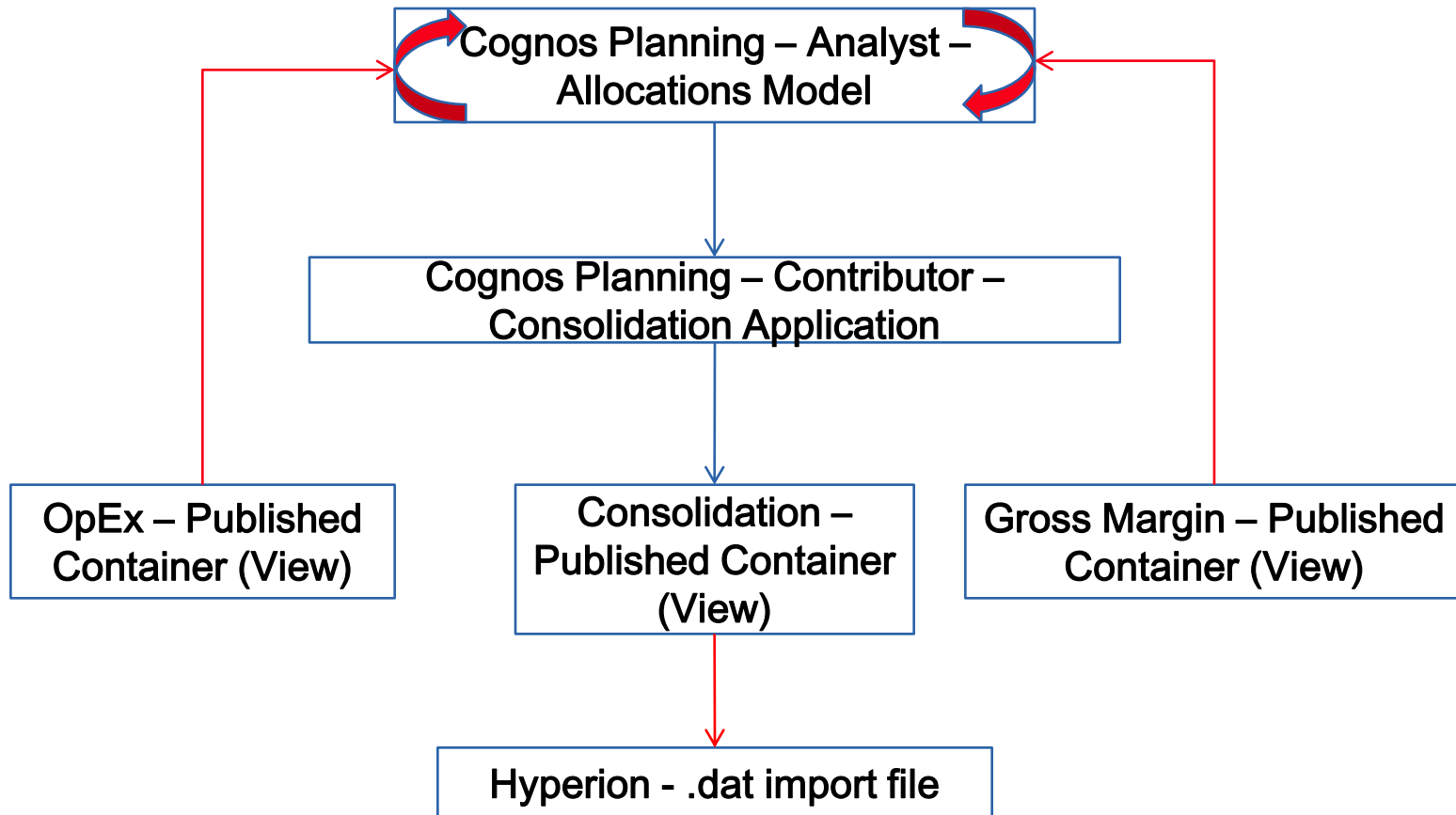
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Complexities Involved

- **P&L allocations being done on the basis of very complex rules with 1001 exceptions**
 - ▶ **Field force allocations to products**
 - ▶ **Upstream margin calculations differing between products**
 - ▶ **Royalties allocated to different legal entities**
 - ▶ **etc**

- **Could something this complex be brought into one single process?**

High Level Schematic



Denotes Manager
Driven Process



• Demo Slides

Allocations & Consolidations Process.

Cognos Planning Administration

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sanofi-aventis Australia & New Zealand 5 Maintenance - Consolidations & Allocations

Main Menu >>

1. Maintenance >>

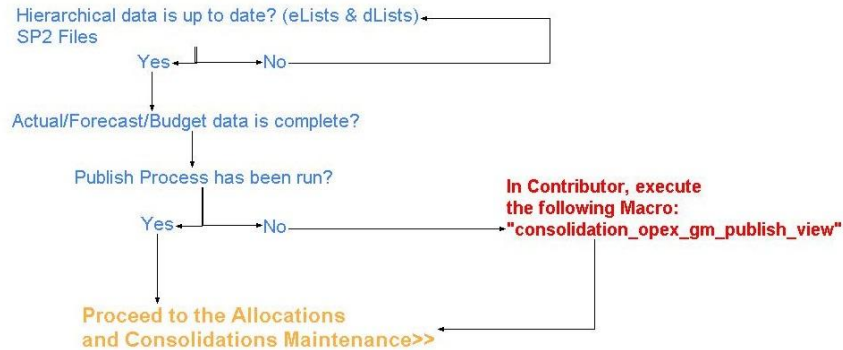
2. Data Load >>

3. Information >>

4. Assumptions >>

Preliminary Checks:

Please ensure that the following have been completed for both Gross Margin and OpEx:



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Allocations & Consolidations Process.

Cognos Planning Administration

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sanofi-aventis Australia & New Zealand 5.2 Consolidations & Allocations

Analyst Allocations Process:

Main Menu >>

1. Maintenance >>

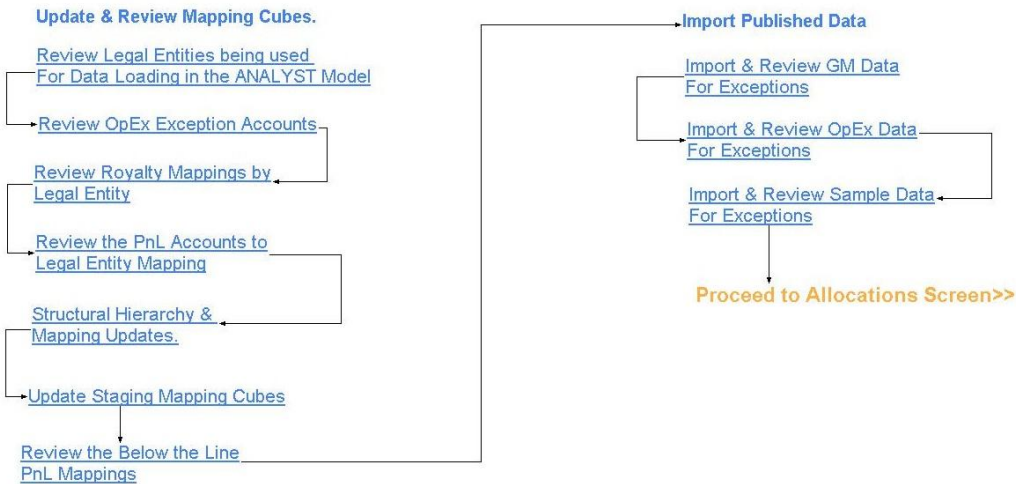
2. Data Load >>

3. Information >>

4. Assumptions >>



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Back to >>

Allocations & Consolidations Process.

Cognos Planning Administration

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5.2 Consolidations & Allocations

Main Menu >>

1. Maintenance >>

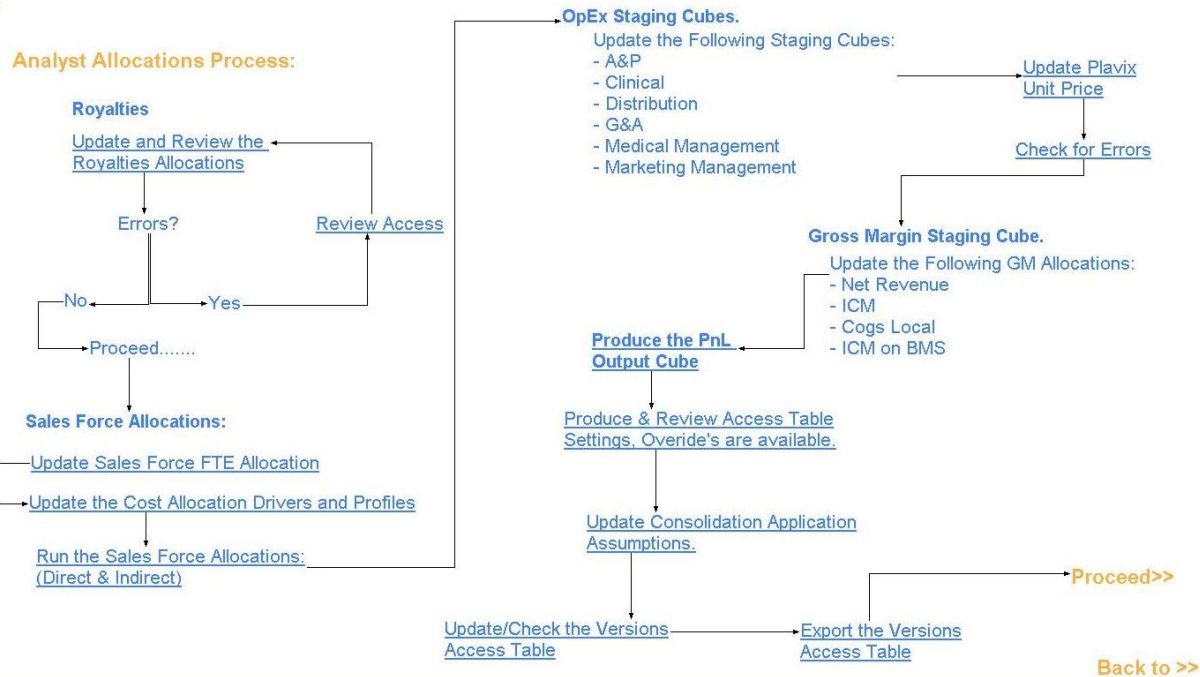
2. Data Load >>

3. Information >>

4. Assumptions >>



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Allocations & Consolidations Process.

Cognos Planning Administration

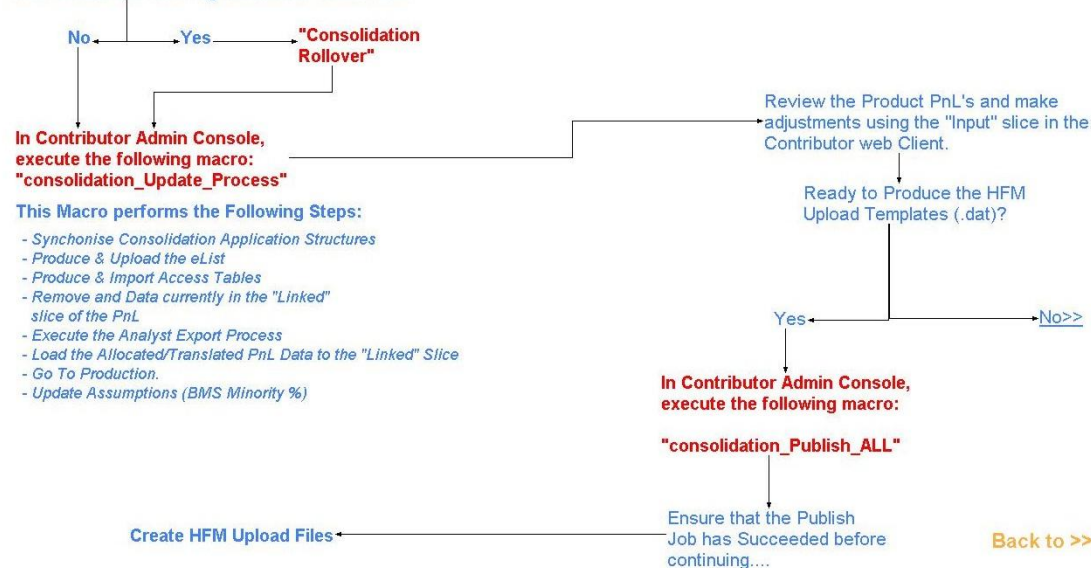
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sanofi-aventis Australia & New Zealand 5.3 Consolidations & Allocations

- Main Menu >>
- 1. Maintenance >>
- 2. Data Load >>
- 3. Information >>
- 4. Assumptions >>

Contributor Process:

If you have recently Rolled over the OpEx and GM Applications, then please adjust and execute the following Contributor Admin Link:



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Contributor – Consolidation Application.

Consolidation - Windows Internet Explorer
http://localhost/cognos8/cg-bin/cognosapi.dll

Contributor

Sanofi Aventis Australia

- 1.Pharma
 - ACTONEL
 - ALVOCIDIB
 - AMARYL
 - ANZEMET
 - APIDRA
 - APROVEL
 - ARAVA
 - AVE6010
 - AVE5026
 - AVE8062
 - BGM
 - BIO_ORGANICS
 - BSL_201
 - CABAZITAXEL
 - CLEVANE_OVENOX
 - COPAXONE
 - DEPAKINE
 - DIVERS
 - DIVERS_G
 - DIVERS_LS
 - DOLIPRANE
 - DRONEDARONE
 - ELOXATINE
 - FLAGYL
 - IKOREL
 - LANTUS
 - LOLA
 - NITROLINGUAL
 - NVJFGF
 - ORLUDIS_PROFENDI
 - OSTELIN
 - OTAMXABAN
 - PANACOD
 - FLAVIX
 - PROCHLORPERAZINE
 - RILUTEK
 - RULID
 - SCULPTRA
 - SOLLIAN
 - STILNOX
 - SUCCEEV

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
Sanofi Aventis Australia	Incomplete	Planning Rights Administrators	Reviewer	12:26:47 PM - Thursday, November 04, 2010

User Instructions

Please have a look at the [User Manual](#)

If you have any further queries, please contact the following for assistance:

Mark Tannahill
Ph: (02) 8666-2443
Email: Mark.Tannahill@sanofi-aventis.com

Contributor – Consolidation Application.

Consolidation | Contributions | APROVEL - Contributor

File Edit View Workflow Actions Help

Rows: [LPR] Columns: [4Months] [2Linked] Context: [AUE102112 [Legal Entity]] [APROVEL [Date]] [Local Currency Value [Currency Conversion]] [TIP [Versions Plan]]

	Jan			Feb			Mar			May			Jun			Jul			Aug		
	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked
R311-SALES	5,405,158		5,405,158	3,970,661		3,970,661	6,490,013		6,490,013	6,796,561	6,074,778	6,074,778	5,937,123	5,937,123	6,488,182	6,488,182	6,488,182	6,765,983	6,765,983	6,765,983	6,765,983
31101-Sales	5,405,158		5,405,158	3,970,661		3,970,661	6,490,013		6,490,013	6,796,561	6,074,778	6,074,778	5,937,123	5,937,123	6,488,182	6,488,182	6,488,182	6,765,983	6,765,983	6,765,983	6,765,983
R321-COGS OF SALES	(3,002,620)		(3,002,620)	(2,072,050)		(2,072,050)	31,456		31,456	(3,616,671)	(3,232,296)	(3,232,296)	(3,160,199)	(3,160,199)	(3,453,384)	(3,453,384)	(3,453,384)	(3,601,138)	(3,601,138)	(3,601,138)	(3,601,138)
R322-COGS	(3,002,620)		(3,002,620)	(2,072,050)		(2,072,050)	31,456		31,456	(3,616,671)	(3,232,296)	(3,232,296)	(3,160,199)	(3,160,199)	(3,453,384)	(3,453,384)	(3,453,384)	(3,601,138)	(3,601,138)	(3,601,138)	(3,601,138)
32201-Standards COGS	(3,002,620)		(3,002,620)	(2,103,506)		(2,103,506)				(3,616,671)	(3,232,296)	(3,232,296)	(3,160,199)	(3,160,199)	(3,453,384)	(3,453,384)	(3,453,384)	(3,601,138)	(3,601,138)	(3,601,138)	(3,601,138)
32252-VARIANCES AND COSTS NOT INCLUDED IN ISC			31,456	31,456		31,456															
32212-Upstr margin Marco / yield & subst var			31,456	31,456		31,456															
TR32-GROSS MARGIN	2,402,539		2,402,539	1,898,611		1,867,155	3,037,764		3,037,764	3,179,890	2,842,482	2,842,482	2,776,924	2,776,924	3,034,798	3,034,798	3,034,798	3,164,846	3,164,846	3,164,846	3,164,846
TR32-GROSS MARGIN-%	44.45%		44.45%	47.82%		47.02%	46.81%		46.81%	46.79%	46.79%	46.79%	46.77%	46.77%	46.77%	46.77%	46.77%	46.78%	46.78%	46.78%	46.78%
R332-MARKETING	(952,425)		(952,425)	(1,095,954)		(1,095,954)	(1,053,607)		(1,053,607)	(1,268,170)	(1,013,878)	(1,013,878)	(1,106,283)	(1,106,283)	(1,190,559)	(1,190,559)	(1,190,559)	(1,072,603)	(1,072,603)	(1,072,603)	(1,072,603)
33251-SALES FORCE	(935,391)		(935,391)	(774,189)		(774,189)	(827,524)		(827,524)	(849,357)	(799,045)	(799,045)	(772,470)	(772,470)	(921,727)	(921,727)	(921,727)	(778,770)	(778,770)	(778,770)	(778,770)
33201-Sales Management	(181,895)		(181,895)	(191,259)		(191,259)	(202,476)		(202,476)	(209,762)	(193,234)	(193,234)	(189,578)	(189,578)	(190,734)	(190,734)	(190,734)	(195,094)	(195,094)	(195,094)	(195,094)
33202-Local Internal Sales Force	(753,496)		(753,496)	(582,931)		(582,931)	(625,048)		(625,048)	(639,594)	(605,811)	(605,811)	(582,892)	(582,892)	(730,992)	(730,992)	(730,992)	(583,676)	(583,676)	(583,676)	(583,676)
33252-PROMOTION EXPENSES	(17,034)		(17,034)	(321,765)		(321,765)	(226,083)		(226,083)	(418,813)	(214,833)	(214,833)	(333,813)	(333,813)	(268,833)	(268,833)	(268,833)	(293,833)	(293,833)	(293,833)	(293,833)
33220-Materials, Brochures, POS			(18,000)	(184,000)		(184,000)	(80,000)		(80,000)	(122,750)	(43,750)	(43,750)	(162,750)	(162,750)	(97,750)	(97,750)	(97,750)	(122,750)	(122,750)	(122,750)	(122,750)
33221-Samples	(16,437)		(16,437)	(34,499)		(34,499)	(32,759)		(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)	(32,759)
33230-Press advertising			(57,273)	(57,273)		(57,273)	(57,273)		(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)	(57,273)
33231-Specialised Scientific Information	(597)		(597)	(45,994)		(45,994)	(56,051)		(56,051)	(206,032)	(81,051)	(81,051)	(81,032)	(81,032)	(81,051)	(81,051)	(81,051)	(81,051)	(81,051)	(81,051)	(81,051)
TR33-OPERATING INCOME CURRENT	1,450,114		1,450,114	802,657		771,201	1,984,157		1,984,157	1,911,720	1,828,604	1,828,604	1,670,641	1,670,641	1,844,239	1,844,239	1,844,239	2,092,243	2,092,243	2,092,243	2,092,243
TR35-INCOME BEFORE INTERCO OPERATIONS	1,450,114		1,450,114	802,657		771,201	1,984,157		1,984,157	1,911,720	1,828,604	1,828,604	1,670,641	1,670,641	1,844,239	1,844,239	1,844,239	2,092,243	2,092,243	2,092,243	2,092,243
TR35-INCOME BEFORE INTERCO OPERATIONS-%	26.83%		26.83%	20.21%		19.42%	30.57%		30.57%	28.13%	30.10%	30.10%	28.14%	28.14%	28.42%	28.42%	28.42%	30.92%	30.92%	30.92%	30.92%
TR39-NET INCOME (LOSS)	1,450,114		1,450,114	802,657		771,201	1,984,157		1,984,157	1,911,720	1,828,604	1,828,604	1,670,641	1,670,641	1,844,239	1,844,239	1,844,239	2,092,243	2,092,243	2,092,243	2,092,243
TR39-NET INCOME (LOSS)-%	26.83%		26.83%	20.21%		19.42%	30.57%		30.57%	28.13%	30.10%	30.10%	28.14%	28.14%	28.42%	28.42%	28.42%	30.92%	30.92%	30.92%	30.92%

Displays the PRL by Legal Entity in Local Currency and EUR. Current Owner: PMSquare

Contributor – Consolidation Application.

Consolidation | Contributions | APPROVAL - Contributor

File Edit View Workflow Actions Help

Rows: [1Prk] Columns: [4Months] [2Legal Entity] [2Linked] Context: [APPROVAL (Prk)] Local Currency Value [1Currency Conversion] TIP [5Versions Plan]

	FULL YEAR												Jan						Feb								
	AUE0102112			FOREIGN			AUE01RCEUR			LOCAL			AUE0102112			FOREIGN			AUE01RCEUR			LOCAL			AUE0102112		
	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked			
R311-SALES	73,962,446		73,962,446						5,405,158	5,405,158	5,405,158	5,405,158				3,970,661			3,970,661	3,970,661	3,970,661						
31101-Sales	73,962,446		73,962,446						5,405,158	5,405,158	5,405,158	5,405,158				3,970,661			3,970,661	3,970,661	3,970,661						
R321-COGS OF SALES	(39,447,185)	31,456	(39,478,641)	6,933,979	6,933,979	6,933,979	6,933,979	6,933,979	(3,002,620)	(3,002,620)	(3,002,620)	(3,002,620)	506,734	506,734	506,734	506,734	(2,072,050)	31,456	(2,103,506)	(2,072,050)	31,456	(2,103,506)	(2,072,050)	31,456			
32201-Standards COGS	(39,447,185)	31,456	(39,478,641)	6,933,979	6,933,979	6,933,979	6,933,979	6,933,979	(3,002,620)	(3,002,620)	(3,002,620)	(3,002,620)	506,734	506,734	506,734	506,734	(2,072,050)	31,456	(2,103,506)	(2,072,050)	31,456	(2,103,506)	(2,072,050)	31,456			
32205-Standard upstream margin Other				6,933,979	6,933,979	6,933,979	6,933,979	6,933,979					506,734	506,734	506,734	506,734											
32252-VARIANCES AND COSTS NOT INCLUDED IN ISC	31,456	31,456														31,456	31,456		31,456	31,456	31,456						
32212-Upstr margin Marco / yield & subst var	31,456	31,456														31,456	31,456		31,456	31,456	31,456						
TR32-GROSS MARGIN	34,515,261	31,456	34,483,805	6,933,979	6,933,979	6,933,979	6,933,979	2,402,539	2,402,539	2,402,539	2,402,539	506,734	506,734	506,734	506,734	1,898,611	31,456	1,867,155	1,898,611	1,898,611	31,456						
TR32-GROSS MARGIN-%	46.67%		46.62%					44.45%	44.45%	44.45%	44.45%				47.82%	47.02%	47.82%										
R332-MARKETING	(12,576,433)		(12,576,433)					(952,425)	(952,425)	(952,425)	(952,425)				(1,095,954)	(1,095,954)		(1,095,954)	(1,095,954)	(1,095,954)							
33251-SALES FORCE	(9,760,292)		(9,760,292)					(935,391)	(935,391)	(935,391)	(935,391)				(774,189)	(774,189)		(774,189)	(774,189)	(774,189)							
33201-Sales Management	(2,301,303)		(2,301,303)					(181,895)	(181,895)	(181,895)	(181,895)				(191,259)	(191,259)		(191,259)	(191,259)	(191,259)							
33202-Local internal Sales Force	(7,458,989)		(7,458,989)					(753,496)	(753,496)	(753,496)	(753,496)				(582,931)	(582,931)		(582,931)	(582,931)	(582,931)							
33252-PROMOTION EXPENSES	(2,816,141)		(2,816,141)					(17,034)	(17,034)	(17,034)	(17,034)				(321,765)	(321,765)		(321,765)	(321,765)	(321,765)							
33220-Materials, Brochures, POS	(940,000)		(940,000)												(184,000)	(184,000)		(184,000)	(184,000)	(184,000)							
33221-Samples	(369,840)		(369,840)												(34,499)	(34,499)		(34,499)	(34,499)	(34,499)							
33230-Press advertising	(630,000)		(630,000)					(16,437)	(16,437)	(16,437)	(16,437)				(57,273)	(57,273)		(57,273)	(57,273)	(57,273)							
33231-Specialised Scientific Information	(876,301)		(876,301)					(597)	(597)	(597)	(597)				(45,994)	(45,994)		(45,994)	(45,994)	(45,994)							
TR33-OPERATING INCOME CURRENT	21,938,828	31,456	21,907,372	6,933,979	6,933,979	6,933,979	6,933,979	1,450,114	1,450,114	1,450,114	1,450,114	506,734	506,734	506,734	506,734	802,657	31,456	771,201	802,657	802,657	31,456						
TR35-INCOME BEFORE INTERCO OPERATIONS	21,938,828	31,456	21,907,372	6,933,979	6,933,979	6,933,979	6,933,979	1,450,114	1,450,114	1,450,114	1,450,114	506,734	506,734	506,734	506,734	802,657	31,456	771,201	802,657	802,657	31,456						
TR35-INCOME BEFORE INTERCO OPERATIONS-%	29.66%		29.62%					26.83%	26.83%	26.83%	26.83%				20.21%	19.42%	20.21%										
R391-MINORITY INTEREST			1,617,928	1,617,928	1,617,928	1,617,928	1,617,928				118,238	118,238	118,238	118,238													
39101-EMS minority interests			1,617,928	1,617,928	1,617,928	1,617,928	1,617,928				118,238	118,238	118,238	118,238													
TR39-NET INCOME (LOSS)	21,938,828	31,456	21,907,372	8,551,908	8,551,908	8,551,908	8,551,908	1,450,114	1,450,114	1,450,114	1,450,114	624,971	624,971	624,971	624,971	802,657	31,456	771,201	802,657	802,657	31,456						
TR39-NET INCOME (LOSS)-%	29.66%		29.62%					26.83%	26.83%	26.83%	26.83%				20.21%	19.42%	20.21%										

4

Displays the PnL by Legal Entity in Local Currency and EUR. Current Owner: PMSquare

Contributor – Consolidation Application.

Consolidation | Contributions | APR0VEL - Contributor

File Edit View Workflow Actions Help

Print

Rows: [1Pnl] Columns: [4Months] [2Legal Entity] [2Linked] Context: [APPROVAL [Relat]] [Local Currency Value [Currency Conversion]] [TIP [5Versions Plan]]

	FULL YEAR															Jan			Feb			Inc										
	AUE0102112			FOREIGN			AUE01RCEUR			LOCAL			AUE0102112			FOREIGN			AUE01RCEUR				LOCAL			AUE0102112						
	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked		TOTAL	Input	Linked	TOTAL	Input	Linked	TOTAL	Input	Linked	
R311-SALES	73,962,446		73,962,446							5,405,158		5,405,158	5,405,158		5,405,158				3,970,661		3,970,661	3,970,661		3,970,661	3,970,661		3,970,661					
31101-Sales	73,962,446		73,962,446							5,405,158		5,405,158	5,405,158		5,405,158				3,970,661		3,970,661	3,970,661		3,970,661	3,970,661		3,970,661					
R321-COGS OF SALES	(39,447,185)	31,456	(39,478,641)	6,933,979		6,933,979	6,933,979		6,933,979	(3,002,620)		(3,002,620)	(3,002,620)		(3,002,620)	506,734		506,734	506,734		506,734	506,734		506,734	506,734		506,734	31,456		(2,072,050)	31,	
R322-COGS	(39,447,185)	31,456	(39,478,641)	6,933,979		6,933,979	6,933,979		6,933,979	(3,002,620)		(3,002,620)	(3,002,620)		(3,002,620)	506,734		506,734	506,734		506,734	506,734		506,734	506,734		506,734	31,456		(2,103,506)	(2,072,050)	31,
32201-Standards COGS	(39,478,641)		(39,478,641)							(3,002,620)		(3,002,620)	(3,002,620)		(3,002,620)				(3,002,620)		(3,002,620)	(3,002,620)		(3,002,620)	(3,002,620)		(3,002,620)					
32205-Standard upstream margin Other				6,933,979		6,933,979	6,933,979		6,933,979							506,734		506,734	506,734		506,734	506,734		506,734	506,734		506,734					
32252-VARIANCES AND COSTS NOT INCLUDED IN ISC	31,456	31,456																				31,456	31,456		31,456	31,456					31,456	31,
32212-Upstr margin Marco / yield & subst var	31,456	31,456																				31,456	31,456		31,456	31,456					31,456	31,
TR32-GROSS MARGIN	34,515,261	31,456	34,483,805	6,933,979		6,933,979	6,933,979		6,933,979	2,402,539		2,402,539	2,402,539		2,402,539	506,734		506,734	506,734		506,734	506,734		506,734	506,734		506,734	1,898,611	31,456	1,867,155	1,898,611	31,
TR32-GROSS MARGIN-%	46.67%		46.62%							44.45%		44.45%	44.45%		44.45%				47.82%		47.82%	47.82%		47.82%	47.82%		47.82%				47.82%	
R332-MARKETING	(12,576,433)		(12,576,433)							(952,425)		(952,425)	(952,425)		(952,425)				(1,095,954)		(1,095,954)	(1,095,954)		(1,095,954)	(1,095,954)		(1,095,954)				(1,095,954)	
33251-SALES FORCE	(9,760,292)		(9,760,292)							(935,391)		(935,391)	(935,391)		(935,391)				(774,189)		(774,189)	(774,189)		(774,189)	(774,189)		(774,189)				(774,189)	
33201-Sales Management	(2,301,303)		(2,301,303)							(181,895)		(181,895)	(181,895)		(181,895)				(191,259)		(191,259)	(191,259)		(191,259)	(191,259)		(191,259)				(191,259)	
33202-Local Internal Sales Force	(7,458,989)		(7,458,989)							(753,496)		(753,496)	(753,496)		(753,496)				(582,931)		(582,931)	(582,931)		(582,931)	(582,931)		(582,931)				(582,931)	
33252-PROMOTION EXPENSES	(2,816,141)		(2,816,141)							(17,034)		(17,034)	(17,034)		(17,034)				(321,765)		(321,765)	(321,765)		(321,765)	(321,765)		(321,765)				(321,765)	
33220-Materials, Brochures, POS	(940,000)		(940,000)																(184,000)		(184,000)	(184,000)		(184,000)	(184,000)		(184,000)				(184,000)	
33221-Samples	(369,840)		(369,840)							(16,437)		(16,437)	(16,437)		(16,437)				(34,499)		(34,499)	(34,499)		(34,499)	(34,499)		(34,499)				(34,499)	
33230-Press advertising	(630,000)		(630,000)																(57,273)		(57,273)	(57,273)		(57,273)	(57,273)		(57,273)				(57,273)	
33231-Specialised Scientific Information	(876,301)		(876,301)							(597)		(597)	(597)		(597)				(45,994)		(45,994)	(45,994)		(45,994)	(45,994)		(45,994)				(45,994)	
TR33-OPERATING INCOME CURRENT	21,938,828	31,456	21,907,372	6,933,979		6,933,979	6,933,979		6,933,979	1,450,114		1,450,114	1,450,114		1,450,114	506,734		506,734	506,734		506,734	506,734		506,734	506,734		506,734	802,657	31,456	771,201	802,657	31,
TR35-INCOME BEFORE INTERCO OPERATIONS	21,938,828	31,456	21,907,372	6,933,979		6,933,979	6,933,979		6,933,979	1,450,114		1,450,114	1,450,114		1,450,114	506,734		506,734	506,734		506,734	506,734		506,734	506,734		506,734	802,657	31,456	771,201	802,657	31,
TR35-INCOME BEFORE INTERCO OPERATIONS-%	29.66%		29.62%							26.83%		26.83%	26.83%		26.83%				20.21%		20.21%	20.21%		20.21%	20.21%		20.21%				20.21%	
R391-MINORITY INTEREST				1,617,928		1,617,928	1,617,928		1,617,928							118,238		118,238	118,238		118,238	118,238		118,238	118,238		118,238				118,238	
39101-BMS minority interests				1,617,928		1,617,928	1,617,928		1,617,928							118,238		118,238	118,238		118,238	118,238		118,238	118,238		118,238				118,238	
TR39-NET INCOME (LOSS)	21,938,828	31,456	21,907,372	8,551,908		8,551,908	8,551,908		8,551,908	1,450,114		1,450,114	1,450,114		1,450,114	624,971		624,971	624,971		624,971	624,971		624,971	624,971		624,971	802,657	31,456	771,201	802,657	31,

Current Owner: PMSquare

BMS Minority Calc

Rows: [BMS Minority Calc] Columns: [4Months] Context: [APPROVAL [Relat]] [TIP [5Versions Plan Assume]]

	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales	46,226,529	3,378,224	2,481,663	4,056,258	4,247,851	3,796,736	3,710,702	4,055,114	4,228,740	4,291,514	4,186,911	4,310,568	3,482,248
BMS Minority %	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
BMS Minority \$	1,617,928	118,238	86,858	141,969	148,675	132,886	129,875	141,929	148,006	150,203	146,542	150,870	121,879

Allocations & Consolidations Process.

Cognos Planning Administration

sanofi aventis

sanofi-aventis Australia & New Zealand

5.4 Consolidations & Allocations

[Main Menu >>](#)

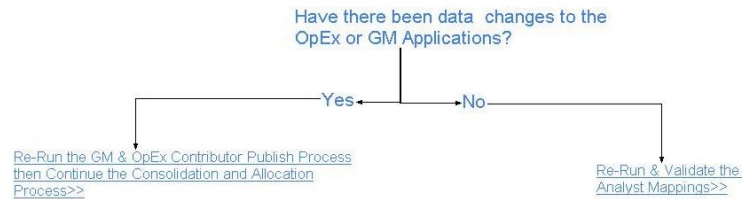
[1. Maintenance >>](#)

[2. Data Load >>](#)

 [3. Information >>](#)

[4. Assumptions >>](#)

Review/Re-run Process:



[Back to >>](#)

Achievements

- 4 week turnaround
- Complete process IS independent
- Automation of process – no need to use Excel at all between COGNOS and HFM
- Complex process captured in procedure – knowledge management



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Key Learnings

- **Ensure data warehouse is working well before process begins so that master data and hierarchies flow through well**
- **Use a good consultant!!**
- **Don't be afraid to think outside the box.**



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 **THANK YOU!**