



# FUJIFILM

**Fujifilm** is a key division of international giant, Fuji Photo Film Co. Ltd., but it is also the inventor of many tools used by the consumer, professional and commercial photo industry. Fujifilm invented the first one-time-use 35mm camera and is becoming a standard film platform for many Hollywood productions. Fujifilm has expanded well beyond film and camera into such products as digital imaging equipment; CDs, DVDs, and other data storage media; scanners and software. It is through this growth that they have brought new divisions, such as Fuji E-Systems, on line.

### **A New Unit and New Challenges...**

In December 2001, Fujifilm acquired the web-based photo solutions company AGT and named the new unit Fuji E-Systems. Fuji E-Systems' mandate is to develop workflow solutions to support Fujifilm's photofinishing labs and consumer imaging businesses such as Fujifilm.net. On its own, AGT was never required to prepare a detailed budget with many supporting schedules; however, as Fuji E-Systems, the unit was required to meet Fujifilm standards for planning and was hard-pressed to do so. The new unit had a limited finance staff and was not accustomed to such rigorous planning expectations.

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In the fall of 2001 Fujifilm contracted Laurie O'Brien to help create, compile and submit the newly required budget. As O'Brien began to work on preparing AGT's transition into Fujifilm's formal planning structure, she discovered she had a tough job ahead. In O'Brien's words "the budget process was a disaster. Fujifilm required us to make many changes to our first year's submission. Our spreadsheet system lacked any kind of flexibility to make quick changes or 'what-if' scenarios. It was almost impossible to ensure

that all the underlying spreadsheets tied to the changes."

Fuji E-Systems subsequently hired O'Brien as their Director of Finance. One of her goals was to make changes to the planning process as she knew she could not repeat her first year's experience! However, by November 2002, with the fiscal year end looming, no changes had been put in place. Around that time, O'Brien heard that another of Fujifilm's subsidiaries, FujiColor, had just finished their budget process and had reduced their process time from six months to three weeks. FujiColor also integrated the process with their Navision accounting system - the same accounting system used by Fuji E-Systems. Anxious to avoid a repeat of the prior year's experience, O'Brien decided to visit FujiColor and investigate the key to their successful new process.

**Timing was critical, if a new budgeting solution was to be in place for year end, it had to be done quickly and effectively!**

### **Decision Time...**

Working with Bill Meacham, FujiColor's VP of Finance, O'Brien was introduced to Gary Quirke from QueBIT Consulting. Meacham told O'Brien that Quirke and QueBIT were responsible for the drastic improvements to FujiColor's budgeting and planning processes. According to Meacham, "[They] did a great job! They are the ones responsible not only for the successful budget application but they also helped us redefine our process." O'Brien was intrigued, but with only about eight weeks to submission, she knew time was of the essence.

O'Brien turned almost her complete attention to reviewing QueBIT's offering in the hope of expediting the evaluation process. She needed to determine if they could provide a solution that would work as well for her group as for FujiColor, and fast! QueBIT was offering a full Enterprise Performance Planning (EPP) solution based on software from Cognos. Cognos, the



world's leading provider of Business Intelligence software, had recently announced its in-process acquisition of Adaytum, the leading provider of EPP solutions. As O'Brien discovered, the combination was unbeatable.

Laurie was able to get best-in-breed planning features such as:

- Top-down/Bottom-up Budgeting
- Web-based, collaborative planning
- "What-if?" scenario planning
- Multi-level break-back
- Flexible modeling

Furthermore, she had access to Cognos' award winning support and BI tools.

*"The system meshed in our environment seamlessly... the results we gained were immeasurable. In a nutshell... there is no comparison to our prior spreadsheet system."*

#### Success!

A project plan and a contract were delivered, approved, and signed by November 30, 2002. Selecting a December start date and targeting a very aggressive implementation schedule, Quirke's team was now put to task to deliver. Within *two weeks* QueBIT was able to deliver a full blown planning process with Salary Detail, Op Ex and Revenue Planning. Within *four weeks* QueBIT had completed Staff Training, Balance Sheet and Cash Flow modules, and Budget Collection modules. Utilizing the new software and processes, E-Systems successfully submitted its budget with all supporting schedules by January 7, 2003. According to O'Brien, "the implementation was a success! It was quick and painless and the flexibility we gained was unbelievable. We were able to make all changes from Corp effortlessly and the amount of detail we can extract is enormous. The system meshed in our environment seamlessly; you barely knew it was there, but the results we gained were immeasurable. In a nutshell... there is no comparison to our prior spreadsheet system."



# QueBIT®

#### About QueBIT

QueBIT are enterprise business planning specialists. QueBIT professionals have been providing consulting services to the Fortune 1000 in the domain of budgeting and forecasting software over the past 10 years. QueBIT is comprised of seasoned finance and IT professionals who have established a winning team through the utilization of proven best practice methodologies. These methodologies have enabled QueBIT to consistently succeed in meeting the goals of its clients on time and within budget. For more information, contact us: **1800-QUEBIT** or visit our website at: [www.quebit.com](http://www.quebit.com)



#### About Cognos

Cognos, the world leader in business intelligence (BI), delivers software that helps companies improve business performance by enabling effective decision-making at all levels of the organization. A forerunner in defining the BI software category, Cognos delivers the next level of competitive advantage - Corporate Performance Management (CPM) - achieved through the strategic application of BI on an enterprise scale.

Cognos serves more than 20,000 customers in over 135 countries. Cognos enterprise business intelligence solutions and services are also available from more than 3,000 worldwide partners and resellers. For more information, visit [www.cognos.com](http://www.cognos.com).

