

Customer Profile

Founded in 1807, John Wiley & Sons, Inc. (WILEY) has been a valued source of information and understanding for 200 years, helping people around the world meet their needs and fulfill their aspirations. The core businesses include scientific, technical, and medical journals; encyclopedias, books, and online products and services; professional and consumer books and subscription services; and educational materials for undergraduate and graduate students and lifelong learners.

Overview

In the summer of 2007 John Wiley & Sons embarked upon a mission to implement a Complete IBM Cognos Performance Management System across their entire Global Operations. The project commenced after the Acquisition of Blackwell Publishing, which nearly doubled the size of the organization, and provided the focal point to fundamentally reorganize the business. This period of massive change provided the opportunity to implement a system to support the long term goals of Wiley. By implementing QueBIT's preferred phased approach, the business has been able to experience "quick-wins", while embracing the new technology. The initial rollout of the solution was successful and the lessons learned could serve as a blue print for any organization.

The Challenge

The annual planning and forecasting at Wiley involved many Excel spreadsheets and e-mails from around the globe. Consolidations were manually performed with no visibility into build-up values, and end users were required to enter the same value multiple times. As with any global company, multiple exchange rates are utilized which can generate inconsistencies.



ABOUT QUEBIT

Specializing in providing **Cognos Financial Performance Management and Business Intelligence solutions** throughout North America, QueBIT empowers companies to make intelligent decisions faster. To find out more information on how QueBIT can work with your organization to achieve results, please contact us at 1 800-QUEBIT1, email us at contact@quebit.com, or visit our website: www.quebit.com

Before embarking on the Planning project, Wiley had to upgrade and align supporting systems processes.

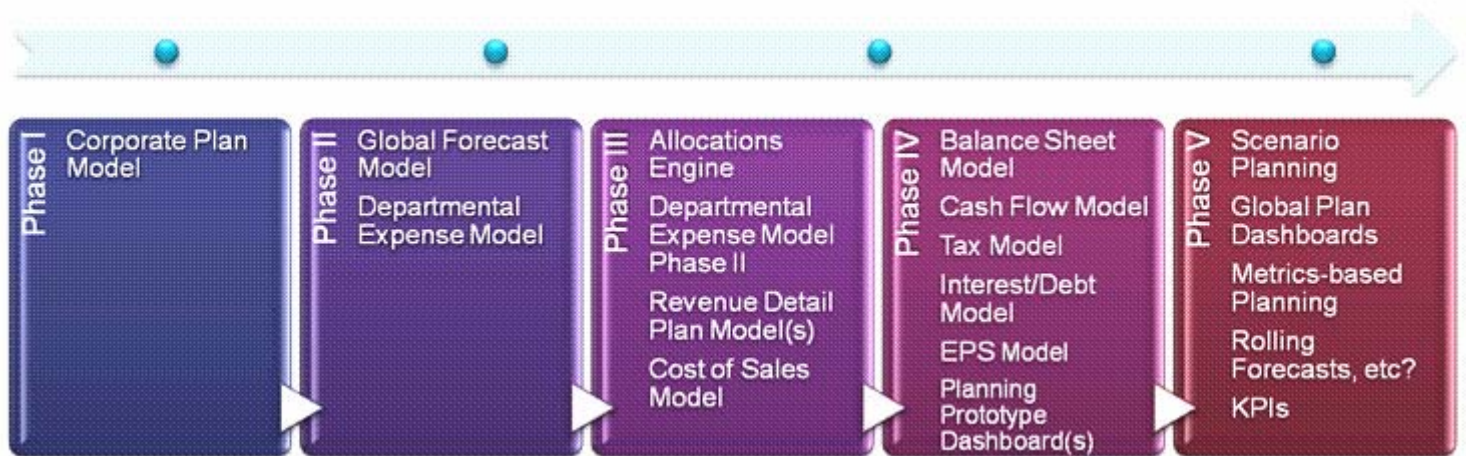
- Define and Deploy a Global Chart of Accounts
- Architect a Global Data Warehouse Platform
- Design and Implement the Cognos BI platform for reporting
- Create Global Standard Reporting



The Solution

The decision was made that a global planning system was necessary for the growth of Wiley. Considering the limited staffing available for implementation and maintenance on this project, consultants were essential for success. Integration of the Blackwell Publishing acquisition delayed the project and heightened the need for a global planning system to manage both legacy regions and new entities. The focus was to take a “numbers in a box” approach, systemizing the collection process, assumptions, calculations, and consolidation for each region.

The changing environment at Wiley through the Blackwell acquisition resulted in ongoing modifications to requirements and designs. Through the development of a revised model, Wiley came to address miscommunications within the planning process. As the project grew, a dedicated Project Manager with expertise in Cognos, BI, and financial systems was hired to gather and manage the formalized requirements. QueBIT worked both internally and with the extended Wiley team to develop solutions based on updated requirements and requests from users. The changes often required QueBIT to facilitate the appropriate adjustments to systems and processes. After much success with a corporate model, a departmental expense planning/forecasting model was designed to assist with collecting a greater level of detail.



Realized Benefits

The system has reduced the time end-users spend entering data by pre-populating values from the data warehouse and leveraging one data entry point for all calculations and templates.

The global corporate entities feel confident in the consistent FX calculations and assumptions, along with faster consolidations of the Forecast and Plan. A stronger sense of ownership is displayed by the users and more respect given for deadlines because of the workflow.

The business structure changed from regional reporting to business unit reporting in the development phase. The QueBIT design led to a flexible model, accommodating the changes with no data loss and minor updates.

Understanding the unspoken requirements has been a characteristic mark of QueBITs implementations.

Lessons Learned

- **Document Requirements**
- **Data, Data, Data**
 - Build trust –Validate ALL data
 - Ensure your data supports your model design
- **Simplicity is Elegance**
 - Start out small to achieve success
- **Include Users** in the design, testing, and training
- **Training-** What seems intuitive is not for all
- **Project Management-** Essential
- **Strong Champion** - someone willing to be tough
- **Steering Committee** - Continued review and support from the top
- **Branding-** for the project success
- **Engage IT** as a partner in the Planning project

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