Oxiana

Mining and exploration in Australia

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Oxiana hits BPM paydirt with *Hyperion System 9 Planning*

Summary

Oxiana encourages outstanding individual and corporate performance as it continues its rapid growth. But because its existing ERP system did not provide adequate planning functionality, Oxiana implemented *Hyperion System 9 Planning* and *Hyperion System 9 BI+ Essbase Analytics* to plan and track operational performance across the enterprise. The company now produces daily and weekly reports with one click, and has a real-time view of how physical statistics from its mines will affect financial performance.

About Oxiana

Oxiana is an international mining and exploration company based in Melbourne, Australia. It owns and operates gold and copper mines in Laos and a base and precious metals operation in Western Australia. Oxiana is also developing the Prominent Hill copper-gold mine in South Australia. Oxiana is listed on the Australian Stock Exchange and included in the S&P ASX 100 Index. The company employs more than 4,900 people in Laos, Thailand, China, Cambodia, Indonesia, and Australia. Oxiana's 2006 full year profit was $416 million, and as of March 2007, the company has a market capitalization of $3.2 billion.

Industry

Chemicals and Natural Resources

Product(s)

• *Hyperion® Smart View™*
• *Hyperion System™ 9 Planning™*
• *Hyperion System 9 BI+™ Essbase® Analytics™*
• *Hyperion System 9 BI+ Web Analysis™*
• *Hyperion System 9 Workspace™*
• *Hyperion Reports™*

Challenge

• Continue to support rapid growth
• Increase visibility of KPIs across the enterprise
• Set and track performance goals

Solution

• Used *Hyperion System 9 Planning* to plan operational and financial performance side-by-side
• Established *Hyperion Essbase* as a single source of the truth

Results

• Gained daily insight into operational statistics
• Gave general managers and executives immediate access to performance information
• Enabled managers to enter KPI information online each day
• Predicted whether the company would meet production targets, and took corrective action
• Automated production of daily and weekly reports
• Improved consistency of internal and external reports
• Established a main source of financial information for presentations to executives
• Increased accuracy of reports by providing one system for data entry

Partner

• M-Power Solutions

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Performance culture revolves around KPIS

In just three years, Oxiana has grown from a fledgling operation to a global company with three mining operations. In 2006, Oxiana became the top performer on the Australian Stock Exchange. Oxiana drives share performance by promoting a culture in which every employee compensation package includes bonuses based on specific key performance indicators (KPIs).

"Because our performance bonuses are benchmarked against KPIs, we need to allow full visibility of this information across our enterprise," says Keith Mayes, Group Manager P&A, Oxiana. "Our ERP system didn't provide the functionality to let us set goals and track performance on a daily basis. After we studied our business requirements in detail, we set out to find a solution for managing operational and financial performance side by side."

System 9 delivers daily insight into operational performance

Oxiana was attracted to Hyperion because of its ability to deliver comprehensive business performance management (BPM) functionality and the opportunity to work with M-Power, a Hyperion implementation partner with extensive resource industry experience. Today, nearly 100 users across all departments use *Hyperion System 9 Planning* to forecast and track company performance.

"For us, *Hyperion Planning* is so much more than just a budgeting tool," says Mayes. "It's truly a business perform-ance management tool. We now have day-to-day insight into how our operations are performing against forecasts and budgets, rather than having to wait until the end of the week or month."

Greater visibility of data drives proactive management

Oxiana's operational statistics can include tons of materials mined, processed, or trucked; equipment availability and utilization; safety statistics; and types of drilling performed. By allowing Oxiana to measure itself against KPIs in each area, *Hyperion Planning* helps the company manage its business more proactively.

"With *Hyperion Planning*, we can graphically visualize a statistic—such as the amount of product we have available—and see how it is trending day by day to get a sense of our performance for the month. By comparing that to our forecasted stock piles, our marketing department can determine whether we will be able to meet our production targets, and adjust shipment and trucking schedules accordingly."

"This business has its own challenges where we typically operate in remote areas with a rostered workforce. Hyperion lets Oxiana keep information flowing through dashboards and automated report distribution via e-mails."

"The visibility of information is definitely the top benefit of our Hyperion implementation," says Mayes. "Our corporate office receives constant updates, rather than just weekly summary reports. This visibility leads to greater accuracy, greater accountability, and better informed decisions."

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Automated reports leave more time for analysis

Oxiana used to rely on spreadsheets and manual data entry to produce weekly reports. But with *Hyperion Smart View*, Oxiana now produces accurate weekly reports automatically. And, Operations staff can now spend more time adding commentary that explains variances from the budget or forecast.

"Before Hyperion, compiling our weekly stats was a tedious process—and we were spending as much time pulling the numbers together as we were explaining them," recalls Mayes. "With the *[Hyperion]Smart View* feature, we generate weekly reports in MSWord with the click of a button. We've also increased the credibility of our numbers by enabling each department to enter information into Web forms or—better still—connecting directly to their databases using SQL rather than sending around spreadsheets."

Hyperion System 9 software brings benefits at all levels

Oxiana's operational staff has been enthusiastic about both the greater accuracy and the timesaving benefits of generating daily and weekly reports through Hyperion. But positive feedback has also come from the highest levels of the organization.

"Our executives are very supportive of the Hyperion project because of the visibility it gives to the key drivers of our business," says Mayes. "We now have the flexibility to combine production statistics and financials in our reports, giving us an overall view of performance that will help us maintain our strong growth."

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