Expanding your business: Going Multi-Company

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Agenda

- Who is Leidos?
- History – why we did this project
- Multi-Company versus Multi-Entity
- ITL
- Custom Stored Procedures, Triggers and Interfaces
- RASCI
- Multi-Company Data
- Multi-Company – Good to Know…
- Code Mapping Logic
- Setting up a test Company in Costpoint
- Settings Screens
- Setup Company Tasks
- Batch Processing
- EDW and Reporting
- Other Considerations
Who is Leidos

- A FORTUNE 500® company that brings a mix of innovative technology and sector expertise to customers in national security, engineering, and health markets.
- Headquartered in Reston, VA
- Evolved from SAIC and have a 44-year legacy of innovative problem-solving and customer service.
- ~21,000 employees
- FY2014 Revenue $5.77B
Why We Did This Project

- BST legacy system was expensive to maintain, support and license
- Maximize efficiencies by consolidating to one financial system
- Leveraging existing functionality in Costpoint for multi-company
- Develop the model for future growth
Multi-Company versus Multi-Entity

Consolidation Company

- Legal Entity 1
  - Company 10
- Legal Entity 2
  - Company 20
- Legal Entity 3
  - Company 30

Deltek Company 1

- Consolidation
  - ORG 1
- Legal Entity 1
  - ORG 1.10
- Legal Entity 2
  - ORG 1.20
- Legal Entity 3
  - ORG 1.30
# Multi-Company versus Multi-Entity

<table>
<thead>
<tr>
<th>Multi-Company</th>
<th>Multi-Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides greater separation for master data (Vendors, Customers, Employees, Projects etc.)</td>
<td>IDs are shared and are visible for all entities</td>
</tr>
<tr>
<td>Required if company has a different functional currency</td>
<td>Single setup of master data (vendor, customer etc.)</td>
</tr>
<tr>
<td>Project Cross Charging requires additional setup for IWO</td>
<td>Entries can cross entities – business process and use of Costpoint functionality to book the inter-company due to / due from entries to balance each entity</td>
</tr>
<tr>
<td>User groups can be uniquely assigned by user based on company</td>
<td>Users can create transactions for all companies with no additional effort</td>
</tr>
<tr>
<td>Company 1 controls database wide settings</td>
<td>System reports potentially allow users to see other entities data</td>
</tr>
<tr>
<td>Users will need to switch between companies</td>
<td></td>
</tr>
</tbody>
</table>
Leidos used the ITL to track the tasks by phase for the ITS team. We integrated the ITS milestones into the overall project ITL.

1 – Pre-conversion Activities
   • Design Decisions

2 – DEV Conversion Activities
   • Create scripts, perform manual steps

3 – DEV Functional Data Validation
   • Validation and testing of test data

4 – PROD launch
   • After P2P (Path to Production testing)

5 – PROD Functional Data Validation
   • Final validation prior to releasing system to users
<table>
<thead>
<tr>
<th>Seq #</th>
<th>Task ID</th>
<th>Phase</th>
<th>High Level Task</th>
<th>Task Description</th>
<th>Sub-Task Description</th>
<th>Planned Start Date</th>
<th>Planned End Date</th>
<th>Actual Start Date</th>
<th>Actual End Date</th>
<th>Act time (min)</th>
<th>Task Status</th>
<th>Entity</th>
<th>Org</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>100 150600</td>
<td>1 - Pre-Conversion Activities</td>
<td>Data Load / Copy</td>
<td>define what data will be uploaded vs manually keyed in (create a list)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>In Progress</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Custom Stored Procedures, Triggers and Interfaces

- As you add a new company to the database, you will need to review any Custom Stored Procedures, Triggers and / or Interfaces that you have deployed to determine the impact in a multi-company environment.
  - Does the code need to be altered to include / exclude the new company?
  - Does the code need to be altered to group the data by company – example if PAG is part of the data and shared across the companies, you will end up with a bad join if you don’t alter the code to include company id.
- We consolidated the list of all the custom codes and then tracked the review status, update to coding status and testing status for each one.
- Note: Testing should include all codes, not just the ones you identify as needing updates. This will also confirm your assumption that the code does not need to be updated for a multi-company environment.
Custom Stored Procedures, Triggers and Interfaces

Compile inventory of custom code

Review to determine if changes are needed

Update custom code

Test all codes – updated and not updated

Determine timing for new code into production (pre or post addition of new company)
Custom Stored Procedures, Triggers and Interfaces

Sample of tracking for inventory of custom code

|   | F | G | K | L            | M          | R   | T               | U               | V               | W               | X               | Y               | Z                      |
|---|---|---|---|---------------|------------|-----|------------------|------------------|------------------|------------------|------------------|------------------------|
| 1 |   |   |   | REF_TYPE      | REF_NAME   |     | DESCRIPTION     | STATUS Status    | ASSIGNED        | CO ID IN CODE (Y/N)| CO ID HARDCODED (Y/N)| CO ID REQ FOR FUTURE (Y/N)| CODE CHANGE NECESSARY |
| 3 |   |   |   | Stored Procedure | Name of Stored Procedure |      | Description of Stored Procedure | Review in Progress | Code being reviewed | Name of reviewer/tester |                    |                        |                         |

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# RASCI Matrix – Roles Defined

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible</td>
<td>Those who do the work to achieve the tasks</td>
</tr>
<tr>
<td>Accountable</td>
<td>The one ultimately answering for the correct and thorough completion of the task; and the one who delegates to those responsible</td>
</tr>
<tr>
<td>Supported</td>
<td>Resources allocated to responsible (unlike consulted, who may provide input to the task, support help complete the task)</td>
</tr>
<tr>
<td>Consulted</td>
<td>Those whose opinions are sought, typically SMEs</td>
</tr>
<tr>
<td>Informed</td>
<td>Those who are kept up-to-date on progress</td>
</tr>
</tbody>
</table>
RASCI Matrix (continued)

- The RASCI Matrix is typically created with a vertical axis (left hand column) of tasks and a horizontal axis (top row) of roles. As illustrated below

<table>
<thead>
<tr>
<th>CP Module</th>
<th>Costpoint Screen Name</th>
<th>Costpoint Table Name(s)</th>
<th>ITS Comments</th>
<th>TESTDB Status (Not Started, In Progress, Review Required, Completed, N/A)</th>
<th>ITS</th>
<th>Corp Accounting</th>
<th>Shared Services</th>
<th>BU</th>
<th>Responsible Person Name(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AP</td>
<td>Manage Accounts Payable Accounts</td>
<td>DFLT_AP_ACC TS</td>
<td>Populate the AP account screen with AP account/org</td>
<td>Review Required</td>
<td>S</td>
<td>R</td>
<td>A</td>
<td>C</td>
<td>Lucy Miller</td>
</tr>
<tr>
<td>PJ</td>
<td>Maintain Project Types</td>
<td>PROJ_TYPE</td>
<td>Determine if new types need to be setup</td>
<td>Completed</td>
<td>S</td>
<td>R</td>
<td>I</td>
<td>C</td>
<td>Judd Flynn</td>
</tr>
</tbody>
</table>
Multi-Company data

- Review the 3 types of data in a multi-company environment (i.e. separate login)
  - Global (database wide) data
  - Company specific data
  - Company not specific (i.e. not unique across companies) data

<table>
<thead>
<tr>
<th>Global</th>
<th>Company Specific</th>
<th>Company not Specific</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCOUNTS</td>
<td>PROJECTS</td>
<td>PAGS</td>
</tr>
<tr>
<td>PAY TYPES</td>
<td>VENDORS</td>
<td>GLCs</td>
</tr>
<tr>
<td>VENDOR TERMS</td>
<td>EMPLOYEES</td>
<td>Commodity Codes</td>
</tr>
<tr>
<td>FY_CDs</td>
<td>CUSTOMERS</td>
<td></td>
</tr>
</tbody>
</table>
Multi-Company data (continued)

- Decide which codes should have smart logic applied to the prefix of the identifier
  - Example – Tie the Org_id to the Company Id - Company 1 has orgs starting with 1 or 01, Company 2 has orgs starting with 2 or 02
- Think about how the entire database’s data will be consolidated for reporting purposes (Hyperion, TM1, HFMS)
  - Helpful to have the balance sheet org at a minimum at the 2\textsuperscript{nd} level across the database; this way all companies can be consolidated at the top level
Multi-Company - Good To Know…

- Things you may not know about Multi-Company setup and wish you had before it was implemented!
  - Setup Company 1 as a shell company that stores the global settings, ACCT/S, etc. This way you can use the Deltek consolidation module. It also prevents users from changing the global data that affects the entire database. Only certain users would have access to Company 1.
  - Items/Parts can be database wide or Company specific – associated tables follow the same logic
  - Just because Company_ID is a field in the table does NOT mean it enforces uniqueness across companies. Even when it is part of the primary key! (example: PAGS)
Multi-Company - Good To Know…

- If an interface is feeding Costpoint with employee data (for example) and an employee switches from 1 company to another you cannot use the same employee id – must be changed in the source system (ADP, Peoplesoft, Workday, etc)
- Each Company has the same period end dates and the period is closed by closing the period in Company 1 (Company 1 controls the period status for all companies)
- Companies share the same fiscal year and period end dates but the journals can be opened / closed independently
- Need to use IWOS for cross charging across Companies
Multi-Company – Good to Know…

▪ The same Top level Reorg IDs can be used in the various Companies for reporting purposes – for example, 1.1.1 can be used in Company 1 and 1.1.2 can be used in Company 2
▪ Pools cannot allocate across companies
▪ Company ID of 1 must never be deleted from the system – it is a required Company
▪ Company ID of 01 can be setup if there was a need for 2 character Company ID’s
Code Mapping Logic

- Smart Number/Sequential Number
  - “A smart number is any synthetic unique identifier that communicates additional information about the entity identified” – Wikipedia

- Examples:
  - Adding prefixes in front of sequential numbers
  - Adding multiple identifiers in front of sequential numbers
Code Mapping Logic (continued)

- Such as:
  - Orgs – having the top level begin with the same characters as Company ID (for example 2.01 org is in Company 2)
  - Employees – Employee vendors begin with the letter E
  - Vendors in a multi-company environment – (for example begin with 10 if used in company 10, begin with 20 if used in company 20)
  - Indirect Projects beginning with Alphas instead of Numbers (Leave, Overhead, etc)
  - Pool Variance Accounts contain Alphas instead of Numbers – easily identifiable with purpose
Employees and Vendors must be unique across companies

Helpful to have separate prefix identifiers

Easy to move employees around and report on their history if only the prefix changes between companies (for example Employee 101234 then moves to Company 20 and is now 201234. A report can be run joining the employee’s data by removing the prefix)

Employee Example

101234

201234
## Code Mapping Logic (continued)

### Smart Logic Pros
- Helpful in general for Multi-company reporting
  - Examples
    - Employees in Company 10 prefixed with 10
    - Projects in Company 2 prefixed with 2
- If all numeric – faster data entry
- Ease of recognition – able to look at a prefix and know what it means
- Efficient sorting when using lookups

### Smart Logic Cons
- Magic limit of 7 characters (i.e. phone numbers) – research shows the more characters in an identifier the less likely a data entry person will retain in memory.
- Use multiple prefixes and users will forget the purpose of the prefixes
- If alpha numeric – slower data entry
- Prefixes may be obsolete one day and no longer applicable- keep it simple
Code Mapping Logic (continued)

- **Best Practice for Code Mapping:**
  - Keep identifier to about 7 characters or less if possible
  - Encode only 1-2 meaningful attributes
  - Do not use special characters
  - Keep prefixes limited then use sequential numbering
  - Do not start the identifier with a “0” character (due to Excel limitations)
  - Use hyphen for optional delimiter
  - Leave other important attributes to the identifier description
  - Create daily/weekly exception reports to make sure rules are followed and then resolve exceptions immediately
  - Renumber with Z in front so they fall to the bottom of the list when indexed
    - Example: Employee names for termed employees or inherited legacy employees with history
    - Example: Vendor names on obsolete vendors
Setting up a Test Company in Costpoint

- First, create a “test” company in Costpoint (Company 99)

Purpose:
- Test the “Setup Company” (SYPCOMP) application
- Review tables/Control screens that are created and in what order (examples on future slide)
- Setup new Org Security Groups and User Groups
- Setup users with rights to additional companies (Add new companies to existing user accounts)
### Setting up a Test Company in Costpoint (continued)

#### Straight Copy from Source Company
- Receiving Settings

#### Created new (same as new install)
- Fixed Assets Settings
- Vendor Settings

#### Combination of both
- Billing Settings
- Multicurrency Settings

### Lessons:
- Confirm “Setup Company” application is latest version
- Confirm required User Groups exist
Settings Screens

- Sox Control Access Restrictions
- Each and every Setting Screen reviewed, documented and obtain approvals/sign off
- Complete population of Setting screens are dependent on Master data setup (Account Org Links, Projects, Remittance Address Codes, etc.)
### Settings Screens (continued)

- Sample Screens/Tables Populated during Company Setup:

<table>
<thead>
<tr>
<th>Settings Tables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. AP_SETTINGS (Accounts Payable)</td>
</tr>
<tr>
<td>2. AR_SETTINGS (Accounts Receivable)</td>
</tr>
<tr>
<td>3. AUTOCR_SETTINGS (FA Autocreation)</td>
</tr>
<tr>
<td>4. BILLEDI_SETTINGS (Billing EDI)</td>
</tr>
<tr>
<td>5. BILL_SETTINGS (Billing)</td>
</tr>
<tr>
<td>6. BOM_SETTINGS (Bill of Materials)</td>
</tr>
<tr>
<td>7. COMP_SETTINGS (Compensation)</td>
</tr>
<tr>
<td>8. CB_SETTINGS (Cobra)</td>
</tr>
<tr>
<td>9. CAP_PLAN_SETTINGS (Capacity Planning)</td>
</tr>
<tr>
<td>10. CONS_SETTINGS (Consolidation)</td>
</tr>
<tr>
<td>11. CTS_SETTINGS (CTS)</td>
</tr>
<tr>
<td>12. EC_SETTINGS (Engineering Change Notice)</td>
</tr>
<tr>
<td>65. MPS_PLAN (MPS Plan)</td>
</tr>
<tr>
<td>66. OE_CST_TYPE (OE Cost Type)</td>
</tr>
<tr>
<td>67. PROJ_BUDGET_CNTL (Project Budget Control)</td>
</tr>
<tr>
<td>68. REV_FORMULA_COMP (Revenue Formula)</td>
</tr>
<tr>
<td>69. RQ_EST_CST_TYPE (Requisition Estimate Cost Type)</td>
</tr>
<tr>
<td>70. S_FA_AUDIT_SETTING (Asset/Template Change Settings)</td>
</tr>
<tr>
<td>71. S_FA_DB_COL_DEF (Asset/Template Field/Column Name)</td>
</tr>
<tr>
<td>72. TAXBLE_ENTITY (Taxable Entity)</td>
</tr>
<tr>
<td>73. WF_CASE (Workflow)</td>
</tr>
<tr>
<td>74. X_AP_SUSP_SETUP (AP Voucher Import Suspense Setup)</td>
</tr>
<tr>
<td>75. X_JE_SUSP_SETUP (Journal Entry Suspense Setup)</td>
</tr>
<tr>
<td>76. X_TS_SUSP_SETUP (Timesheet Suspense Setup)</td>
</tr>
<tr>
<td>77. GL_CONFIG (General Ledger Config)</td>
</tr>
</tbody>
</table>
Setup Company Tasks

- Prepare matrix of tasks to setup new company. Step by Step in Sequence
  - Matrix design
    - Order it by Task No – make it large enough so tasks can slide in within the range without having to renumber all rows
    - Then add Sequence, Then test sequence as there are many dependencies
  - Track
    - Who is performing the step
    - Which database is the step being performed (Path 2 Production)
    - How long it takes to perform the step
  - Include
    - Security
      - Creating Users, Groups and Roles
      - Org Security
    - T&E impact
### Setup Company Tasks (continued)

<table>
<thead>
<tr>
<th>Seq</th>
<th>Task No</th>
<th>Description</th>
<th>System</th>
<th>Responsible</th>
<th>Validator</th>
<th>Status - Co 2</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>C1000</td>
<td>Setup Costpoint user Group &quot;SETUP&quot; IN Company 1.</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>C1300</td>
<td>Run Create company 2 in CP</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>C1600</td>
<td>Setup costpoint user Groups for company 2</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>4-Aug</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>C1675</td>
<td>Request access to Company 2</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>C1700</td>
<td>Copy Global Basic Org Security Group from Company 1 to Company 2</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>4-Aug</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>C2200</td>
<td>Change Background Color</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>1-Aug</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>C2300</td>
<td>Setup top level Org in Company 2</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>4-Aug</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>C2350</td>
<td>Upload Predefined Workflows</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>C2400</td>
<td>Update Transactional Currency default to equal functional currency</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>4-Aug</td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>C2500</td>
<td>Update GBP Currency Format</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>4-Aug</td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>C2700</td>
<td>Validate Org Security Profile/Group - Global</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>4-Aug</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>C2750</td>
<td>Validate the top level Org in 'Maintain Org Security Profiles' screen</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>5-Aug</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>C3200</td>
<td>Setup Costpoint users for company 2 - link to Global org security</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>2-Sep</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>C3600</td>
<td>Setup Costpoint Orgs for company 2 (Levels 2 and 3) (include org abbrevs)</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>6-Aug</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>C3800</td>
<td>Run 'Update Org Security Profiles'</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>6-Aug</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>C3925</td>
<td>Add Time Sheet Cycle and Leave Periods</td>
<td>CP</td>
<td>CP</td>
<td></td>
<td>12-Aug</td>
<td></td>
</tr>
</tbody>
</table>
Batch Processing

1. Review batch processes
2. Determine which to replicate
3. Determine batch processing schedule (all companies)
4. Test batch processes
5. Resolve security issues – access to share drives etc.
6. Copy Parameters

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EDW and Reporting

- Many reports were hard coded with $ symbol (versus functional currency symbol)
- EDW Views and Reports did not have Company ID filters or joins
- EDW Org Security and Company ID Security filters needed to be deployed
- Date formatting (International versus US)
- Performance (Index considerations due to inclusion of company_id)
Other Considerations

Non US Company considerations

- Setup new file share locations for Non-US Companies for saving files or batch processing with log files
- Setup separate process servers for each Non-US Company
- Org Security is only applicable within each Company in Costpoint
- Will need additional security in an EDW type of environment to restrict reporting on additional Companies.

New Setup in T&E

- Timesheet Schedules
- Classes
- Expense Charge Types
- Expense Types
- Expense Report Types
- Expense Classes
- Leave Types
- Tip: Set up a folder for each Company and restrict charging
Questions?

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