

# IBM Finance Forum 2011

Ottimizzare le previsioni  
per migliorare i risultati aziendali

## Mario Quartarone

*L'ultimo miglio* del ciclo di reporting  
finanziario: la creazione di annual report e nota  
integrativa, anche in formato XBRL

## Business Analytics & Optimization Solutions

### Industry Solutions



Financial Services



Public



Distribution



Industrial



Communications

### Cross-Industry Solutions

Finance

Human Capital

Supply Chain / Operations

Customer

## Business Analytics

Business Intelligence

Predictive & Advanced Analytics

Financial Performance & Strategy Management

Governance, Risk & Compliance

Analytic Applications

## Information Management and Governance

Information Integration & Master Data Management  
Data Warehousing

Content Management

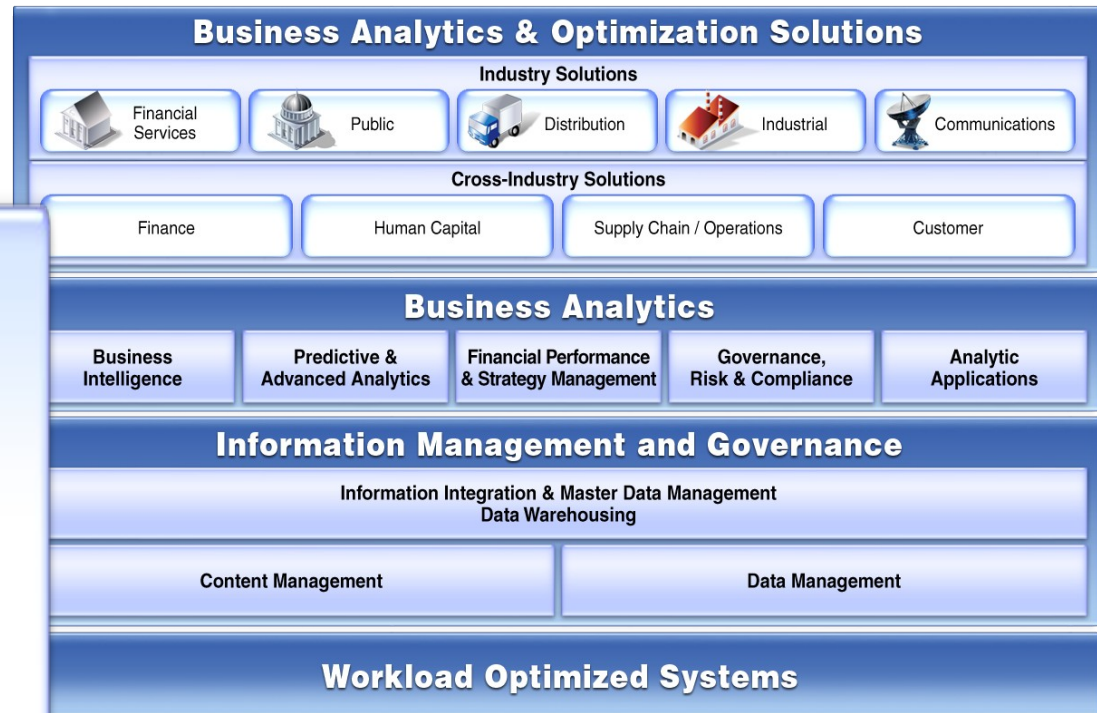
Data Management

## Workload Optimized Systems

**IBM Finance Forum 2011**

Ottimizzare le previsioni per migliorare i risultati aziendali

# IBM is investing to optimize your business outcomes



More than **\$14B** in acquisitions since 2005

More than **10,000** technical professionals

More than **7,500** Dedicated Consultants

**Largest** Math Department in Private Industry

More than **27,000** Business Partner Certifications

# Ultimo step! – “The last Mile”

*The Last Mile*



- **L'intervento manuale domina “The Last Mile”**
  - Massivo utilizzo di MS Word ed Excel, condivisi via e-mail
  - Problemi di integrità dei dati
  - Collaborazione difficile
  - Nessun controllo
  - Assenza di tracciabilità
  - Elevata percentuale di rischio
  - Processo manuale che si ripete ogni anno

# Ambiti di applicabilità di Clarity FSR

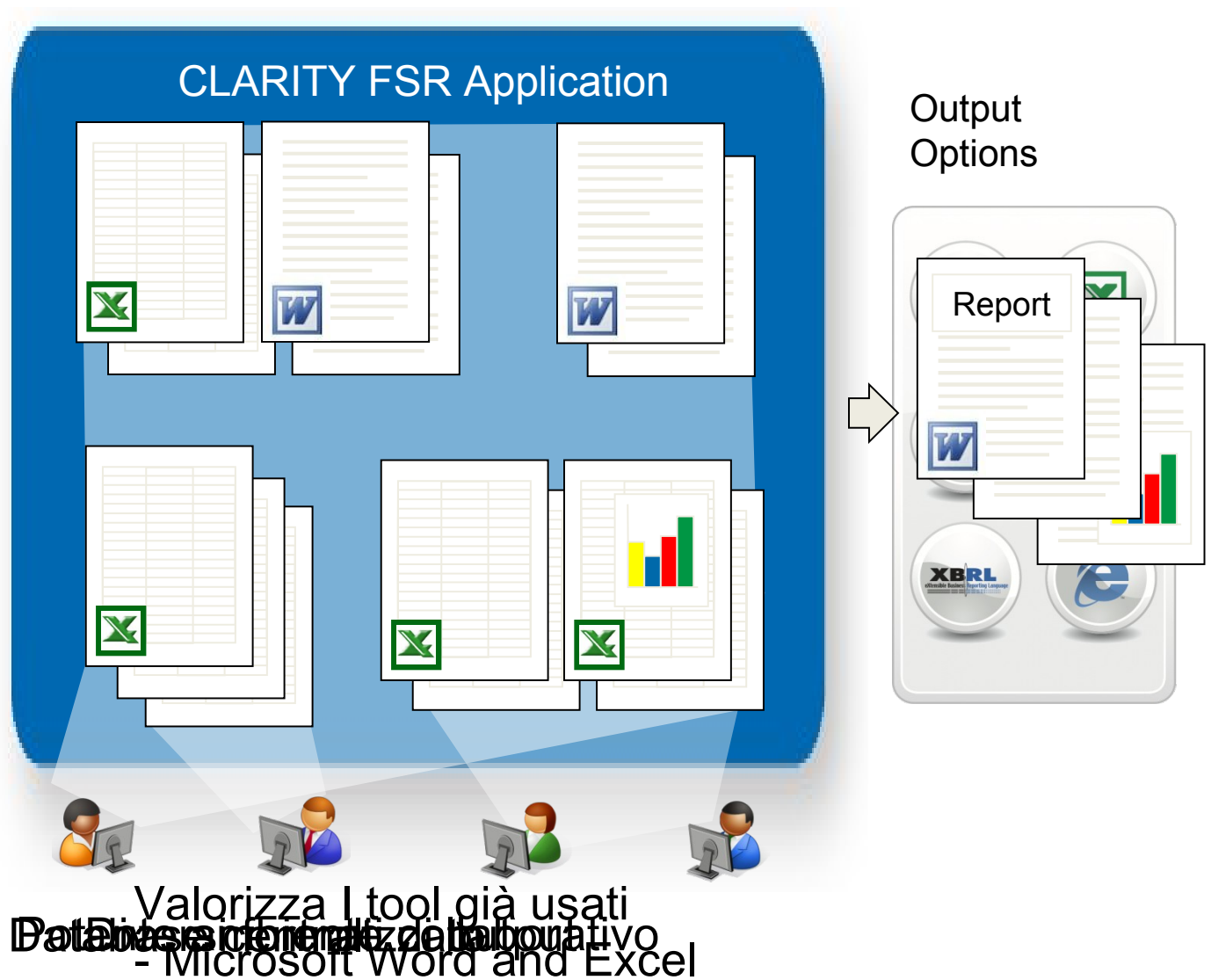
- **Bilancio Annuale:**
  - documento distribuito dalla società a tutti gli azionisti, una volta l'anno, dal quale devono risultare la situazione finanziaria, patrimoniale e reddituale dell'azienda, seguita dai commenti sull'andamento della gestione.
- **Nota integrativa:**
  - completare i dati dei prospetti contabili, fornendo ulteriori informazioni quantitative e descrittive;
  - motivare determinati comportamenti, soprattutto in merito alle valutazioni effettuate, alle deroghe a determinate disposizioni di legge, ecc.
- **Lettera agli azionisti:**
  - descrive i risultati della gestione tenendo conto degli aspetti economici
- **Bilancio di sostenibilità:**
  - documento che ingloba sia aspetti finanziari che non
  - GRI (Global Reporting Iniziative)
- **Altro reporting per uso interno ed esterno:**
  - Indicazioni legislative (dpmc 10 dicembre 2008 – XBRL)
  - SEC
  - FERC



# Target per Clarity FSR

- **Settore industriale/tipologia di organizzazione**
  - Aziende pubbliche e private
- **Principali interlocutori**
  - VP Finance
  - CFO
  - Controller o Assistant Controller
  - Manager/Director of External Reporting
  - Financial Analyst
  - Investors Relations

# CLARITY FSR – Come lavora



# CLARITY FSR – Come lavora

Data Sources

ERP

Consolidations

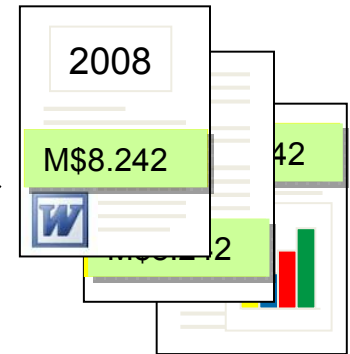
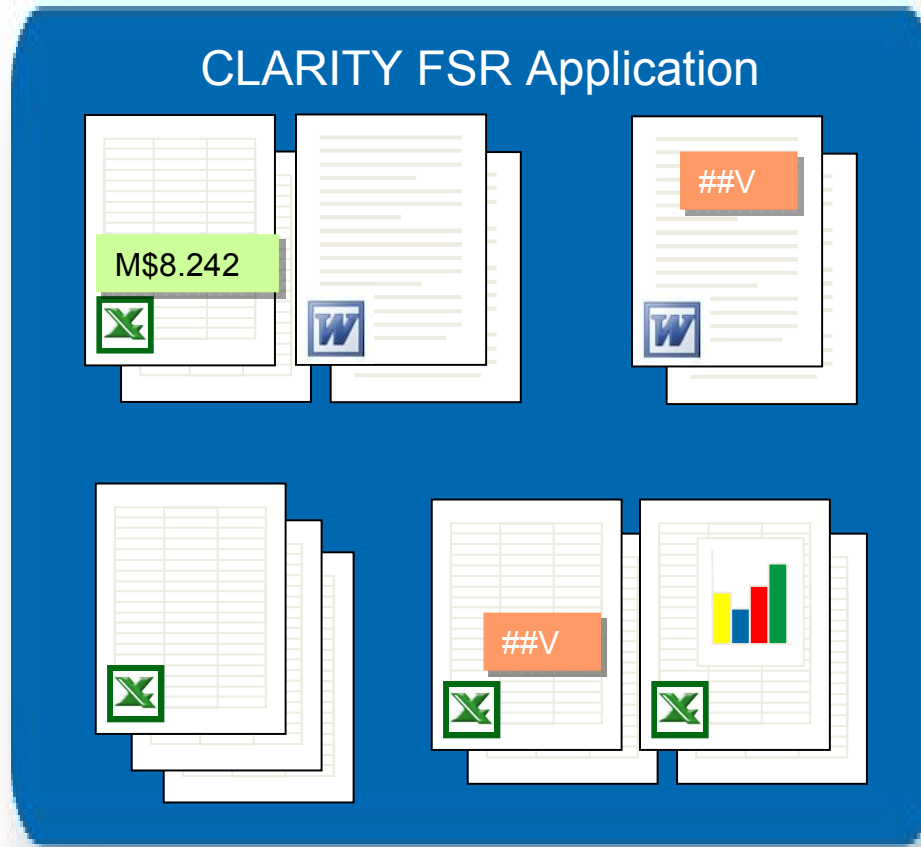
2008-M\$8.242



Relational



OLAP



Variabili (##V) permettono l'aggiornamento automatico di un dato in un testo quando la fonte alimentante cambia  
Le modifiche al database vengono aggiornate automaticamente  
Diretto accessore alle sorgenti dati e output



ITEM 6. FINANCIAL DATA

(In thousands, except per share amounts, ratios and other)

Summary of Operations

	2009	2008	2007
Net sales	\$ 4,576,528	\$ 6,225,909	\$ 3,661,222
Comparable store sales increase (decrease)	1.13	1.31	1.69
Gross profit	\$ 3,299,130	\$ 2,957,989	\$ 2,639,304
Gross profit as a percentage of net sales	72%	48%	72%
Operating income	\$ 2,287,684	\$ 1,501,437	\$ 1,830,139
Operating income as a percentage of net sales	50%	24%	50%

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

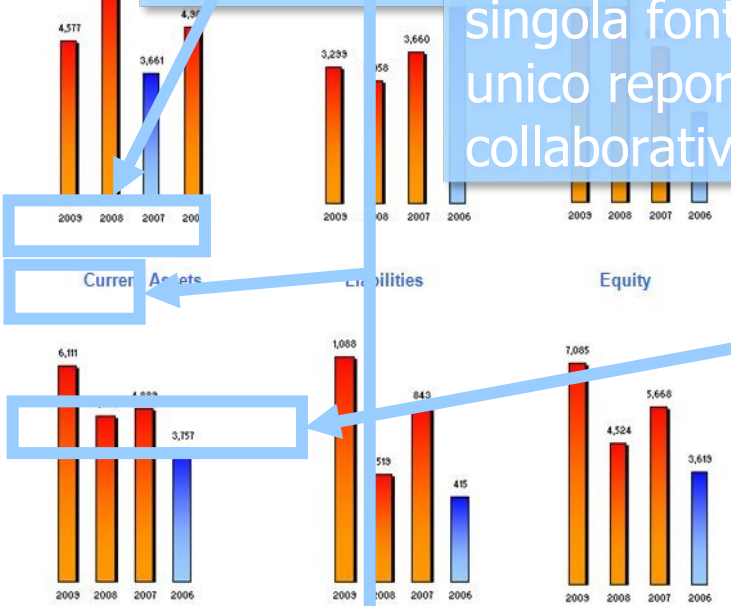
The report contains certain statements that are forward-looking within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are not guarantees of future performance and involve certain risks, uncertainties and assumptions that are difficult to predict. Actual outcomes and results may differ materially from those expressed in, or implied by, our forward-looking statements. Words such as "expects," "anticipates," "believes," "estimates" and other similar expressions or future or conditional verbs such as "will," "should," "would" and "could" are intended to identify such forward-looking statements. Readers of the Form 10-k of office supplies INC Corporation not rely solely on the forward-looking statements and should consider all uncertainties and risks throughout this report as well as Item 1A, "Risk Factors" of the Annual Report on Form 10-K. The statements are representative only as of the date they are made, and the Corporation undertakes no obligation to update any forward-looking statement.

Possible events or factors that could cause results or performance to differ materially from those expressed in our forward-looking statements include, among other things, the level of geographic regions and nonperforming assets, which may reduce interest in the primary debt and equity capital markets; changes in domestic or foreign tax laws, rules and regulations, including the Internal Revenue Code, and the Board of Governors of the Federal Reserve System, the Office of the Comptroller of Currency, the Federal Deposit Insurance Corporation, state regulators and other financial institutions; ability to grow core business and gain market share; and other similar financial events, mergers and acquisitions and their integration with the Corporation; and management's ability to manage these

Testo e narrativa da Word

Dati finanziari &

Se...fosse possibile raccogliere ogni singola fonte informativa all'interno di un unico report di governance centralizzato e collaborativo?



**Liquidity Risk**  
Liquidity is the ongoing ability to accommodate liability maturities and deposit withdrawals, fund asset growth and meet contractual obligations through unconstrained access to funding at reasonable market rates. Liquidity management involves forecasting funding requirements and maintaining sufficient capacity to meet the fluctuations in asset and liability levels due to changes in our business operations or unanticipated events. Corporation's 2008 Annual Report on Form 10-K.

The company maintains a cushion of excess liquidity that would be sufficient to fully fund the holding company and its nonbank affiliate operations for an extended period during which funding from normal sources is disrupted. The primary measure used to assess the company's liquidity is the "Time to Required Funding" during such a period of liquidity disruption. This measure assumes that the parent company is unable to generate funds from debt or equity issuance, and no longer pays dividend payments and repayments to shareholders while continuing to meet non-discretionary uses needed to maintain bank operations and its nonbank can operate and meet all obligations before the current liquid assets are exhausted. The company considers the "Time to Required Funding" ALCO approves the target range set for this metric, in months, and monitors adherence to the target range. Maintaining excess company cash helps to facilitate the target range months for "Time to Required Funding" and is the primary driver of the timing and amount of the Corporation's debt issuances. On March 3, 2008, "Time to Required Funding" was 20 months compared to 19 months at December 31, 2008. Our "Time to Required Funding" remained below our target range at March 31, 2008 primarily due to the funding of LaSalle and the market disruptions that began in the second half of 2006 on our earnings.

One ratio that can be used to monitor the stability of funding composition is the "loan to domestic deposit" ratio. This ratio reflects the percentage of loans and leases that are funded by domestic core deposits, a relatively stable funding source.

- Report Summary
- Variable Management
- Front Cover Page
- Print Default Settings
- Shareholders Message
- Form 10-K Cover Page
- Table of Contents
- Item 1 Business Overview
- Item 1A Risk Factors
- Item 1B Unresolved Staff Comments
- Item 2 Properties
- Item 3 Legal Proceedings
- Item 4 Submission of Matters
- Item 5 Market for Registrants
- Item 6 Financial Data
- Item 7 Management Discussion an...
- Item 8 Financial Statements (TOC)
- Item 8 Financial Statements
- Assets
- Liabilities
- Income Statement
- Cash Flow
- Statements of Changes in Shareh...
- Note - Business Operations
- Note - Accounting Policies
- Note - Cash
- Note - Account Receivable
- Note - Inventory
- Note - Deferred Charges
- Note - Prepaid Expenses
- Note - Property Plant and Equipm...
- Note - Accounts Payable and Acc...
- Note - Long Term
- Note - Revenue
- Note - Investments
- Note - Segments Between Entity ...
- Note - Common & Preferred Outs...
- Part 4 Exhibit 1
- SEC Validation Criteria
- Exhibit 2
- ID Folder

## Document Summary

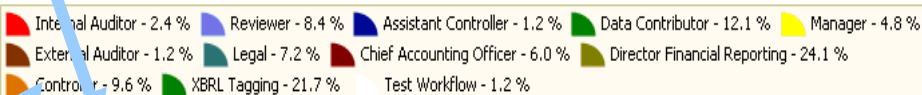
Entity	External Reporting
Period	December 31, 2009
Document Name	10-K - Current Year
Submission Due Date	December 31, 2009
Working Days before Due Date	1007
Document Owner	Director Financial Reporting
Overall document sign-off	0

Dettagli e stato di ogni oggetto

Sezioni documenti

Informazioni generali di sintesi

## Document Status



## Status by Object

Drag a column header here to group by that column

Assigned To	Section Name	Report Object	Status	Object Type	Content
Director Financial Reporting	Variable Management	Variable List	Manager	Normal	MS-Excel
Director Financial Reporting	Front Cover Page	Cover Page	Director Financial Reporting	Normal	MS-Word
Reviewer	Shareholders Message	Header	Reviewer	Page Setup	MS-Word
Reviewer	Shareholders Message	Header	Reviewer	Header	MS-Word
Assistant Controller	Form 10-K Cover Page	Shareholder Page Setup	Assistant Controller	Normal	MS-Word
Reviewer	Form 10-K Cover Page	Header	Reviewer	Header	MS-Word
Director Financial Reporting	Form 10-K Cover Page	Default Page Setup	Manager	Page Setup	MS-Word
Director Financial Reporting	Form 10-K Cover Page	Form 10K	Director Financial Reporting	Normal	MS-Word
Director Financial Reporting	Table of Contents	TOC	Director Financial Reporting	Normal	MS-Word
	Item 1 Business Overview	General	Test Workflow	Normal	MS-Word
Data Contributor	Item 1 Business Overview	Growth Strategy	Data Contributor	Normal	MS-Word
Data Contributor	Item 1 Business Overview	Growth Strategy - Not Printed and Hard Coded	Data Contributor	Normal	MS-Word
Data Contributor	Item 1 Business Overview	Historical Growth	Data Contributor	Normal	MS-Excel
Data Contributor	Item 1 Business Overview	Store Remodeling	Data Contributor	Normal	MS-Word
Data Contributor	Item 1 Business Overview	Footer	Data Contributor	Footer	MS-Word
Data Contributor	Item 1 Business Overview	Comments and Links	Data Contributor	Normal	MS-Word
Data Contributor	Item 1 Business Overview	Suggested Edits	Data Contributor	Normal	MS-Word

- Report Summary
- Variable Management
- Front Cover Page
- Print Default Settings
- Shareholders Message
- Header
- Shareholder Page Setup
- Compliance Checklist
- Form 10-K Cover Page
- Table of Contents
- Item 1 Business Overview
- Item 1A Risk Factors
- Item 1B Unresolved Staff Comments
- Item 2 Properties
- Item 3 Legal Proceedings
- Item 4 Submission of Matters
- Item 5 Market for Registrants
- Item 6 Financial Data
- Item 7 Management Discussion and A...
- Item 8 Financial Statements (TOC)
- Item 8 Financial Statements
- Assets
- Liabilities
- Income Statement
- Cash Flow
- Statements of Changes in Sharehold...
- Note - Business Operations
- Note - Accounting Policies
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- Note - Inventory
- Note - Deferred Charges
- Note - Prepaid Expenses
- Note - Property Plant and Equipment
- Note - Accounts Payable and Accrue...
- Note - Long Term
- Note - Revenue
- Note - Investments
- Note - Segments Between Entity Inf...
- Note - Common & Preferred Outstan...
- Part 4 Exhibit 1
- SEC Validation Criteria
- Exhibit 2
- ID Folder

Object Name: Shareholder Page Setup      Sort Sequence: 50

Object Type: MS-Word      Assigned User: Assistant Controller

Document Type: Normal      Print Option: Report

Object Due Date: 12/31/2009      Break Type: New Page

Current Status: Assistant Controller      Workflow Due:

# Pages: 1

Object Sharing:  Share this object.

Tagging for Desktop Publishing: OnBehalf\_...

Utilizzo di MS Word

You don't have permission to save the changes of object content.

7f5b9a632bab4fda81956ce3024e00d3.doc [Compatibility Mode] - Microsoft Word

Home Insert Page Layout References Mailings Review View Developer Add-Ins Design Layout

Clipboard Font Paragraph Styles Editing

Elizabeth G. White  
President and Chief Executive Officer

John B. King  
Chairman of the Board

Variabili nel testo

On behalf of the Fund's Board of Trustees, I am delighted to report that over the past fiscal year Office Supplies Inc has made significant progress in advancing the two principal elements of its growth strategy: delivering stable and growing cash distributions to unit holders, and making selective investments in high-potential power and utility infrastructure projects.

Arrangement that ensures operations of the Fund are managed, while also creating incentives for the Manager to pursue growth opportunities that will increase distributable cash. It is evident this arrangement ensures Countryside has the ability to meet its primary business objectives and deliver on the commitments and expectations of unit holders.

Revenue	##D<RevenueCurrent>
Current Assets	##D<CurrentAssets>
Current Liabilities	##D<CurrentLiabilities>
Equity	##D<Equity>

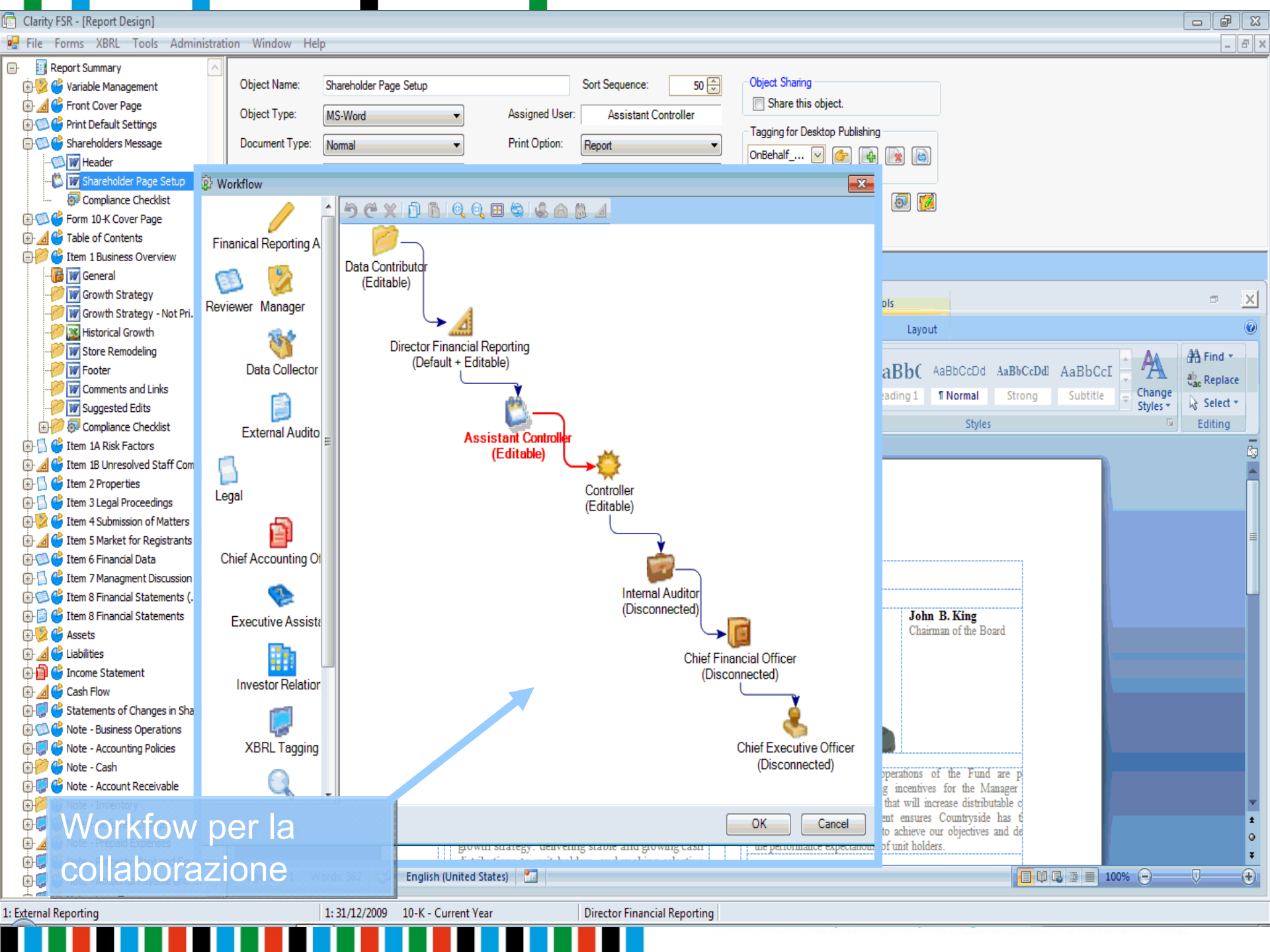
**Cash Flow**

Office Supplies Inc has proven its ability to generate very steady cash flow through solid investments. We are also focused on growth. While we are striving to achieve further internal growth by expanding our existing customer base, improving operating efficiencies and increasing production, we are also committed to

**Board Commitment**

Office Supplies Inc is committed to upholding the highest principles of corporate governance, including disclosure, transparency and integrity in its dealings with unit holders. The Board is committed to proactively reviewing and updating our practices to stay ahead of regulatory demands and to ensure that the Fund has the best interests of its unit holders in mind.

Page: 1 of 1    Words: 362/362    English (United States)    100%



Workflow per la collaborazione

- Report Summary
  - Item 1 Business Overview
    - Growth Strategy
    - Growth Strategy - Not Prin...
    - Historical Growth
    - Store Remodeling
    - Footer
    - Comments and Links
    - Suggested Edits
  - Compliance Checklist
    - Disclosure
  - Note - Inventory
    - Inventory

### Document Summary

Entity	External Reporting
Period	December 31, 2009
Document Name	10-K - Current Year
Submission Due Date	December 30, 2009
# Working Days before Due Date	-307
Document Owner	Director Financial Reporting
Overall c...	

### Document Status



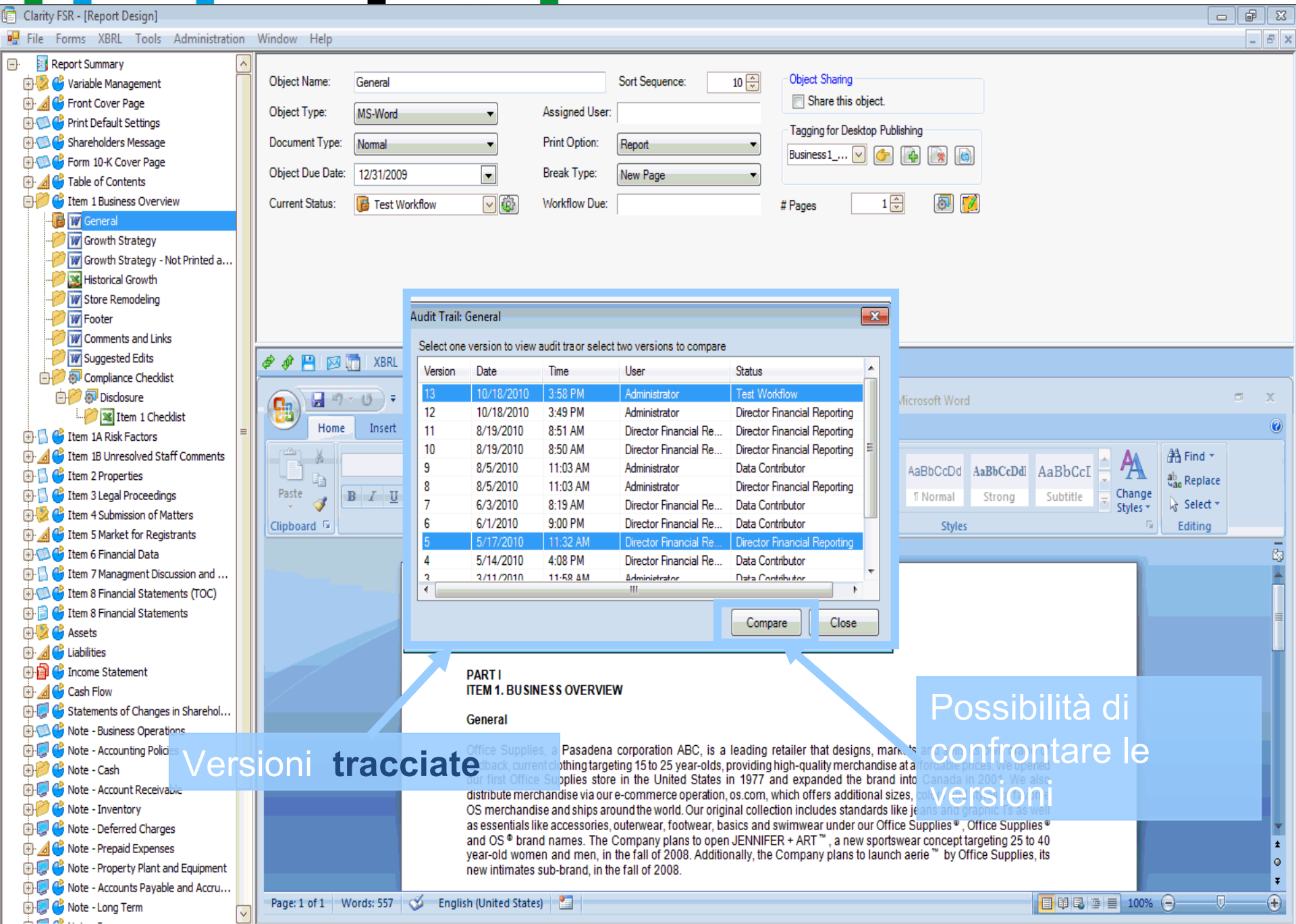
**Sicurezza** – accesso specifico per oggetto/sezione documento

### Status by Object

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Data Contributor	Item 1 Business Overview	Growth Strategy	Data Contributor	Normal	MS-Word
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Data Contributor	Item 1 Business Overview	Footer	Data Contributor	Footer	MS-Word
Data Contributor	Item 1 Business Overview	Comments and Links	Data Contributor	Normal	MS-Word
Data Contributor	Item 1 Business Overview	Suggested Edits	Data Contributor	Normal	MS-Word
Data Contributor	Item 1 Business Overview	Item 1 Checklist	Data Contributor	Normal	MS-Excel
Data Contributor	Note - Inventory	Inventory	Data Contributor	Normal	MS-Excel

No. objects: 9



Versioni tracciate

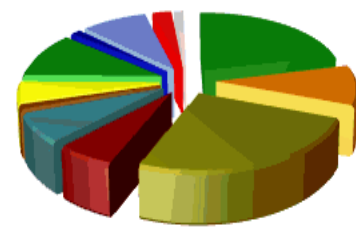
Possibilità di confrontare le versioni

- Item 1 Business Overview
  - General
  - Growth Strategy
  - Growth Strategy - Not Printe...
  - Historical Growth
  - Store Remodeling
  - Footer
  - Comments and Links
  - Suggested Edits
  - Compliance Checklist
- Item 1A Risk Factors
  - Risk Factors
  - Compliance Checklist
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- Item 3 Legal Proceedings
- Item 4 Submission of Matters
- Item 5 Market for Registrants
  - Markets
  - Equity Market
  - Compliance Checklist
- Financial Data
- Charts
- MANAGEMENT'S DISCUSSION...
- Dividends
- Credit Risk Management
- Income Statement
- APPLICATION OF CRITICAL ...
- Labor Agreements
- Assets
- Market Risks and Hedging Act...
- FORWARD-LOOKING STATEM...
- Compliance Checklist
- Item 8 Financial Statements (TOC)
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Document Owner	Director Financial Reporting
Overall document sign-off	0

### Document Status



CLARITY FSR

Internal Auditor - 2.4%    Reviewer - 8.4%    Assistant Controller - 1.2%    Data Contributor - 10.8%    Manager - 4.8%  
 External Auditor - 1.2%    Legal - 7.2%    Chief Accounting Officer - 6.0%    Director Financial Reporting - 25.3%  
 Controller - 9.6%    XBRL Tagging - 21.7%    Test Workflow - 1.2%

### Status by Object

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Data Contributor	Item 1 Business Overview	Suggested Edits	Data Contributor	Normal	MS-Word

# XBRL



Welcome to XBRL - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://www.xbrl.org/it/frontend.aspx?clk=LK&val=142

Most Visited IBM

Welcome to XBRL

www.xbrl.org/it Members Log-In | Search The Site

**XBRL**  
eXtensible Business Reporting Language

Transforming Business Reporting  
Transforming Business Reporting  
Transforming Business Reporting

← Home

**Cosa è XBRL**

Tassonomie

Comunicati e rassegna stampa

Organigramma e Gruppi di lavoro

Attività ed Eventi

Formazione

Documenti

Soci

Come Associarsi

Contatti

**MEMBERS AREA**

Consiglio Direttivo

**Cosa è XBRL**

XBRL definisce tassonomie di voci contabili e struttura i report nei quali le stesse sono rappresentate. Un documento XBRL è un file nel quale i dati sono etichettati con un codice che definisce il tipo di voce, tra quelle presenti nella tassonomia, e le dimensioni del dato, ovvero il periodo, la società, la moneta di conto. Un documento di bilancio in formato elettronico contiene, invece, un unico blocco di informazioni testuali, numeriche e grafiche che può essere visualizzato, stampato, o modificato manualmente. Chi riceve un file XBRL può, invece, automaticamente analizzarlo, convalidarlo, elaborarlo, trasformarlo, archivarlo.

Con l'utilizzo di XBRL si possono abbattere le barriere, sintattiche e semantiche, tra chi produce informazioni finanziarie (le imprese) e chi a vario titolo le consuma (le capogruppo, gli auditor, gli investitori, le banche, i media, le autorità pubbliche, le agenzie di rating).

Per le imprese, XBRL non dovrà essere considerato soltanto un adempimento in più, ma un'opportunità. In primo luogo, adeguandosi a uno standard, l'azienda eleva il livello di accuratezza e di dettaglio dei suoi report contabili,



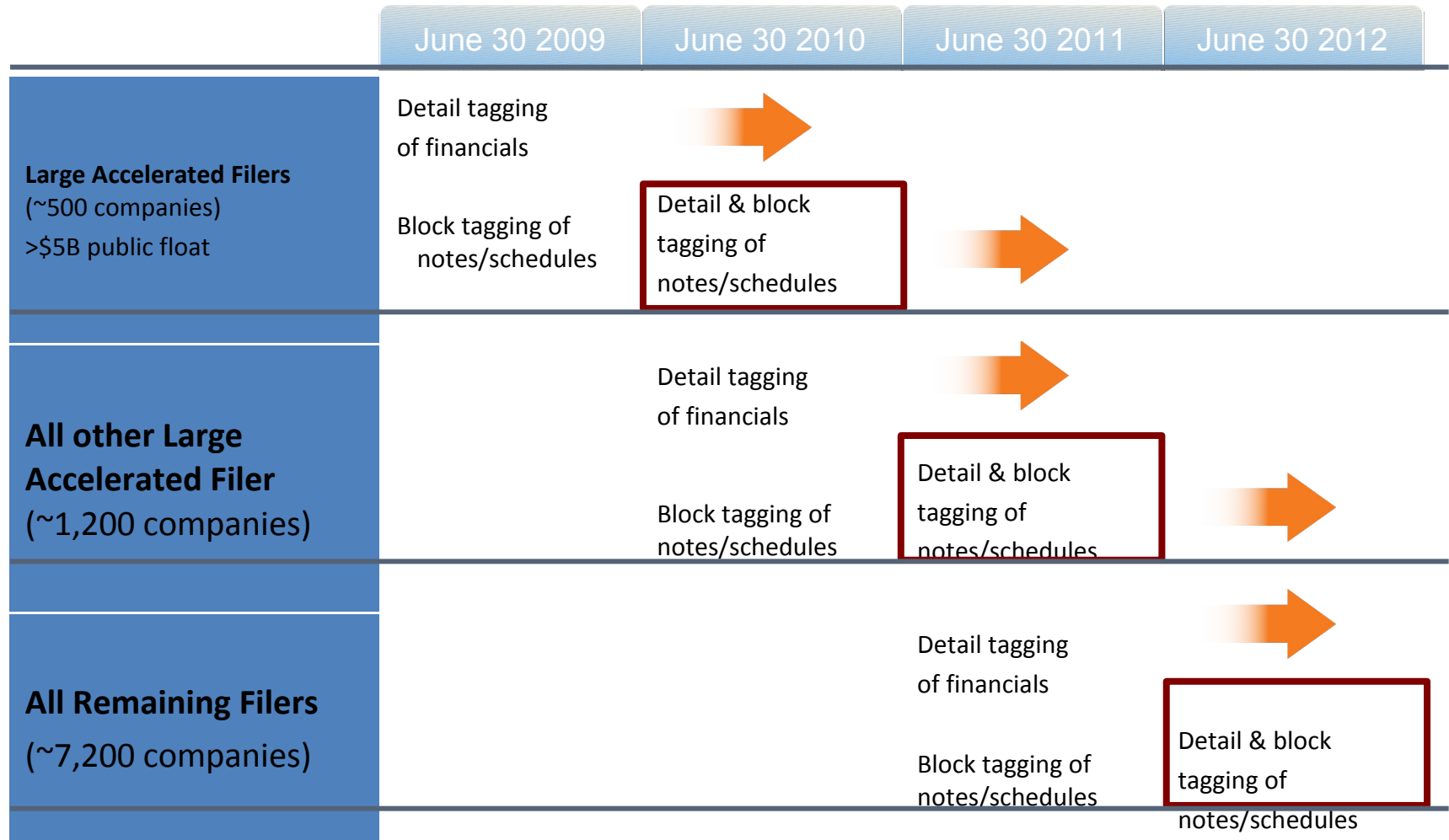
# XBRL Tagging using IFRS Taxonomy

The screenshot displays the Clarity FSR software interface for XBRL tagging. The left pane shows a tree view of the 'Balance Sheet, Classified Format' with 'Investment Property' selected. The right pane shows the 'XBRL Inspector' with 'Selection Info' indicating 'Cell: Not tagged' and 'Element: Not tagged'. Below this, the 'Time Period Instant' is set to 'BS 31 DEC 2004', 'Unit' is 'USD', and 'Scale' is 'Dollars'. The bottom pane shows a Microsoft Excel spreadsheet with the following data:

	A	B	C	D	E
1		GAAP	transition to	IFRS	
2	<b>ASSETS</b>				
3	<b>Non-current assets</b>				
4	Property, plant and equipment	42,452	(19,050)	23,402	
5	Goodwill	1,859	886	2,745	
6	Intangible assets	6,021	(780)	5,241	
7	Investments in associates	3,958	-	3,958	
8	Receivables	1,822	18,611	20,433	
9	Investments in unconsolidated subsidiaries	634	(634)	-	
10	Investments in other companies	14,377	-	14,377	
11	Deferred income tax assets	-	522	522	
12		71,123	(445)	70,678	
13	<b>Current assets</b>				
14	Inventories	17,257	408	17,665	

- Every data point (e.g., monetary value, percentage or number) in the financial notes or within bodies of text must be separately tagged

# SEC XBRL Mandate



# Caratteristiche della soluzione

## CLARITY FSR

- Automatizza e semplifica la produzione dei documenti finanziari, di bilancio, relazioni agli investitori, reporting regolatorio e bilancio sociale ed ambientale
- Database centralizzato
- Valorizza le funzionalità di formattazione di Word e di calcolo di Excel
- Ambiente collaborativo
- Gestione delle sicurezze e controllo accessi e dati
- Workflow per i reports o sezioni di reports
- Outputs in tutti i formati (xls, word, ppt, XBRL)



# Risk mitigation

## 1

### Risk of Errors

Feature	Benefit
Integration to source data	No re-keying of data
Variables in text	Consistency across the report
Validation Rules	Numbers always tie-out

One version of the truth

Feature	Benefit
Security to view or edit each object	Users only see the data they are supposed to see
Workflow controls access throughout the process	Users only see data <b>when</b> they are allowed to see it

Access to information is controlled

### Risk of Late Filing

## 2

Feature	Benefit
User prior report as a template for the next period	No need to re-apply formatting
Automatically load new data	No need to re-key data

Start reviewing the final report sooner

Feature	Benefit
Compliance Checklists	To ensure that the right steps are being followed
Audit Trail	To track who did what, and when they did it

Increased confidence in the final report

## 3

### Risk of Insider Leaks

### Risk of Non-Compliance

## 4

IBM Finance Forum 2011

Ottimizzare le previsioni per migliorare i risultati aziendali

# Clarity FSR – Clienti



IBM Finance Forum 2011

Optimizzare le previsioni per migliorare i risultati. Sentry Select



# GRAZIE!

**IBM Finance Forum 2011**

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