



Adelphia

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Industry

Cable television and high speed internet service

Accounting Package

GEAC

Headquarters

Greenwood , Colorado

Employees

15,000

Customers

5.4 million

❖ When Adelphia Communications began its search for a Corporate Performance Management application, it understood that, first, the application had to support all management layers within Adelphia. With a management team located throughout the US and Puerto Rico, the system had to be the source of record for all financial reporting, analysis, budgeting, planning and forecasting. The system had to be web based, provide a rich Excel like look and feel and have an intuitive user interface to minimize user training and maximize user acceptance and adoption of the system. Very early in the software evaluation process it became clear that Clarity Performance Management met Adelphia’s key requirements.

Using Clarity Performance Management, managing the company has been much easier in terms of the budgeting and planning process and monitoring the organization’s overall financial performance. Adelphia implemented Clarity Performance Management as its corporate performance management tool and according to Tony Naes, Adelphia’s VP of Planning and Financial Reporting, “Clarity Performance Management has had a significant impact on helping us manage the company”.

Adelphia’s finance team used Clarity Performance Management to design and implement a comprehensive bottom-up budget. The budget had to be realistic, achievable and built from the ground up. This meant that Adelphia’s 100+ regionally distributed general managers, the front line management with the best understanding of their markets, had to provide their long-term targets. Clarity Performance Management’s web-based, Excel-like interface meant that the general managers were up and running quickly so that the [budget] could



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be approved. Jim Devlin, Adelphia’s Director of Finance-Budgeting, was responsible for the technical implementation; “People involved in the approval process were pleased with our ability to pull together our bottom-up [budget] in a short period of time.” Adelphia’s management team was equally impressed with Clarity’s centralized OLAP and relational databases allowing Adelphia to consolidate bottom level numbers up the corporate reporting hierarchy in minutes. “You can literally view the consolidated budget minutes after GMs send in their numbers.”

Adelphia is divided into five geographic regions and a few hundred cost centers each managed by a GM having P&L responsibility. Clarity Performance Management’s web based interface facilitates effective information flow to both collect budgets as well as report on actuals, budgets and variances. “Using Clarity Performance Management, our GMs have the information they need to run their businesses and are held accountable for their performance,” said Devlin. Detailed budgets that are built from the ground up have helped Adelphia focus on product margins and profitability, by period and by cost center.

Using Clarity Performance Management Devlin now has the control and autonomy over the budgeting and planning process; IT manages the integration of ERP data into Clarity Performance Management. The resources for managing corporate performance reside in the finance department. “Clarity Performance Management allows the financial

planning group to create templates, reports and financial models on demand as our business needs change” Naes likes CPM because his department can facilitate, modify and instantly distribute budget information and financial reports to hundreds of users located across the United States and Puerto Rico.

Adelphia’s next initiative on the horizon is the implementation of a new enterprise resource planning (ERP) solution. “Clarity Performance Management must stay. Don’t touch the Clarity system. The new ERP must work with Clarity Performance Management,” insisted Naes. He goes on to praise the benefits of a single interface for their complete corporate performance management needs. He likes having actuals reporting, financial variances and budgeting all within a single web based easy to use interface. Training new users is a snap. “It takes minutes to teach a new user. When it comes to after-sales support and training, Devlin has some very complementary things to say as well – “Clarity Systems’ support is just fantastic!” He goes on to say “Clarity’s focus on customer support and issue resolution make it a pleasure working with them, their support staff is first class” high praise indeed.