

April 26, 2005
10:45 Breakout



BUILDING BLOCKS FOR SUCCESS

**Leveraging the Global Economy to
Drive Growth and Momentum**

-An Evolution from Cost to Value-



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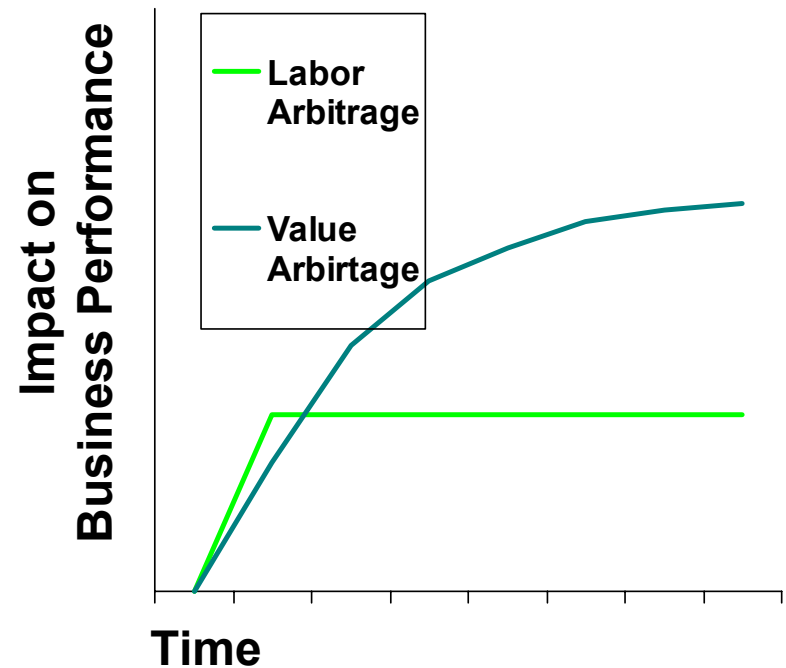
It's Economic Darwinism

- Boards and customers are demanding the growth and profitability gains that can be derived from globalization initiatives
- A shift from a cost-motivated option to competitive imperative
 - Focus is on longer term value creation vs. shorter term cost gains
 - Initiatives are about building global capability and capacity
 - Market pressure and migration to higher value types of work are changing the definition of what is “core” for software companies

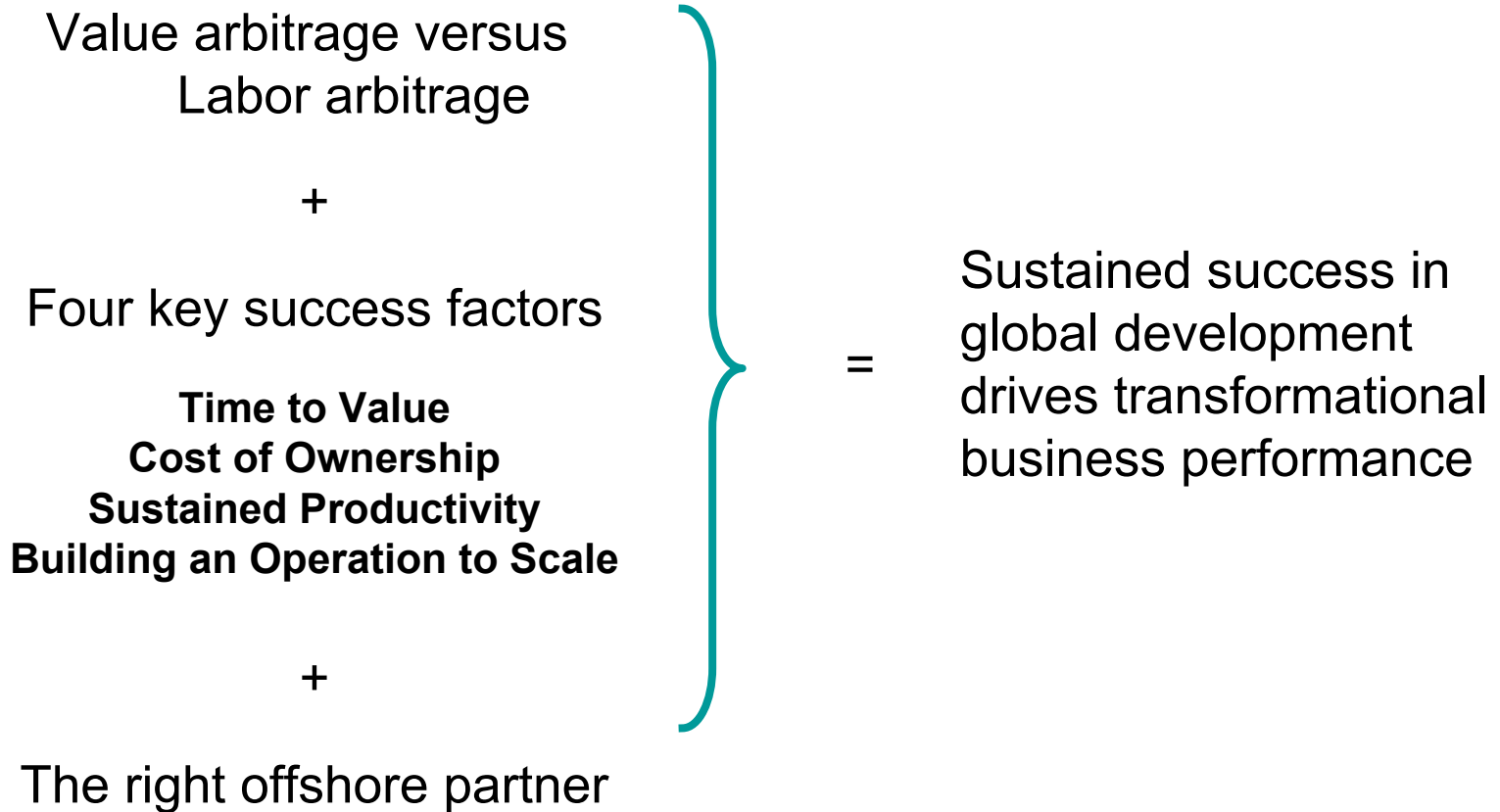
It's all about competitive advantage and globalization

Focus on Value and Determine the Best Way to Get There

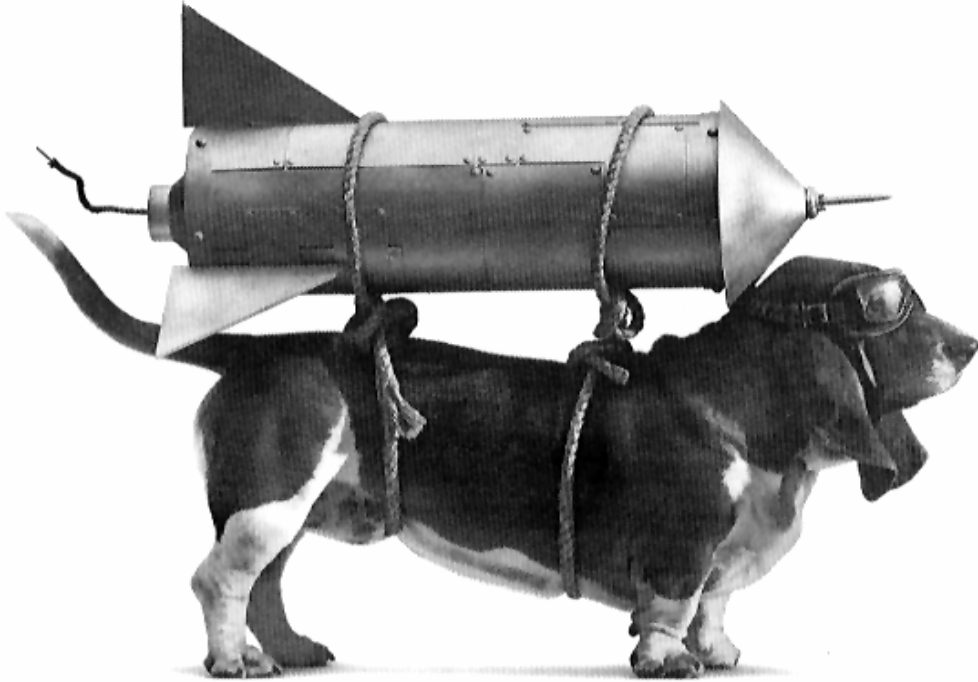
- With the right approach you can optimize business performance and gain sustainable competitive advantage
- You will not optimally scale the business and improve performance if you are singularly focused on cost



The Success Equation for Global Development



In Distributed Global Development, Results are Everything



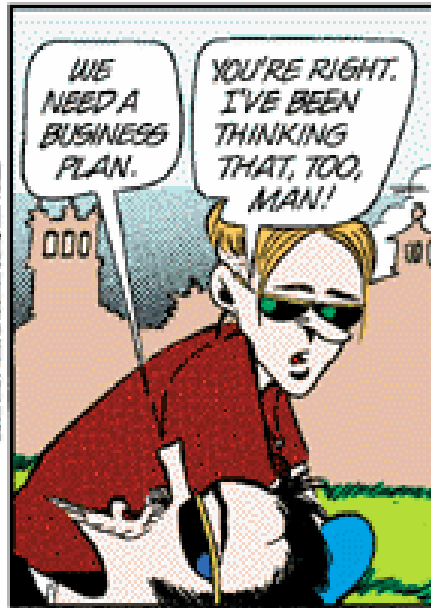
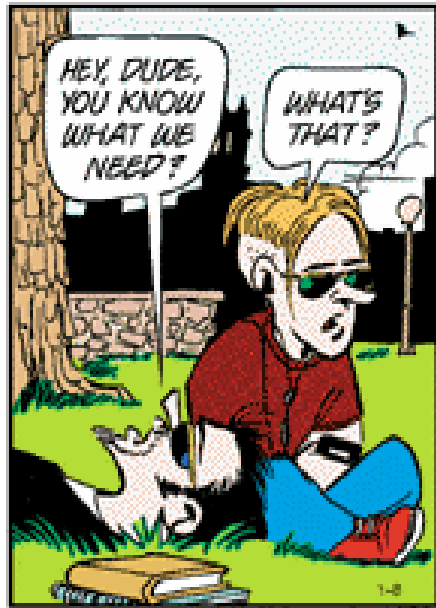
If you need results with the performance of a greyhound, it is very important to know what you don't know or you might not get the results you expect

Hyperion's approach to global development is consistent with their 'breakthrough performance everywhere' mantra

Multi-Shoring as a Key Strategy for Hyperion

- Build collaborative teams to seamlessly build software around the world
- Change mindset of hiring for a Global Operating Center from project oriented specific skills to underlying foundational skills for longer term flexibility
- Use multi-shoring as a catalyst to optimize tools and processes across product teams
- Choose your provider carefully (DNA match) and build the right kind of relationship
- Shatter conventional wisdom that a smaller number of locations is more efficient

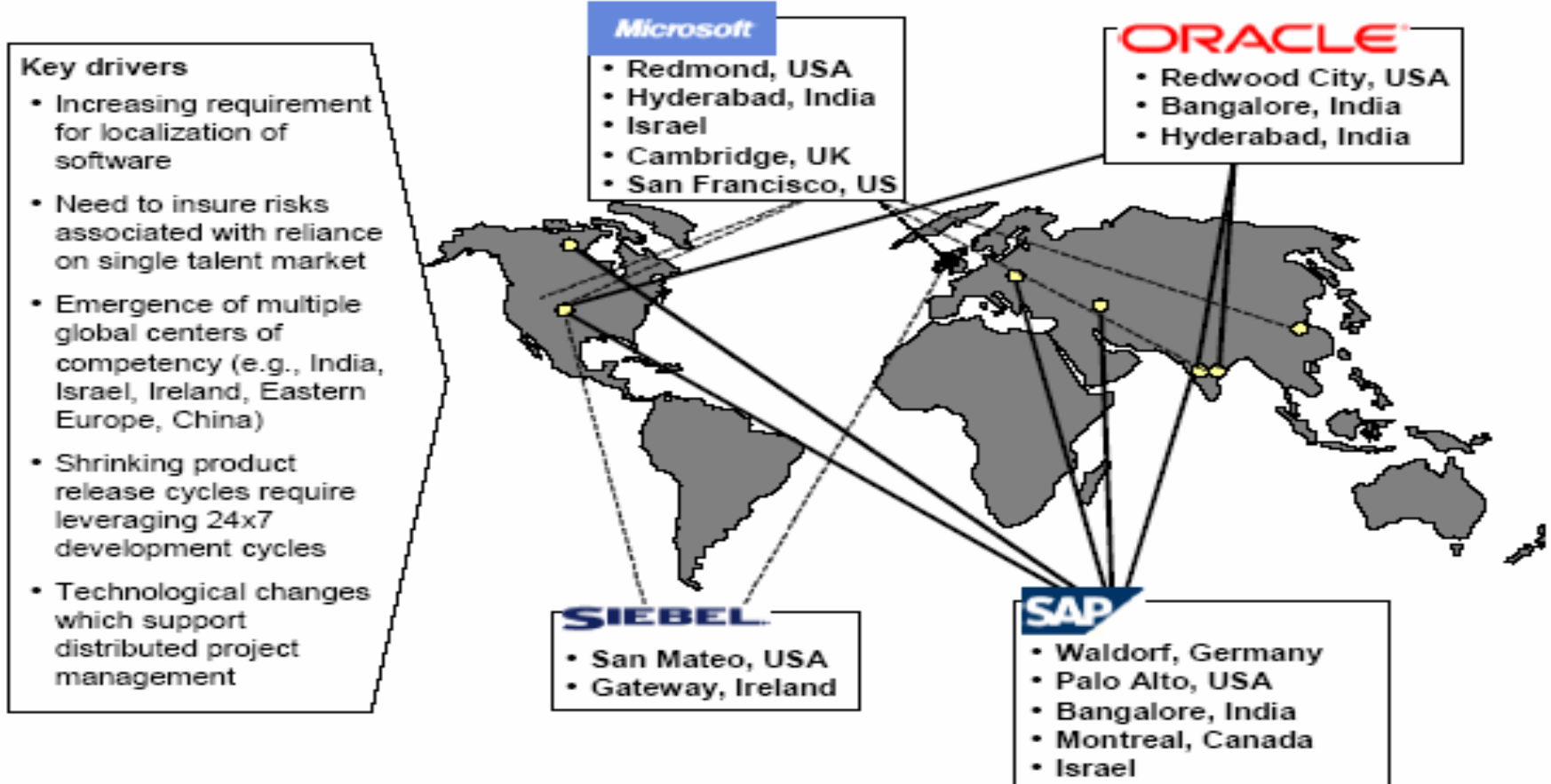
Multi-Shoring – The ‘Uninitiated’ View



Global Development – Major Software Players

Exhibit 1

GLOBALLY DISTRIBUTED DEVELOPMENT



Source: McKinsey Quarterly

Hyperion's Drive to Multi-Shore Development

- Response to competitive landscape
- No longer a choice – rather a strategic imperative
 - Most large global software companies have made moves offshore
- Need to increase development capacity
- Tap into global talent pools
- Realign development skill sets with appropriate tasks and costs

The Goals for Hyperion

- Increase R&D capacity
 - Reallocate domestic development resources to more strategic activities
 - Build flexibility in R&D model to meet market demands
 - Improve M&A integration & product rationalization capabilities
- Reduce costs through long term commitment and competency in multi-shore development
 - Build brand in offshore development site country
 - Collaboration tools / Technical infrastructure / HR capabilities
- Protect core IP
 - Maintain / improve innovation capabilities
 - Keep domain expertise
 - Maintain ownership of all IP

Why Hyperion Chose Symphony

- Primary business model aligned with Hyperion's needs
 - Focus on Software Development Centers for US based ISVs
- Strong Senior Management Team
 - Dedicated to building and growing a large team of talented software engineers
 - Commitment to driving a performance driven culture within the team
- Willing to develop a business contract to help Hyperion achieve its business objectives
 - *Pay for Performance* culture and model
 - Transparency for Hyperion Managers to drive career development for India based employees
- Strong HR function, effective talent acquisition and retention
- Very secure, good physical and network infrastructure

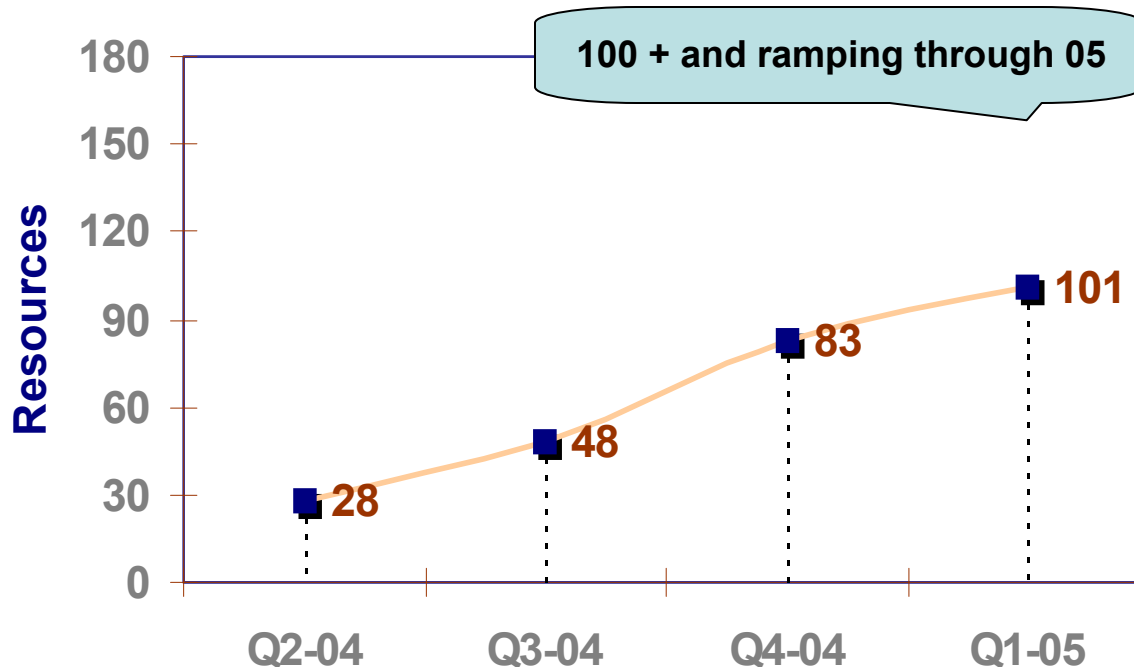


Operational Model

- Extend domestic teams, add multi-shore component
 - Operate as a single development team
- Active in all facets of development
 - Product Mgmt, Development, QE & Documentation
 - Establish level of trust and ongoing commitment
- Tightly coupled integration model
- High in person engagements
 - Visit and be visited
 - Daily communication
 - Adjustments in domestic working practices
 - Accommodation for time differences

Hyperion Development Center

- Launched in July '04
- Purpose built team
- Current Headcount: 100+ and building
- Project Scope
 - Development & testing across all key product lines
- Achieving quality, productivity and on time delivery targets



HDC Accomplishments Since Launch

- Strong initial ramp up in hiring
 - Full immersion, not a tentative approach
- Infrastructure established
 - Local Clearcase servers, Video conferencing, VPN
- Development process standardization
 - SOW for all projects
 - Engagement between HDC and other development centers
 - Emphasis on knowledge transfer
 - Key resources traveled; to US and onsite at HDC
 - Initial training for all teams completed
- HDC contributed to Hyperion's commercially available products within 6 months of initial engagement

Formula for Success – Focus on the People

- Strong management talent to lead teams
- Cross fertilization of talent with infusion of expatriates
- Establish “personal” relationships through mentoring
- HR programs aimed at assimilation & integration of offshore team with U.S. teams
- Effective retention programs

Formula for Success – Focus on Infrastructure

- Email, V-mail and Video-Conferencing integration
 - Leverage VOIP as needed
- Integration of Source Code & Defect Tracking Systems
- Collaborative Tools
 - Threaded Discussions
 - Web sites
 - Project Management tools
 - Document sharing systems, etc...
- Online backups to U.S. based data centers

Final Thoughts on Achieving Your Vision for Competitive Advantage

- Start with a high value end in mind
- Don't underestimate the effort required for internal alignment prior to integrating development teams
- Choose a partner with a DNA match
- Co-develop a plan to achieve business objectives and rely on your partner for the detailed execution
- Achieve scale as quickly as possible
- Focus on client involvement, culture, people and processes

“Vision without execution is hallucination”

-Albert Einstein



Thank You for Joining Us Today



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