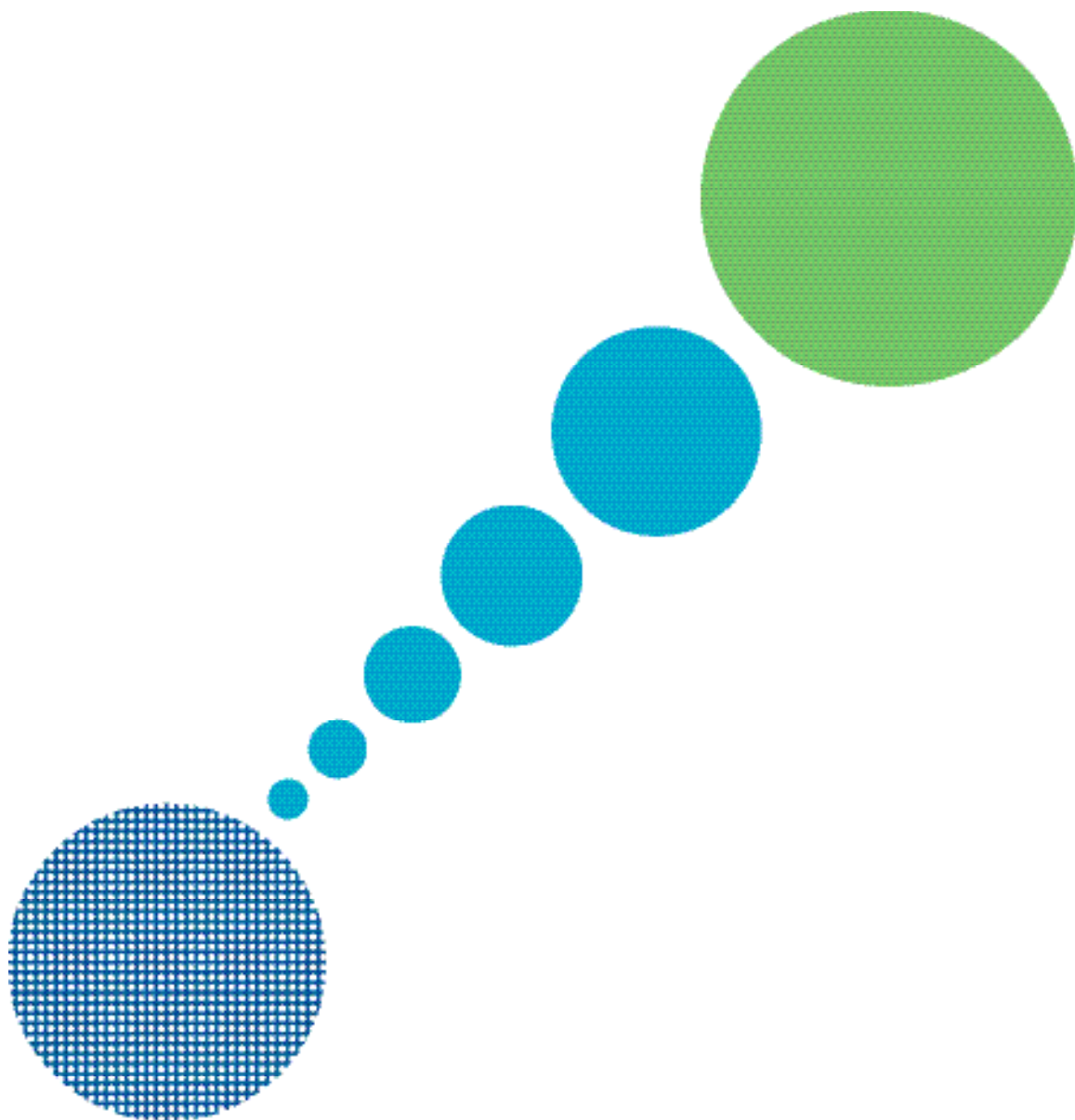


UHY LLP MAXIMIZES PRODUCTIVITY FOR COX COMMUNICATIONS, INC.

52,000 HOURS A YEAR OF SUSTAINED SAVINGS



EXECUTIVE SUMMARY

UHY LLP, a financial, tax and business consulting firm with more than 6,800 employees in 240 offices in 80 countries around the world, helped Cox Communications, Inc. (CCI) save 52,000 annual hours in activities that were manual and recurring.

UHY led this process by rationalizing and automating its accounting functions to higher value-added activities such as non-routine accounting and analysis. CCI was able to:

- Reduce its manual journal entries from more than 700 to 350
- Allow 90 percent of the accounting team's efforts to focus on non-routine accounting and analysis, a sharp contrast to one year prior

The improved process involved simplifying and standardizing journal entry processes through the use of existing Oracle functionality and BlackLine software. CCI also developed an Automated Finance Processes team to automate reconciliation and journal entry processes as well as execute the processes on behalf of the team.

This new team also took on reconciliations and journal entries that were pending automation. Recurring journal entries and reconciliations that are not good candidates for automation are performed by an outsource provider. BlackLine provides CCI visibility to the outsourced activities, providing ongoing oversight and quality control.

THE CHALLENGE

Supporting a footprint of nine distinct geographical areas, CCI struggled with providing timely accounting with the consistency and accuracy required from the business for the monthly financials. The 36-person accounting team spent the majority of its time on cumbersome, manual activities.

Each month, the team created more than 700 manual journal entries through shuffling columns and managing data in Excel spreadsheets and Access databases. Multiple departments duplicated efforts and underutilized existing tools and systems. Inconsistent communication, excessive touches and constant rework added to the inefficient operation of the accounting department.

The accounting area offered plenty of untapped productivity opportunities. CCI wanted help with transforming the CCI Enterprise Accounting Solutions (EAS) team in order to provide greater consistency and accuracy in the accounting department, and to ultimately lead to better decision-making for the company as a whole. As a CCI partner since 2006, UHY was able to assist through a project called EYOR, which stands for Efficiency Yields Optimal Results.



THE SOLUTION

UHY applied its unique and proprietary Enterprise Optimization methodology to streamline CCI's accounting processes and create sustainable efficiency for the organization.

This methodology defines and provides sustained value for companies by eliminating inefficiencies and maximizing productivity in business processes. The result is improved operational and financial performance.

How it Works

The key is to make processes more predictable and reliable and to draw on knowledge that already resides with the client.

"Having the client retain ownership is a critical success factor," said Frank Fenello, Managing Director at UHY. "We led the teams through the entire process, tapping in to their collective knowledge, observing how they work, and implementing the changes together with them. This ownership sustains the measurable results long after we complete our part of the project."

The EYOR project for CCI involved two phases: Diagnostic and Implementation.



The success of this project is lauded by our FP&A team because they have experienced, first hand, the increased consistency of the numbers.

Tammie Coley, Cox Communications, Inc.



Diagnostic

During the three-week diagnostic phase, UHY worked closely with CCI to identify the most cumbersome manual activities, the most inconsistent and underutilized tools, and the root cause of each problem area.

UHY helped CCI identify the types of non-value added activities that were leading causes of operational waste including:

1. Rework and loop-backs – corrections, extensive audits, follow up on information
2. Over-processing – putting in more effort than necessary
3. Stagnation – associates waiting for information on the completion of previous tasks; tasks waiting for available associates

The diagnostic phase included:

- Structuring and categorizing more than 700 journal entries
- Observing the preparation of 124 representative manual journal entries
- Documenting the current processes on 18 Brown Paper Process Maps, which are process flow charts substantiated with real-world documents and data analysis
- Assigning journal entries to one or more root cause categories
- Quantifying the excessive effort required for each manual journal entry
- Cataloguing and identifying leading practices for existing tools

Implementation

Once the diagnostic phase was completed, UHY and CCI formed cross-functional implementation teams. Multi-week initiatives focused on automating processes in BlackLine and Oracle, identifying and standardizing tools, and developing coordination between accounting and its internal customers. Six focused Kaizen events with a duration of less than a week captured specific opportunities. The overall implementation was completed in less than six months.

"In 2011, we partnered with UHY to transform our accounting department," said Tammie Coley, Executive Director, Enterprise Accounting & Finance Solutions at CCI. "Our main goal was to increase the consistency, accuracy and efficiency of our monthly accounting activities, thereby providing more value to the business. UHY provided the structured methodology that we needed for such a significant change. They pushed us when we needed a nudge, challenged us when we were running out of ideas, reeled us back in when we strayed off scope, and ultimately, kept us on track to meet our goal. The success of this project is lauded by our FP&A team because they have experienced, first hand, the increased consistency and accuracy of the numbers."

THE RESULTS

By controlling and automating accounting processes and by transforming the accounting team, CCI increased efficiency, consistency, speed and visibility. Costs were reduced and risks were mitigated. CCI achieved remarkable successes including:

- Saving 52,000 hours annually at the corporate location alone
- Refocusing 90 percent of the senior accounting analysts on non-routine accounting and analysis
- Reducing journal entries by 50 percent from 700 to 350
- Automating approximately 250+ journal entries
- Creating a Performance Management System to sustain and continue automation
- Leveraging additional functionality in both BlackLine and Oracle
- Reducing reconciliation volume by 7 percent
- Increasing auto-certifications from 54 to 83 percent
- Increasing the value of services provided to business operations and corporate finance

PERFORMANCE MANAGEMENT & CONTINUOUS IMPROVEMENT

The changes that were implemented in 2011 have been sustained for more than a year. These changes have not only become part of the monthly routines, but CCI has also expanded on the improvements implemented and taken the process to areas outside of the original project scope. To help CCI accomplish this, UHY implemented several key strategies:

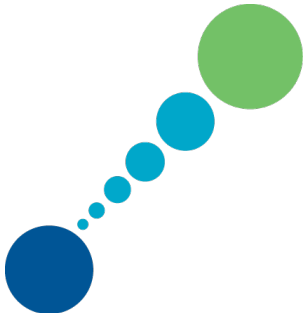
- UHY's project schedule and approach transitioned ownership for improvements back to CCI associates before the end of the project. The Optimal Performance Management System (OPMS™) implemented measures to track improvement results through meaningful and specific operational metrics, combined with goals reflecting the expected performance. Visual reports are reviewed several times a month and corresponding behavioral routines identify performance shortfalls in a timely manner, leading to immediate corrective action.
- UHY performed ongoing reviews of the project that leveraged lessons and practices learned and assigned ownership of any new activities to ensure diligent follow up.

CONCLUSION

By using UHY's Enterprise Optimization methodology and OPMS™ combined with fully leveraging BlackLine and Oracle functionality, CCI saved 52,000 hours annually. Automating business processes, streamlining functionality and creating smart skill-specific teams has enabled CCI's accounting department to focus on non-routine activities and analysis, leading to increased accuracy of information provided by accounting.

Unknowingly, businesses across all industries are operating with an excessive amount of untapped potential in their back office and administrative processes. By identifying the root causes of inefficiencies, implementing the process improvements with the stakeholders, and taking full advantage of the technological tools available, companies can easily be on their way to sustainable, operationally-efficient organizations.





ABOUT UHY LLP

In July, 2000, six leading regional tax and business advisory firms, with tenures dating back to the early 1970s, merged to form a national professional services entity known as UHY LLP (“UHY”). They came together in the pursuit of a shared vision: to deliver the service of a local/regional firm and the services of a national firm to the Fortune 1000 and dynamic middle market. UHY, a licensed certified public accounting firm, provides audit and other attest services to public and private companies as well as provides tax and business consulting services to a variety of sectors.

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