

CASE STUDY
REPORT

Integrated Planning & Analytics in Practice

Corporate Performance
Management and Analytics with
Board's Integrated Platform

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CASE STUDY REPORT

Markets and competition today are highly dynamic and complex, and the future is characterized by uncertainty. Increasing volatility demands adjustments to corporate management, as well as planning and forecasting, to satisfy growing requirements. Specifically, a dynamic environment requires flexible decision support and short-term updates of targets and forecasts. For continued well-founded decision-making in the face of these challenges, corporate planning and analytics need to be carried out efficiently, in shorter cycles and must be updated quickly. This rapid cycle cannot be achieved without reliable software support.

Many companies consider the improvement of the software they use to be the most important investment for optimizing corporate performance management, planning and analytics. The three customer cases of Capitec, Granarolo and KUKA described in this report underpin this fact. The selection of specialist software was the starting point for improving corporate performance management, planning and analytics in these examples. Here, Capitec, Granarolo and KUKA paid close attention to the integration of planning and analytics, which more than ever has become a critical factor for sound decision-making. The integration of planning and analytics (integrated planning & analytics (IP&A)) in common platforms is essential to optimally support modern and integrated corporate management. The cases of Capitec, Grana-

A dynamic environment with rapidly changing requirements demands flexible and efficient tool-based support for corporate planning and corporate management.

rolo and KUKA clearly show how specialist software platforms like Board can support comprehensive and data-centric corporate performance management.

In reality, integrated planning and analytics is an often proclaimed but seldom achieved goal ([for a detailed insight into this topic, see the BARC study 'Integrated and Predictive - The Future of Corporate Planning'](#)). Reasons such as internal policies or difficulties with historically grown system landscapes could account for this. So, Excel, as the lowest common denominator, is a common first choice for integrating planning with analytics. However, the lack of coherence of data and functionality resulting from using multiple tools for planning and analytics, and using Excel instead of specialized software tools, are frequently cited reasons for user dissatisfaction, inconsistencies or error susceptibility with planning and analytics in companies today.

Modern, holistic and integrated corporate planning and corporate management require the integration of planning and analytics. Integration increases the speed, transparency and quality of results for decision-making. However, integration within planning and with analytics is no trivial matter and must be executed carefully at various levels (see Figure 1) in order to maximize its benefits. Integrated planning and analytics quickly provide reliable and relevant information for corporate management only if all four of the aspects displayed in Figure 1 are addressed simultaneously ([for a detailed insight into this topic, see the BARC research note 'Why the integration of Planning & Analytics is essential for CPM'](#)).

Consistent and integrated data models are the starting point for a comprehensive understanding and control of the business.

Modern, holistic and integrated corporate planning and corporate management require the integration of planning and analytics.



Figure 1: The four facets of tightly integrated corporate planning

Integrated corporate planning includes the integration of strategic long-term planning with annual budgeting (see facet 1) and intra-year forecasting (2) but especially the integration of operational plans and with financial planning (3). In particular, results planning (balance sheet, P&L, cash flow) only has the necessary informative value if the dependencies between individual sub-plans are taken into account and these are fully integrated into financial results. As the following customer cases will show, this exact integrated planning approach was a core aspect in these implementation projects.

Integration within planning and with analytics is not a trivial matter and must be executed carefully at various levels.

Besides the integration within planning, the integration with analytics (e.g., reporting, (advanced) analysis, dashboards) and other performance management processes (e.g., financial consolidation, risk management) is an essential prerequisite for holistic corporate management (4). The combination of both types of integration allows the comprehensive and efficient target-performance comparison of objectives as well as the successful application of statistical methods and machine learning in planning and forecasting.

Companies that achieve the greatest benefits with their planning solutions (leaders) have a different approach to integrated planning and analytics than laggards. Leaders pursue a holistic, integrated approach because they are aware of the benefits that can be earned. That's why we examine the integration of planning and analytics with three long-standing Board customers in this report. In all three cases, the four facets of pervasively integrated planning and analytics are covered (see Figure 1).

Leaders pursue a holistic, integrated approach because they are aware of the benefits that can be earned.

According to the BARC Score for Integrated Planning & Analytics, Board has been a market leader for many years. This assessment is also shared by Board's customers. In BARC's annual Planning Survey, Board achieves above-average results in larger and more complex application scenarios than the market average. Its customers appreciate the flexibility of the solution, the extensive functions, and the high commitment of the manufacturer.

1. Towards integrated planning: Defining the goals

In 2016, Capitec experienced rapid growth. Meanwhile, resources were directed at understanding and satisfying customer needs. The planning process, amidst this new volatility, was left with inefficient practices and became a bottleneck. The use of non-integrated systems and at times outdated solutions worsened the situation and left the company with static, lengthy and manual planning processes. The increasing dynamics of the business, a lack of integration, as well as a high manual workload made transparent control based on the most important drivers difficult.

To counteract the negative spiral, Capitec resolved to implement an integrated program with Board focusing on the following topics:

- strategic long-term planning,
- sales and operations planning,
- HR planning, and
- financial planning (including a financial budget model).

2. The implementation

The strategic goals mentioned above were broken down further and and subsumed into a transformation project, named "Honeycomb". For the project, both an overall architecture and a structured roadmap provided guidance. The new planning process is comprised of several interlocking steps that support the needs of Capitec, which means combining centralized and decentralized planning, as well as top-down and bottom-up approaches. The vision focused on a structure that prioritizes central management for the sake of decision-making. However, on a granular level, independent forecasting was maintained. Independence is particularly important for organizational units such as branches and service centers who evaluate in weekly, monthly and quarterly intervals.

This planning process is rolled up in sales and operational planning with different organizational planning perspectives and is designed for a 3 to 18 month period. The strategic long-term plan is prepared for 18 months at a time. From this level, strategic goals are broken down and distributed among the key

About Capitec

Capitec is the largest and fastest growing digital and retail bank in South Africa.

Key figures:

- Established in 2001
- Company headquarters in Stellenbosch, South Africa
- More than 13,000 employees in 850 branches
- 13.9 million active clients; 200,000 new clients every month
- With 14 million clients, largest and youngest retail bank

drivers. This view of the main drivers of the business is central in Capitec's integrated planning approach and culminates in the following sub-plans:

- marketing and sales
- financial modeling and budgeting
- cash planning and operational execution

Originally, the responsibility for budgeting and finance planning was assigned to the finance department. Today, it is shared between financial and strategic planning and operational planning. The objective of the shared responsibilities is to give the functional units more agency over the specifics of their planning processes. Essentially, they are treated as professional planners and forecasters for their domains. The strategic planning process will be managed centrally, across functional boundaries. This new planning process enables collaborative elements within the organization and clarifies the impact of changes and decisions on other elements. To date, only human resources plans are still created manually with Excel. Eventually, most of this planning process will be moved into Board as well.

The broad platform capabilities of Board allow Capitec to also use the tool for additional planning topics and use cases, such as branch planning and client service center modeling.

3. Benefits and conclusion

The biggest benefit of implementing a comprehensive and integrated planning process with Board was the creation of a shared vision and structured roadmap for Capitec. The company can now rely on a transparent and consistent base for data-centric decision-making. Hereby, the relationships between the main drivers of the business and internal dependencies have been clarified.

Based on its experience, Capitec wants to highlight the following aspects for other companies seeking to implement integrated planning approaches:

- It requires a lot of effort to bring the company along and get the business in touch with data. It is a journey and an ongoing process to increase a company's level of maturity.
- Capitec outsourced the implementation and building of the planning model but came to realize that the know-how was lost when the consultants left. Building models internally could have been more expensive but preferable and is strongly recommended to other companies.

Integrated data and planning processes enable comprehensive analyses and management of the company at operational and strategic levels.

- For project success, it is crucial to understand the technical complexity of the company's infrastructure, data landscape and interfaces.

With Board, properly informed decision-makers and efficient and integrated planning processes, Capitec has now become a data-driven company.

With Board, Capitec has become a data-driven company.



The story is based on an interview with Kelly Goldsworthy, Head of Live Better, Retail Business Solutions at Capitec and Business Design lead for the implementation of Board.

Granarolo

On top of their game: How Granarolo used integrated planning to optimize processes and to gain a competitive edge in the market

1. Towards integrated planning: Defining the goals

Granarolo uses Board to support its operational and strategic planning process and group reporting. The project was launched in 2017. In the beginning, the project team set detailed goals and structured them into four main areas, such as:

- establishing a group controlling model for strategic operational processes, based on an integrated platform.
- controlling and monitoring of the purchasing process and optimization of the milk distribution process.
- salesforce targeting and planning with top-down and bottom-up planning processes.
- integrated multi-year plans and reporting with distinct views for business, profitability, financial planning and accounting.

The objectives for the project were primarily to integrate and improve controlling processes (strategic, tactical and operational), to support the group diversification and to further the internationalization of Granarolo. An additional emphasis was put on optimizing operational processes such as milk distribution, production and the sales process, and the project was to establish a recurring sales forecast for consumption by geographic location. Furthermore, the continuity of salesforce targeting and planning with strategic plans and annual budgets was to be achieved with Board, not least so that Granarolo would be able to react quickly to market competition, for example, by adjusting prices and offering promotions. Finally, with the help of Board, Granarolo requested the implementation of an integrated business, profitability, financial planning with reconciliation of business and accounting view in a multi-year plan. The latter also included investment planning with a resulting depreciation plan and the simulation and forecast of financial results.

Other controlling areas in which Board could also generate added value in the long run were identified with closing and pre-closing as well as P&L, balance sheet and group reporting.



About Granarolo

Granarolo is the largest Italian dairy processor and is one of the top 10 players in the food and beverage market in Italy.

Key figures:

- Established in 1957
- Company headquarters in Bologna, Italy with a world-wide network of subsidiaries
- 2,456 employees
- 1.3 billion EUR turnover
- 850,000 tons of milk from 625 farms are processed each year

2. The implementation

In the first project step, Granarolo's controlling department implemented a model for sales planning and targeting. Initially, a core team with sales controllers, sales managers, IT employees and third-party consultants of Board was formed. Overall, the process took about four to five months.

The chosen overall architecture is based on Board as a centralized, single platform for corporate performance management (CPM) for the entire Granarolo Group. After the implementation of an initial sales model, further use cases were gradually implemented in other controlling areas. Since not all Granarolo subsidiaries use SAP, data is also transferred from other ERP systems into Board. There were no major problems when dealing with the different data sources and large data volumes.

Today, the Board platform is managed exclusively by Granarolo's controlling department. This particularly includes the business-related aspects of administration. Business users modify the underlying data model and ensure the tool's operation and further development. Moreover, controllers are responsible for managing the various planning processes in the company.

3. Benefits and conclusion

Overall, Granarolo is a satisfied Board customer. The company emphasizes its good collaboration with Board: "Board is a very flexible platform. We never had any problems implementing modifications like structural changes of the processes and models." Further, they note: "Board is able to manage a lot of different data sources and large volumes of data."

For other companies seeking to implement CPM projects, Granarolo recommends taking enough time to analyze the requirements of the data models before starting the implementation project. Late changes to the structure of the data models are major challenges and usually require a reload of the data.

Board is now widely accepted as the central CPM solution of Granarolo and has become an integral part of corporate management and decision-making in the company.

The implementation of the first use case was possible in only four months, including forming the project team and structuring the planning models.

A sufficient requirements analysis is a basic prerequisite for the design of appropriate data models.



The story is based on an interview with Dr. Mario Cavallo, International Financial Controller Director at Granarolo Spa.

KUKA

Planning and forecasting around the world: KUKA's roll-out of a standard platform for integrated planning.

1. Towards integrated planning: Defining the goals

In 2011, KUKA began evaluating the software market for a planning solution that would support their supply chain planning including production planning and sales planning of the production plants. The initial focus was on a simple planning and forecasting solution for the planning of robot quantities in its production. A definition of technical and functional requirements and processes provided the basis for determining use cases which finally revealed more complex needs.

Board was KUKA's tool of choice and its comprehensive and broad platform capabilities allow KUKA to integrate vertical scenarios from production to sales as well as horizontal scenarios across several plants.

2. The implementation

People from various business departments were involved in the implementation project. The entire implementation and roll-out of Board took about three months. During the implementation period, a few changes to the originally defined planning process emerged. While the initial goal was to plan production for the robots and switch cabinets independently, the ongoing implementation project revealed that a combination of both plans and data would provide added value for KUKA. Leveraging Board's flexibility, challenges like these were surmounted and the overall project was implemented as required.

Overall, the implementation of Board was successful and all of KUKA's requirements were addressed. Moreover, there was no need to adapt existing processes and the organizational structure. Based on this initial success, additional modular planning solutions were implemented with Board, especially in the HR and finance domains, where processes such as headcount planning and CapEx planning as well as quarterly forecasts are now supported with the flexible platform.

Step by step, the expansion into further international KUKA subsidiaries followed, starting with a first roll-out in Hungary. Because KUKA operates a central server infrastructure in Augsburg for all companies, there were no technical difficulties.



About KUKA

KUKA is one of the leading automation specialists and robot manufacturers worldwide.

Key figures:

- Established in 1898
- Company headquarters in Augsburg, Germany
- About 14,000 employees
- 3.2 billion EUR turnover
- Leading global supplier of intelligent automation solutions

The implementation and roll-out of the first planning models in Board was achieved in just 3 months.

KUKA uses Board within a SAP-based architecture. Most of the basic data is transferred from SAP source systems to Board as a data mart for CPM and planning. Planning results and specifications are transferred back into the SAP source systems.

Within the implementation project, a center of excellence for Board was established, consisting of key users from business departments and IT staff members. Key users from business departments are responsible for training employees, first-level support, requirement engineering and the implementation of new requirements. Today, Board is KUKA's standard solution for all planning processes.

3. Benefits and conclusion

By using Board's comprehensive planning capabilities, KUKA gained depth and breadth in insight, use and control across departments, countries and subsidiaries. As one example, a rolling sales planning process was implemented instead of monthly planning and forecasting cycles.

KUKA lists several success factors for the implementation of Board:

- Board's commitment to understand and the platform's flexibility to implement KUKA's individual requirements.
- The assistance and support of the KUKA management in the overall project.
- A mutual understanding between vendor and customer. Whereas Board had to understand KUKA's business processes, KUKA employees in turn needed to familiarize themselves with the capabilities of Board and its benefits.

The high level of commitment of the Board consultants and KUKA's management were important success factors.

Besides these factors, KUKA employees were amenable to tool-based support in the planning process and the associated increase in efficiency and were delighted at the prospect of less spreadsheet work. The simplified planning process led to immediate acceptance. In practice, the Board dashboards, which are designed to be simple and easy to understand, are appreciated and used intensively.

For other companies interested in implementing Board, KUKA recommends taking enough time for evaluation and implementation so that all processes and requirements are clearly defined and considered.



The story is based on an interview with Axel Flechtenmacher, who is Head of Supply Chain Planning & operative Procurement at KUKA.

Summary

Although the three companies that shared their experiences operate in different industries and regions, many similarities can be identified within their implemented projects. Capitec, Granarolo and KUKA are all aware of the fact that integrated planning, forecasting and analytics are important elements of corporate management to align operational business with strategic corporate objectives. Satisfying customer needs and securing solvency in volatile markets both require quick decisions and decisive action. This cannot be achieved without sound software support.

The dynamics of the market and competition are increasing rapidly, and many companies are struggling to keep pace. In particular, integrated planning and analytics are more essential than ever to cope with increasing dynamics. Well-founded decisions based on current forecasts and data analytics, the efficient evaluation of possible future developments in scenarios and simulations as well as the automation of processes and the relief of process participants are becoming more important. The integration of planning and analytics has become an especially decisive factor for sound decision-making and increases speed, transparency and quality.

Dynamic environments require flexible decision support and short-term updates of targets and forecasts. The integration of planning, and of planning with analytics, in common software platforms is essential to optimally support modern and integrated corporate management. This is one of the main reasons why Capitec, Granarolo and KUKA opted to select Board as their specialist software. Many companies currently consider the improvement of the software they use to be the most important investment for optimizing planning, forecasting and analytics.

Uniform software platforms such as Board offer comprehensive, business-user-friendly support for integrated corporate planning and corporate management including both analytics functionality and comprehensive planning and forecasting functions. The product's integrated database for actuals and plan data represented in a consistent data model forms the basis for integrated planning and analytics. Satisfied customers such as Capitec, Granarolo and KUKA benefit from Board's flexible platform, which is well suited to ensure the best possible support for their individual business requirements and is ready for future requirements (e.g., leveraging advanced analytics and machine learning within planning and forecasting processes).

Integrated planning, forecasting and analytics are important elements of corporate management to align operational business with strategic corporate objectives.

The integration of planning, and of planning with analytics in particular, is becoming a decisive competitive factor for sound decision-making and increases speed, transparency and quality.

Uniform software platforms like Board offer comprehensive, business-user-friendly support for integrated corporate planning and corporate management.

When selecting suitable software platforms, companies should pay close attention to the integration of planning and analytics to avoid significant problems. Capitec, Granarolo and KUKA selected Board in a structured and well-founded software selection process. According to all three companies, the main success factors were a clear understanding of strategic objectives, current requirements and business processes; company culture and comprehensive management support.

The main success factors for successful software implementations are a clear understanding of strategic objectives, current requirements and business processes; company culture and comprehensive management support.

About Board

www.board.com

Company profile

Board is the #1 decision-making platform. Founded in 1994, Board International has enabled people from more than 3,000 companies worldwide to have a transformative impact on their business by rapidly deploying Business Intelligence, Integrated Business Planning, and Predictive Analytics applications on a single unified platform.

Board allows companies to intuitively play and create with data to produce a single, accurate, and complete view of business information, gain actionable insights, and achieve full control of performance across the entire organization.

Thanks to the Board platform, global enterprises such as Coca-Cola, Ricoh, KPMG, Puma, Siemens, and ZF Group have launched end-to-end decision-making applications at a fraction of the time and cost associated with traditional solutions.

Board International has 25 offices around the world and a global reseller network. Board has been implemented in over 100 countries.



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BARC – Business Application Research Center



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BARC (Business Application Research Center) is one of Europe's leading analyst firms for business software, focusing on the areas of data, business intelligence (BI) and analytics, enterprise content management (ECM), customer relationship management (CRM) and enterprise resource planning (ERP).

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