

Integrated Business Planning



STRATEGIC PLANNING

Macroeconomics
Initiatives creation
Scenario Management
Value Creation

BUDGETING

Sales
Production
Purchasing
Human Resources
Marketing

FORECASTING

Demand
Production
Procurement
Workforce
Marketing

FINANCIAL PLANNING

Intercompany
Capex
Financing
Financial Statements
Value Creation

FINANCIAL CONSOLIDATION

Admin
Process
External Reporting
Internal Reporting

MANAGEMENT DASHBOARD

Finance
Sales
Production
Purchasing
Human Resources

1. The holy grail of decision-making

Planning plays a vital role in the success of every organization, ensuring that the right resources and capabilities are in place to effectively meet market demands. Despite its importance, for many businesses the planning process is conducted in departmental or divisional silos, lacking the company-wide input that it really needs to drive performance.

The ideal scenario for success is an Integrated Business Planning approach, which still remains a holy grail or a vision for many. Read on to find out how, as a unified decision-making platform for analysis, simulation, and planning, Board can help to turn that vision into a reality.

2. The challenges of modern business planning

Markets are becoming increasingly competitive and success has become dependent on the ability of businesses to react quickly by making fast, effective decisions.

Modern organizations face the task of planning complex, and often global, multi-level business processes. They are continuously under pressure to balance supply with demand, optimize inventories, push new products to market, manage marketing campaigns, and support their growth with adequate human resources.

These activities result in a planning paradox. Management teams have an increasing number of questions to answer in shorter timeframes and with less resources. On top of this there are more stakeholders to involve in the process and growing volumes of data with underlying insights that need to be exploited.

Business planning occurs at strategic, financial, and operational levels across different areas of the organization. Typically, there is no end-to-end visibility of the entire process, with each department working on their own planning activities and not communicating them to the wider business.

This approach leads to several business planning challenges:

Data Silos

Growing volumes of data are held in data repositories, spreadsheets, and systems across the business, with no link between them and no single point of truth

Manual Processes

A heavy reliance on slow, manual work to combine relevant information for planning and analysis activities causes lengthy delays in the process and uncertainty over accuracy

Low Accountability

Not having input into a central plan results in a lack of accountability over the achievement of business goals, with departments focused solely on their own activities and output

Poor Collaboration

Spreadsheets or disparate planning solutions don't offer the functionality required to effectively collaborate with other teams to produce a go-to-market plan that everyone agrees on

Lack of Focus

Business users spend time trying to combine data sources and spreadsheets at different stages of the process to gain a consistent view, rather than spending time evaluating options and taking decisions

Lack of Clarity

There is difficulty understanding the relationship between strategic, financial, and operational activities as the different types of data sit in different locations and formats

Lack of Transparency

Disconnected departments have no transparency over the impact of their activities on other areas of the business as they only plan using their own datasets

Lack of Reliability

Lack of control results in masses of spreadsheets being emailed round, risking data loss or overwriting of information with no audit trail to track the changes

Poor Security

A multitude of different spreadsheets lack a centralized security model, creating risk of data loss or exposure

Poor Flexibility

Traditional decision-making systems require effort-intensive waterfall-like implementations that drain resources from the IT department, and models struggle to adapt to the continuously changing business needs

3. The Integrated Business Planning approach

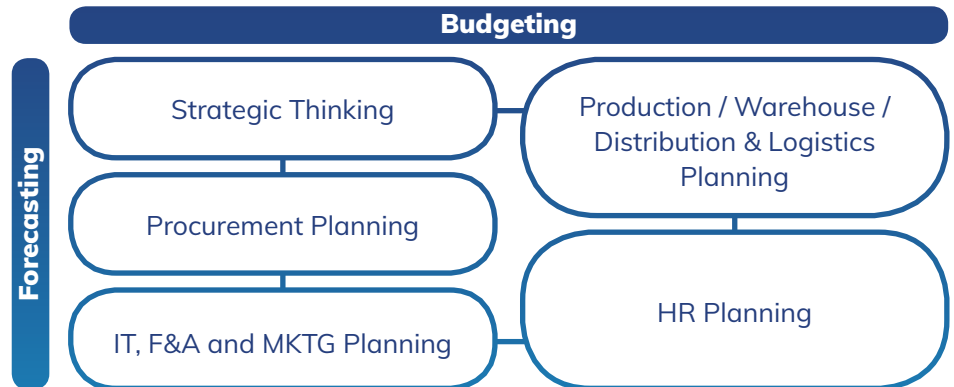
To overcome modern planning challenges, a more joined-up approach is required. Enforcing integration and removing silos in the planning process can increase alignment and accountability, improve visibility, and generate better decisions. This leads to tangible improvements in overall business outcomes.

Seen as a best practice process, Integrated Business Planning (IBP) is fast becoming the new standard for modern planning activities. With IBP, an agreed go-to-market plan is produced with the input of all departments, considering available skills, resources, and production capabilities to ensure maximum potential for success. Unlike traditional annual planning activities, IBP is an ongoing process, with constant review and adjustment.

Strategic Planning



Operations Planning

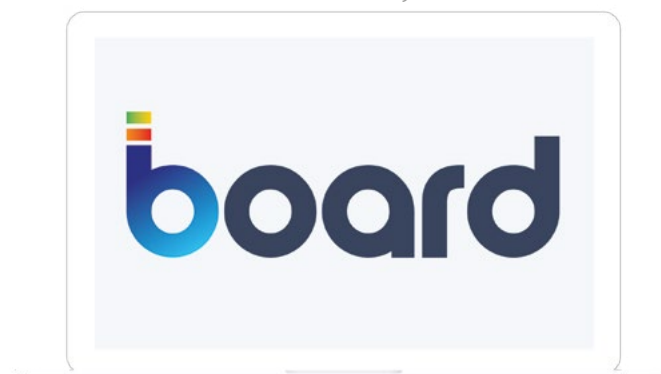


Financial Planning



Integrated Business Plan

Powered by



3.1 The benefits of Integrated Business Planning

IBP overcomes the challenges and constraints associated with traditional business planning, delivering several key benefits to the organization:



Easier identification of cost saving and growth opportunities

True integration makes the planning process more coherent and has the potential to help identify opportunities for cost savings, increased planning accuracy, and efficiency gains



Business-wide transparency of Performance

Unlike disparate spreadsheets and systems, IBP consistently brings together performance data from all departments, creating complete transparency over the impact of one team's activities on another, as well as the financial bottom line



Alignment between strategic, financial, and operational goals

IBP enables strategic goals to be cascaded down into financial and operational objectives, creating an end-to-end plan and providing visibility of how these goals will be achieved through the activities of each department



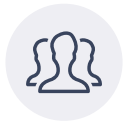
Empowerment of Business Partnering

As finance and other departmental leaders are required to become strategic business partners, IBP enables managers to identify opportunities for improvements in efficiency and output



Everyone on the same page

Rather than producing plans in business silos without consideration for their impact business-wide, IBP facilitates collaboration between departments, resulting in a go-to-market plan that everyone has agreed upon



Accountability over results

As plans have been agreed by all, there is an inherent accountability for the delivery of results, as the impact of failure is visible to all

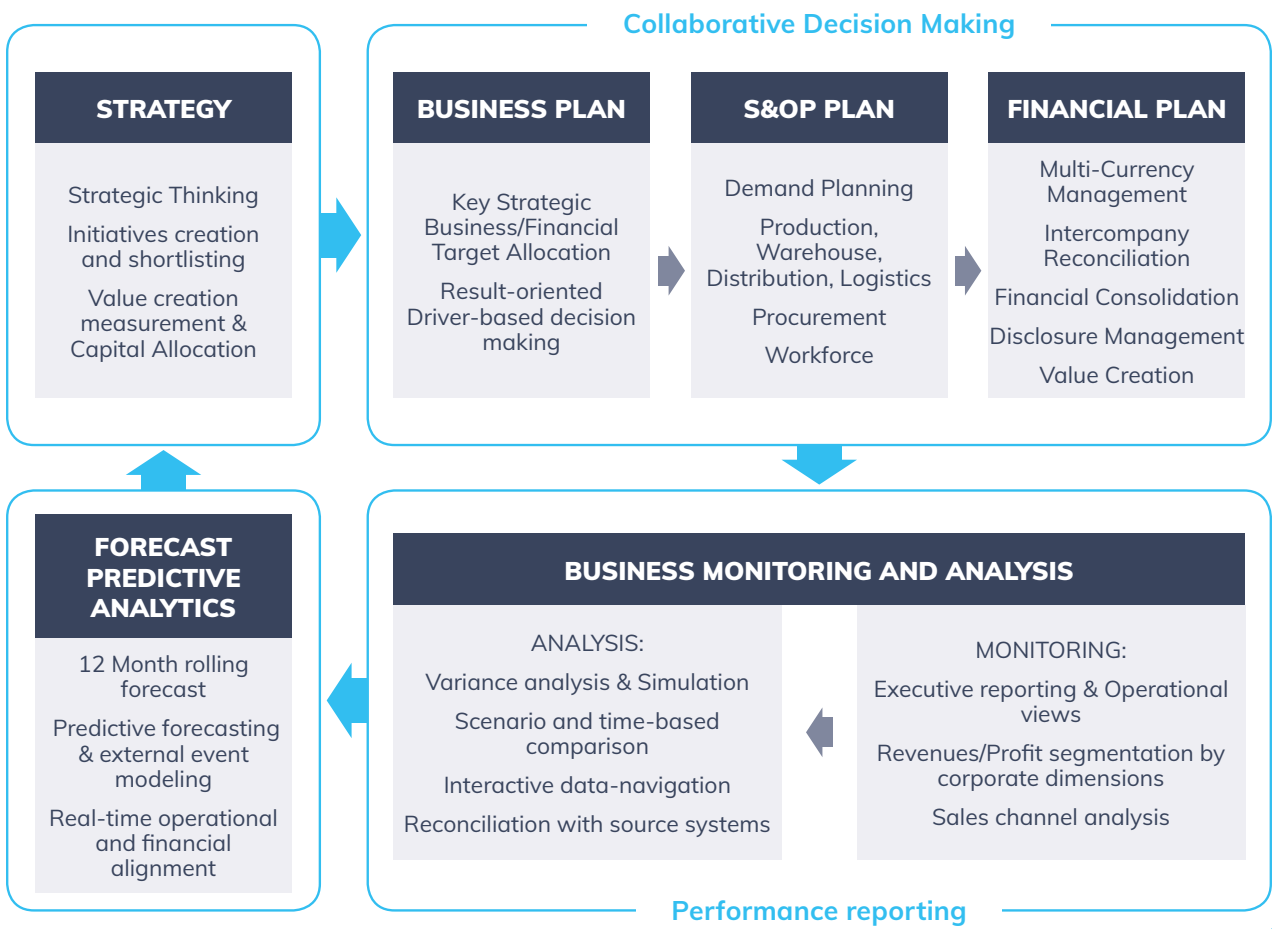


Automation

With an integrated environment you can achieve a much higher level of process automation, replacing time-consuming manual activities and freeing users up to make more planning decisions

5. Redefining IBP with Board

The combination of Business Intelligence and Performance Management capabilities, intelligent data entry, and a single, accurate set of corporate data enables Board to support all of the activities involved with an IBP approach:



- Create a **single, accurate, up-to-date point of truth** on which to base all planning activities, ensuring consistency, relevance, and improved forecast quality
- Provide a historical baseline of performance which can be used to **simulate the impact of strategic initiatives** in the current plan for the short, medium, and long term
- Support the seamless **cascading of strategic goals down** to operational and financial initiatives, linking budgeting processes such as OPEX and CAPEX with financial and strategic planning
- Deliver simulation capabilities to enable **scenario planning**, 'what if', and 'what for' analyses while assessing and comparing complex scenarios and financial outcomes using **business drivers**
- Enable an **efficient, collaborative approach** with workflow and validation checks to **control and standardize** the process
- Make it possible to **integrate the planning process** with strategy management, the financial close cycle, and financial consolidation, using your decision-making platform as a complete Performance Management system
- Use **machine learning** and **predictive forecasting** capabilities across any planning process



6. A comprehensive range of capabilities

Board is the only platform to offer a unified architecture for planning and advanced analytics, enabling the creation of a robust link between performance data and strategic, financial, and operational planning. Several key Board capabilities deliver great advantages for organizations in relation to IBP:

Single, integrated architecture for BI and Performance Management

Reporting, dashboarding, planning, consolidation, and simulation are based on a single data repository and the same set of data, generating a comprehensive, accurate, standardized BI and Performance Management environment and eliminating the difficulty of aligning disparate solutions, databases, and support packages.

Integrated workflow management

Extensive workflow capabilities include conditional alerting and mailing, cell locking and triggered events, full auditing, and data validation, delivering complete planning control and allowing planning steps to be linked with approval cycles.

Smart versioning

Rolling forecasts, continuous planning activities, and last-minute updates are fully supported thanks to the ability to generate unlimited plan versions and scenarios which can be audited and pushed back to your ERP system, delivering a fully integrated business cycle.

Inbuilt Financial Consolidation and Lease Accounting

Ready-made applications, sitting inside the Board platform, make it easy to perform multi-entity financial consolidation and IFRS 16/ASC 842 compliant lease accounting.

Unmatched data entry capabilities

Concurrent data entry, validation rules, role-based security, calculated fields, functions, and cell freezing ensure accuracy and efficiency throughout the planning process and ease the propagation of changes across dimensions and hierarchies.

Multidimensional interaction and allocation

Drill down from a pure financial planning process into an operational process, and vice-versa, with complete alignment between the two. Make changes to data or business drivers and immediately see the impact on other areas of the business, delivering complete transparency.

Dynamic modeling and scenario management

Modify data at any stage of the planning and forecasting process, allowing you to add new business units, products, markets, or investments in a controlled way at any stage of the cycle and simulate the effect of a new scenario on the whole business model.

Machine Learning and predictive forecasting

Board automatically detects the best algorithm to apply to any time series, learning from what has happened in the past. Creating competition between different algorithms, the system is smart enough to determine what will drive the most accurate forecast.

Time awareness

Out-of-the-box support for time-based functions, such as previous year, period, or cycle, and period moving totals, averages, or offsets, removes the need for extensive programming and enables historical analysis comparison and data contextualization.

Cell level comments and attachments

Associate any type of file (e.g. Word, PowerPoint, Excel, PDF, RFT, and image files) with individual cells of data to provide an explanation for the numeric or textual information contained within it. This makes the sharing of commentary during the IBP process simple and encourages collaboration.

Multi-language support

International planning cycles are fully supported with Board's inbuilt multi-language capabilities. The platform adapts to the user's log-on language, ensuring everyone has a common understanding of what's being displayed, reported on, or forecasted.

Advanced Office integration

The Microsoft Office add-in enables users to access, and interact with, multi-dimensional data directly from the Office suite. Achieve guaranteed accuracy in a familiar data environment with Excel, produce automated report booklets in Word, and create auto-updating presentations in PowerPoint.

Collaborative tools

Inbuilt digital presentations and chat functionality enables users to share live dashboards, plans, or reports with each other in real time, encouraging a collaborative approach to working which is essential for the achievement of IBP.

Data virtualization

Drill-through capabilities allow navigation through data from underlying sources, such as the ERP system, with a seamless user experience, enabling the discovery of insights right down to the lowest level of detail.

7. The IBP revolution

Integrated business planning (IBP) is a model that enables greater planning accuracy and corporate performance by aligning strategic planning, finance, HR, supply chain, sales, and marketing functions.

In today's fast-paced business environment, a traditional planning approach is often too slow, disconnected, and cumbersome: siloed data, fragmented planning processes, as well as a lack of data reliability and visibility across operations are telltale signs of poor communication and disconnection in the coordination between the different departments.

To achieve the necessary level of alignment across the organization, and to foster planning integration, optimization and automation, organizational setup, governance, processes, and incentives need to be aligned within and between the different business partners and functions. Without alignment, the expensive and time-consuming process of preparing an annual plan will result in a lack of impact on the organization's actions or strategy and frustration of the involved stakeholders.

Board Integrated Business Planning (IBP) showcases how the Board unified decision-making platform can promote business partnering and communication and enforce alignment among the different departments - taking corporate performance to a new level.

Strategic Planning

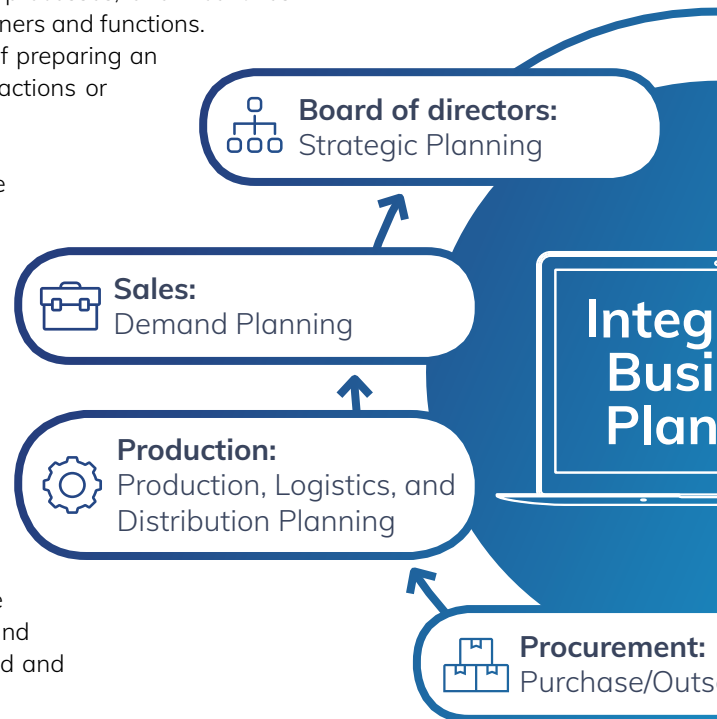
Board IBP helps organizations to understand how to assess their strategic vision. Thanks to the strategic planning process, the board of directors can evaluate multiple initiatives and shortlist them according to their value creation to prepare a multi-year strategic plan that will set a financial framework for the entire organization. The allocation of capital for each initiative can then be fine-tuned to establish the best net fixed assets and net working capital strategy. Finally, multiple plans can be created and compared amongst each other before the final commitment.

Demand Planning

Board IBP demand planning empowers the sales department with advanced statistical and predictive tools to model customer sales, order patterns, and external events such as promotions and marketing campaigns, while reducing inaccuracy, missed sales, and data input time. The integrated nature of the process allows the demand to be continuously compared with the strategic plan revenue target, highlighting any gaps and facilitating its management.

Production, Logistics, and Distribution planning

For decades, companies have been adding inventory to protect against forecast inaccuracy. Today, production schedules can instead be optimized through a better understanding of demand and the prevention of last-minute changes. Board IBP demonstrates how the estimated demand can be used as input to the production plan to ensure constant on-shelf availability of the products, minimized waste, and reduced inventory. As part of the production plan, fixed and variable costs, as well as material and resources requirements, can also be estimated to highlight and manage shortages and enforce alignment with procurement and human resources departments.



Purchase and Outsourcing planning

Many companies are still struggling with a divide between procurement and supply chain operations that robs the organization of vital efficiencies. Board IBP helps procurement teams and production managers become a strategic partnership and interact more closely. Material requirements from production are used as input to build a smart procurement plan that enables suppliers' evaluation and selection depending on their performance and pricing. Once a supplier is chosen, Board IBP's closed-loop process allows the production plan to be automatically adjusted depending on the specific lead-time

Workforce and HR Planning

The key to a successful workforce resides in understanding incoming work and optimizing labor accordingly. Board IBP workforce planning helps companies master the challenges of capacity management by comparing the production requirements with the available workforce and. This helps to solve gaps and staffing barriers by easing reallocation of resources and managing the hiring process of new employees or the subcontracting of temporary resources for a leaner approach. Finally, HR expenses can be precisely estimated by simulating compensation schemes, benefits, salary raises, and promotions as well as recruitment costs.

Marketing Expenses Planning

The job of marketing and sales departments is ultimately to convert customers interest into revenue. Board IBP allows them to work as a single unit able to continually craft new campaigns and ideas which maximize the customer value and immediately assess the boost they generate in demand, sky-rocketing lead generation and opportunity conversion. Communication and advertising on social media and traditional channels can also be forecasted for a comprehensive marketing plan.

Financial Planning:

The pace of change in the CFO's role has been astonishingly fast in recent years. CFOs are required to become increasingly cross-functional and are expected to drive transformation and long-term performance throughout their organization. The CFO and the whole finance function must evolve and become more interconnected with the operational functions. Board IBP empowers the office of finance with a leading FP&A process that instantly recognizes any change in operations, highlighting the financial impacts as well as the return produced by the company's investments. Board IBP's financial statements include a full income statement, balance sheet, and cash flow that support multiple disclosure schemas and can be drilled into according to managerial dimensions to quickly assess the organization performance. Finally, seamless integration with Board Financial Consolidation allows local figures to be consolidated into a single group view that supports multi-currency management and intercompany reconciliation as well as IFRS and local GAAP eliminations.



8. Departmental benefits of IBP

8.1 Finance

Benefits of Board IBP for Finance

- Increase visibility and control across all corporate processes
- Create a better connection between FP&A cycles, strategy, and operations
- Foster strategic planning through initiatives collecting and shortlisting
- Drive better value creation across the organization
- Increase business responsiveness through real-time operation-rooted forecasting
- Provide modern technological support to business partnering within the office of finance and other business departments
- Seamlessly connect financial planning and consolidation
- Achieve analytical and strategic empowerment of the accounting function

8.2 Operations and Supply Chain

Benefits of Board IBP for Operations and Supply Chain:

- Gain granular, real-time views of individual supply levels, demand forecasts, and costs
- Create a connection between supply chain levels to enable the transition from a traditional cascading supply chain approach, where departments work in silos with little or no communication, to a joint plan, produced in parallel, that achieves full alignment
- Connect supply chain and finance to align the supply chain strategy with financial and business goals, minimizing risks and the volatility of results
- Anticipate, predict, and accommodate market changes in real-time thanks to predictive forecasting and what-if analysis

8.3 IT

Benefits of Board IBP for IT:

- Replace multiple redundant planning and BI tools within the IT landscape with a single environment using Board's unified decision-making platform
- Enable business users to become self-sufficient with a simple and intuitive programming-free interface, reducing the IT maintenance effort
- Build a single and reliable source of truth, defined through a homogeneous and consistent set of metadata, by integrating data from any existing enterprise application, data lake, data warehouse, or legacy system
- Manage user access through a robust and flexible enterprise security model that provides SSO and integrates with existing corporate directories
- Reduce TCO thanks to single licensing model, low time-to-solution, and low ownership costs

8.4 Sales & Marketing

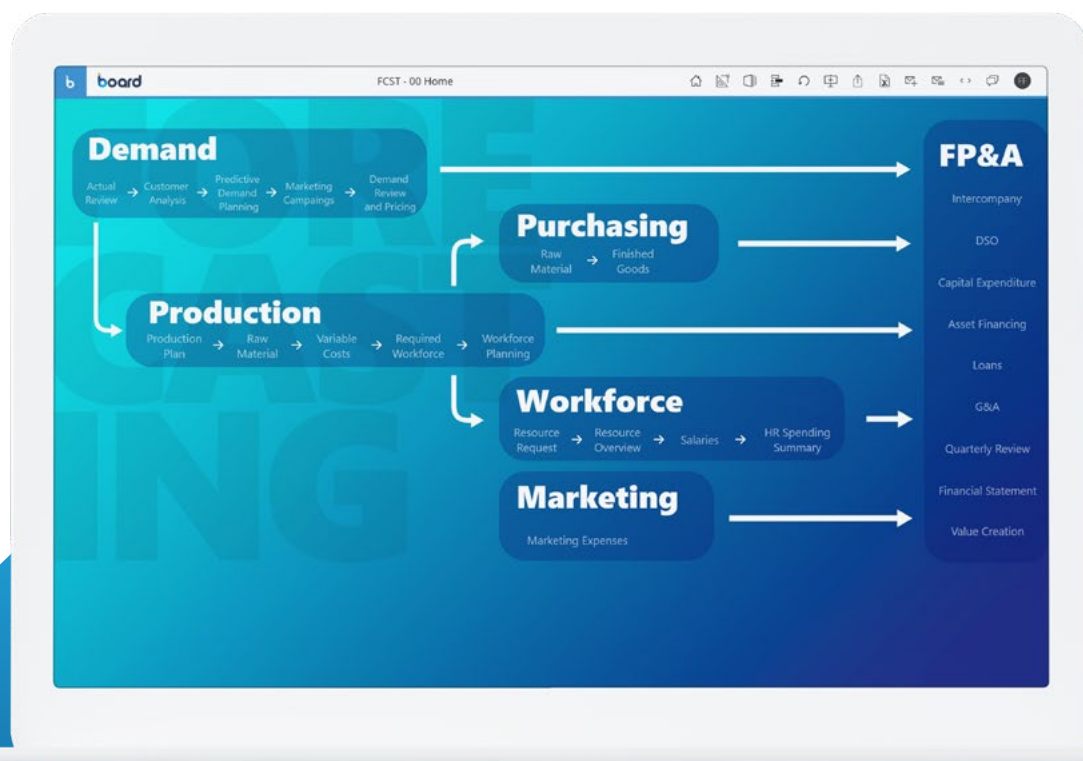
Benefits of Board IBP for Sales & Marketing:

- Boost demand through effective marketing campaigns by enabling cross-alignment between the sales and marketing departments
- Leverage historical performance figures to estimate the future outlook of the business as well as to study and influence the behavior of customers using predictive technology and AI
- Enable sales directors to automatically allocate strategic targets over sales channels and products using advanced business rules
- Manage budget and forecast submission, review, approval, and versioning, as well as commentary, through an automated workflow

8.5 HR

Benefits of Board IBP for HR

- Ensure the required production plan is always supported with enough resources thanks to alignment with the production department
- Fill staffing gaps through cross departmental re-allocation, permanent hiring, or subcontracting of temporary resources using smart resource management
- Precisely estimate personnel costs and evaluate the impact of promotions, salary increases, and benefits with compensation management capabilities
- Constantly monitor HR spending using a dedicated dashboard



9. Supporting IBP at leading organizations

9.1 Coca-Cola European Partners

How to spotlight an FMCG Supply Chain and enable digital driver-based planning from production to delivery

Coca-Cola European Partners is the world's largest independent Coca-Cola bottler. Built on almost 100 years of European heritage, the company is the market leader in one of the biggest Fast-Moving Consumer Goods (FMCG) sectors

Brief Profile of the Customer:

- Industry: Fast-Moving Consumer Goods (FMCG)
- Consumers: 300 million
- Liters of branded product sold every year: 14.2 billion
- Unit cases sold annually: 2.5 billion
- Countries: 13
- Employees: 25,000
- Revenue: €11.1 billion

Board Project overview:

- Division: Supply Chain Finance
- Implemented solution: Integrated Corporate Planning - Driver Based Supply Chain Planning and Forecasting
- Project scope: Manufacturing (48 plants), Warehousing (85 sites), Cold Drinks Operations & Logistics
- User types: CFO, Head of SCM, Controllers, Department and Plant Managers

“ Board allows us to consolidate in a split second! Yes, consolidation can happen with a single button! Yes, consolidation can happen for 48 manufacturing plants and for 85 warehouses! At the beginning I was very skeptical, but I can guarantee you that it works!

Ivan Evstatiev
Senior Manager, Planning & Performance
Management



9.2 Puma

A transformative journey from target setting to execution

For 70 years, Puma has developed products for the fastest athletes on the planet. The Puma world extends across Football, Running, Training, Fitness, Basketball, Golf, Motorsports, and design collaborations with icons such as Rihanna. Headquartered in Herzogenaurach, Germany, the Puma Group creates and distributes footwear, apparel, and accessories in the fashion sportswear industry.

Brief Profile of the Customer:

- Industry: Fashion Sportswear, Footwear, Apparel and Accessories
- Group Brands: Puma, Cobra, Dobotex International
- Countries: 120+
- Subsidiaries worldwide: 115
- Employees: 13,000+
- Annual Sales: €4.1 Billion
- Sales Channel distribution: 77% Wholesale; 19% Retail; 4% E-Commerce

Board Project overview:

Implemented solutions: Strategic Planning, Merchandising Planning, Conceptual Assortment Planning (CAP), Line Planning and Product Forecasting, Range Planning & Forecasting, Sales Planning & Forecasting, Demand Netting.

Project scope: Global strategy, Global Region & Area Merchandising, BU GM; Go-to-Market & Commercial Processes; Direct-to-Consumer (Retail & Online).

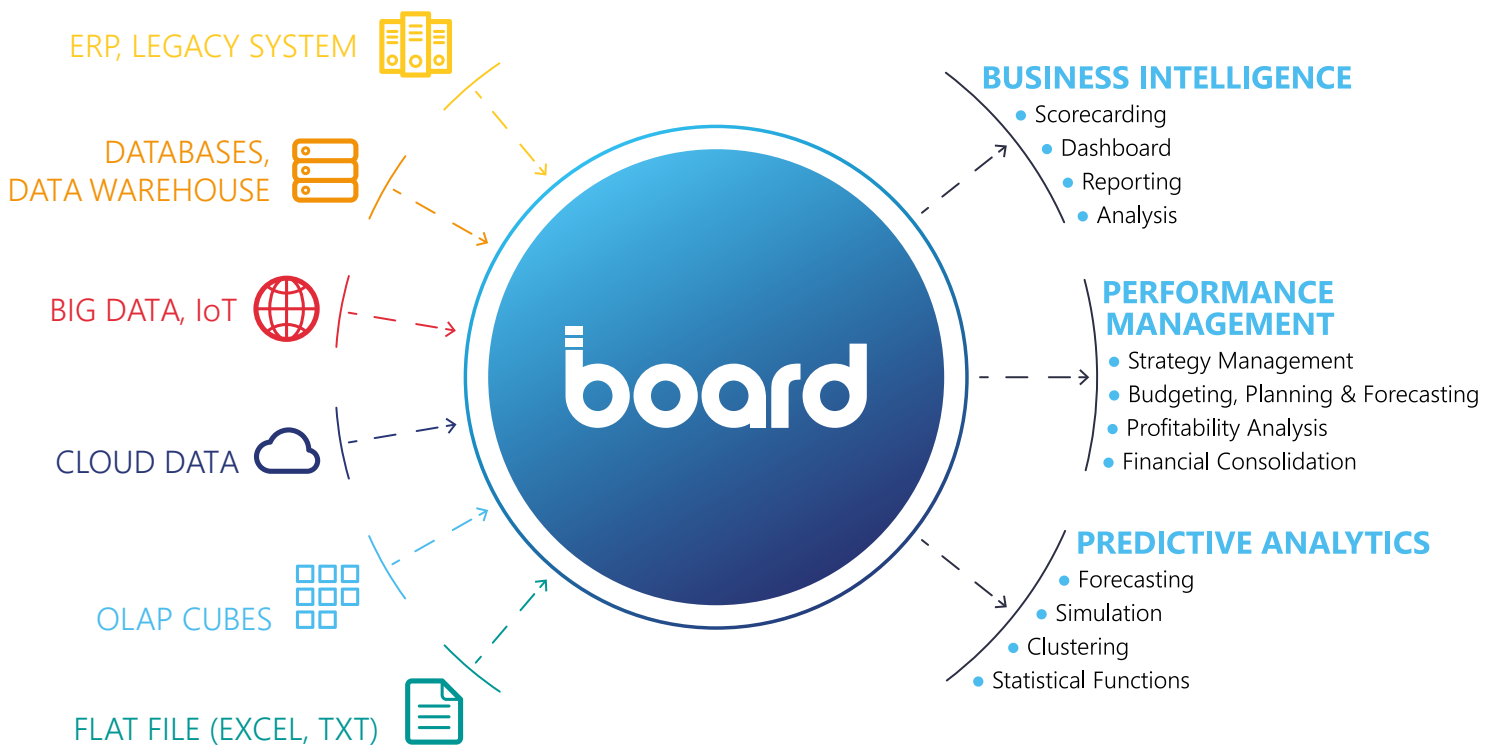
“ We selected Board because, together with its flexibility, it gives us a new approach. For us, this challenging journey wasn't a mere project. Rather, it was a program, a new path towards an end-to-end budgeting, planning, and forecasting process.

Stefano Damiani
Head of Program Portfolio Management &
Commercial Processes



10. About Board

Board is a unified decision-making platform which enables organizations to analyze, simulate, plan, and forecast in a single, user-friendly environment. The combination of Business Intelligence, Performance Management, and Predictive Analytics in one interface helps companies manage and control the entire decision-making process from goal-setting down to operational execution.



With Board, business-wide data is automatically collected from various sources to create a single version of the truth that feeds customized planning and analytics applications. This centralization of data makes Board ideal for delivering the collaborative, controlled approach required for IBP.

10.1 Key highlights



Unified Solution

Board combines analytics, simulation, planning, and reporting capabilities in a single solution, serving all of your Integrated Business Planning needs in one user-friendly platform.

Create a single version of the truth by bringing all of your data together and save money by removing the need for disparate software packages



User Self-Service

Users are free to create personalized reports, dashboards, searches, and applications, enabling them to access the information that matters to them at the moment they need it.

This self-service approach empowers users to discover their own insights, collaborate through sharing and chat, and make faster decisions.



Embedded predictive analytics

An innovative engine for embedded predictive analytics offers users access to the most advanced statistical techniques for powerful data insights.

With even a basic knowledge of common statistical concepts, users can quickly produce comprehensive forecasts, create clusters, and use analytical functions, without relying on a data scientist.

10.2 Worldwide Recognition

Analysts, industry experts, and users worldwide recognize Board's innovative, unified approach to decision-making and praise its simple, flexible, scalable, self-service approach to application management.

With a single solution, Board has achieved leading positions in several analyst reports, and is frequently awarded the top position in end user rankings.

Board is also the only product included in four different Gartner Magic quadrants (Cloud Financial Close Solution, Cloud FP&A, BI & Analytics, Retail Assortment Management App.)



