

ORACLE

CONNECT. ALIGN. OUTPERFORM.

Lessons from
Enterprise Planning
Case Studies



Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

How a connected planning approach fuels finance and business success

We find ourselves in extraordinary times, with unprecedented change and disruption. An organization's ability to act quickly with agility is more critical than ever. Time and again, disruptions large and small compel finance teams to ask: What do we need to put in place to manage the latest disruption—and how can we prepare ourselves to weather the next?

To answer these questions, connecting your enterprise planning is a must. Many global organizations struggle to manage change because they lack planning alignment across departments, and suffer from siloed data and fragmented systems that limit visibility across the business. If you spend more time collecting planning data than analyzing it, it drastically hinders your ability to understand the impact of changing market conditions and use those insights to know how and when to react.

Many Oracle customers are actively working with us to break down these planning silos. By connecting financial, operational, and line of business planning on a single cloud, they're improving planning accuracy, boosting collaboration and information sharing across departments, and increasing the speed with which they can make decisions.

In this ebook, we'll share several of these customer success stories to help inform your own planning initiatives. To tell these stories, we invited Oracle partners to highlight case studies across the planning spectrum, from workforce planning to integrated business planning and more. We also asked them to discuss key insights and lessons learned from their most successful planning implementations.

We hope you find this information useful, and we're here to help with your planning efforts to put your business on the right path for tomorrow.



A [MIT Technology Review survey](#) found that a sizable 74% of corporate leaders expect connected planning to improve collaboration and decision-making. The findings support the need for finance teams, who serve as the central keepers of plans and planning data, to move in lockstep with HR, operations, and other departments; all need access to the same systems and data.

Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Connected enterprise planning



At Huron, we are seeing three key trends surrounding connected enterprise planning.

First, there is a growing recognition that disruptions are driving a need for more frequent planning cadences—moving from monthly forecasts to more continuous planning, for example. To keep up with a changing business environment, it's proving critical to have the capacity to continuously monitor and refine plans.

Second, many of our customers are expressing a rising concern that planning silos inherently kill speed and make more frequent planning cycles difficult. While there are inherent challenges in realizing connected, continuous planning, our work with customers has shown that none are insurmountable.

Finally, our most successful customers view connected planning as business-driven rather than purely an IT or integration exercise. Aligning with IT and selecting the right connected platform are crucial, of course. But by having the process driven by business users, we've seen greater value and shorter implementation times.

By Sean McNunn,
*Director of Consulting,
Enterprise Solutions & Analytics,
Huron Consulting*

“Our client's ability to realize truly connected planning—from sourcing and manufacturing to inventory, distribution, and sales—is ultimately a strategic advantage. Compared to competitors, the company can more effectively plan and react to uncertainty and disruption.”

—Rich Schmitt, Managing Director, Enterprise Systems and Analytics, Huron Consulting

CASE STUDY SPOTLIGHT



For a global manufacturer, connected planning drives growth

A \$5B global manufacturer needed greater detail and transparency throughout its budgeting process, from strategic planning to production to sales. Its objective was to increase visibility into cost of production and understand how much cash would be required to take advantage of opportunities, streamline manufacturing, and grow its businesses.

There were also several challenges with its legacy SAP planning system, centered on performance of calculations and cost, that caused delays and accuracy issues. This made the system unable to support its needs as the business evolved.

By connecting operational and financial planning on Oracle Cloud, the manufacturer could see the end-to-end impact of decision-making. For instance, it could identify where strategic-level decisions would influence or form guard rails for detailed operational planning, or where operational results would inform key drivers of financial planning. The solution's capacity to rapidly create what-if planning scenarios surfaced areas of improvement that were not easily recognized before.

- Improved margins by 35% across all work centers
- Decreased planning cycle times by 20%
- Boosted close accuracy from 45% to 100%
- Reduced data load processing by 40%

Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Workforce planning



During our work with clients, we've seen compensation (wages and benefits) run well over 50% of an organization's expenses. As an example, San Francisco State University's compensation represents 68% of its full expense budget, with some divisions as high as 90%. Therefore, it's critical for all organizations, regardless of financial health, to track financials and headcount at an employee level.

While COVID-19 accelerated the need to improve workforce planning, all industries were already moving toward a more detailed compensation review. Two specific trends emerged—companies must: 1) Actively track new headcount requests, and 2) Forecast and reconcile headcount vacancies throughout the year. In both cases, the goal is to increase transparency and push integrity for compensation data beyond consolidated financials and into the HR world.

Ultimately, better workforce planning allows organizations to move the exploration of “why and how” away from time-consuming data validation and into a focus on strategic goals.

By Tyler Feddersen,
EPM Director, Performance Architects

“The benefits come from increased visibility and control. We can understand where payroll and headcount are growing, as well as when and where departments leverage factors like vacancy rates or incentive payments.”

—**Kirk Stonecipher,** *Senior Director, FP&A, Vanderbilt University*

CASE STUDY SPOTLIGHT #1



Vanderbilt University develops a top-of-class workforce

With over 9,000 employees and nearly 5,000 faculty members, Vanderbilt University struggled to maintain transparency and integrity with its annual compensation budget. Departments were often forced to make general assumptions, leading to offline communication with the budget office each year to reconcile the requested budget. Teams were spending too much time on explanations rather than strategic workforce decisions.

Since moving to Oracle Cloud EPM, Vanderbilt has seen many benefits. Shifting from offline spreadsheets to the cloud provides live, universal reporting across departments. Planners can complete multi-funding requirements for individual employees to properly control fund balances and improve cross-departmental collaboration. The budget office can switch focus from explanation to strategy, allowing for a condensed annual budget cycle.

- **Shortened its annual budget cycle**
- **Increased transparency into departmental payroll trends**
- **Improved budget accuracy via system-controlled processes**
- **Introduced the ability to track expected vacancies**

Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Workforce planning (cont'd)

CASE STUDY SPOTLIGHT #2



Torani cuts time to complete planning scenarios by 90%

Since 1925, R. Torre & Company (Torani) has been a successful manufacturer specializing in syrups for sodas and coffee. Due to a recent influx of online sales and general growth, it had outgrown its offline spreadsheets for both financials and workforce modeling.

Using Oracle Cloud EPM, Torani can avoid the repeatable day-long process of offline consolidations and allocations, previously required for even minor changes. Rather than dozens of workbooks, a single planning platform now allows quick scenario turnarounds for the executive team. The inclusion of compensation modeling by employee provides a detailed approach, including one-year and five-year plans. In addition, Torani can intelligently plan growth by modeling the financial impact of new team members to see increased costs alongside increased revenues.

- **Cut time to complete planning scenarios by roughly 90%**
- **Boosted efficiency by 60% to complete workforce plans**
- **Shaved off 25% of effort to consolidate workforce financials**

“ I love the scenario modeling capabilities, which allow us to easily test new scenarios, as well as the ability to cut out the human error associated with offline spreadsheets. ”

—David Cannon,
Controller and Director of Finance, Torani

Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Integrated business planning and execution



This year's fluctuations in market conditions demonstrate the need for organizations to rapidly manage financial and operational performance. Integrated business planning and execution (IBPX) can be effectively used to validate a long-term business plan and determine if you have the operational capacity to support it. It also allows you to gather buy-in from all stakeholders with "skin in the game," both internally and externally.

IBPX is a high-level process that simplifies challenges related to collaboration and integration, improves forecasting, supports strategic planning, and provides effective demand management for near-term materials requirements. You can then balance those requirements with supply options at both the product family and component levels. As a next step, you can include execution data—obtained from procurement, manufacturing, logistics, and more—in the plan at a faster cycle. This allows you to more quickly resolve unexpected execution problems and get continuous feedback to improve the next planning cycle.

By Shelley Cooper,
Practice Director – Planning, Profitability, & Analytics

“Our Oracle IBPX solution enabled WillScot to increase customer service and maximize rental revenue. The solution simplifies challenges related to planning and provides actionable foresight into constraints, thereby supporting better decision-making.”

—Matt Jacobsen, VP, Finance, WillScot

CASE STUDY SPOTLIGHT

WillScot aligns finance and operations to maximize rental revenue

WillScot Mobile Mini provides a wide array of space and storage solutions across 250 locations. With a fleet of 360,000 units, WillScot lacked the ability to track demand at the fleet level, making it challenging to maximize rental revenue and manage its labor, capital, and materials. Its on-premises system couldn't provide an integrated view of plans across finance, sales, IT, and HR.

Oracle Cloud allows WillScot to manage multiple complex business processes in a single environment. This increases its ability to collaborate cross-functionally and reduces the need for a complicated integration between multiple systems. Key IBPX capabilities enable WillScot to execute sales and operations planning—integrated with financial planning—for more accurate income statements at the branch and regional levels. This allows the company to make more informed financial decisions on the consolidated forecast.

- **Increased forecasting accuracy for fleet rental needs**
- **Saved time and resources by streamlining fleet management**
- **Improved planning and operational alignment**
- **Developed more accurate and cost-effective labor capacity plans**



Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Project financial planning



Project financial planning is critical to the business strategy of every organization. It enables management to identify and prioritize project investments with strategic goals.

In our 25 years of implementing financial and operational planning solutions across multiple industries, we've witnessed the evolution of siloed planning to a newer model that encompasses a continuous and connected approach. Today's CFO demands project financial planning that is collaborative, standardized, and capable of rapid response to ever-evolving business conditions.

Project financial planning extends beyond a finance function. Your solution must be able to ingest data from all aspects of business, and then translate it into useful and predictable business insights. A connected plan includes all project costs, capital expenses, and workforce costs. It can also track project performance to allow for rapid corrections and avoid cost overruns. This leads to improved collaboration across your enterprise and better results.

By Abhi Raina,
EPM Practice Lead, AST

“ Our initial project for management of overhead spend has yielded significant efficiency gains and an estimated 30% time savings. ”

—**Dan Dalton,**
*Treasurer and Senior Director,
Corporate Financial Planning and Analysis, Ferrara*

CASE STUDY SPOTLIGHT



Ferrara Candy realizes sweet 30% time savings

Ferrara Candy Company, producer of iconic brands such as SweetARTS®, NERDS®, and Lemonhead®, needed a more agile and scalable solution to support recent growth and acquisitions. The solution had to quickly and easily incorporate new product lines and data, and be highly intuitive for users to adopt. It also needed to adapt as business needs changed without relying on IT for continuous rework.

Oracle Cloud EPM not only addressed these requirements, but also enabled Ferrara to expand its planning scenarios, including project financial planning, brand spend, and CapEx planning. Ferrara selected Oracle to replace its Anaplan solution, which could not adapt to its growing needs and had limited analytical capabilities and a complex user interface.

Ferrara reduced its planning cycle time by over 30% due to streamlined planning processes and increased cross-department collaboration. It achieved greater financial control for overhead spending by using variance analysis and improved reporting. Advanced yet flexible allocation capabilities improved visibility and transparency across divisions.

- **Reduced planning cycle time by over 30%**
- **Improved planning alignment across divisions**
- **Unified its view of companywide spend**
- **Succeeded in modeling multi-year project spend**

Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Sales planning

The sales forecast is a critical input in any company's financial forecast—and can be the primary driver of strategy. But turning those forecasts into revenue targets is key and requires the business to align sales territories, model target quotas, and decide what products and which markets to prioritize.

Many companies have siloed planning systems that sit in finance, sales, and marketing departments. This disconnect can slow the decision-making process and lead to missed revenue opportunities. Siloed systems also make it difficult to get a full picture of how previous sales performance affects the financial forecast.

This is a challenge we faced here at Oracle. After connecting finance and sales processes in Oracle Cloud, we can now drill deeper into the organization to tie sales performance to revenue and margins. “Before, it was much more difficult,” says Tyler Young, an Oracle senior director of finance, North America Applications. “We had to use spreadsheets to get to that level.”

When sales and finance can plan on the same technology platform they share a continuous view of performance. Sales volumes and corresponding revenue forecasts become easily visible across customer segments, product groups, industries, or channels. All teams work from the same data, align on shared goals and KPIs, and easily adjust the forecast for factors—such as price, product, or placement—that could affect sales or revenue down the line.

“Oracle Cloud EPM users are 35% more likely to connect financial planning with sales planning”

Oracle Value of EPM survey

CASE STUDY SPOTLIGHT



Oracle's finance and sales teams plan faster with a single source of data



Shifting from on-premises solutions to the cloud—and connecting finance and sales on one integrated cloud platform—has yielded powerful results at Oracle. As part of a broader transformation to move all key business processes to our own suite of cloud applications, we implemented Oracle Fusion Cloud Enterprise Performance Management (EPM) and Oracle Fusion Cloud Sales Planning and Sales Performance Management (SPM).

Now, our sales and operations and finance teams work from a single, consistent source of data. Instead of spending valuable meeting time just getting on the same page, they spend that time making faster decisions. The move also allows both teams to get a real-time view of performance statistics, according to Sam Ortega, an Oracle senior director of Finance, North America Applications. This includes sales account assignments, bookings, overall pipeline—all critical information in the planning and forecasting process.

Another key benefit: Access to more granular data and deeper analysis as the company's sales strategy shifts. For example, Oracle recently moved from a geographic sales territory model to an industry model. “We are able to tie operational KPIs into financial statements at an industry level, which is also bringing more customer insight to finance than we've ever had before,” says Young.

Young and Ortega are excited to take these capabilities even further, enabling finance to view data not only at the sales manager level, but at the individual sales rep level. They'll also focus on predictive scenario modeling within planning to see around the corner and create more accurate forecasts.

- Gained a single view of data across finance and sales to improve planning
- Improved P&Ls with deeper data tying sales performance to revenue
- Strengthened relationships between finance, sales, operations, and business leaders

Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Scenario planning



To stay competitive in today's rapidly evolving business environment, leaders must regularly re-evaluate the KPIs that drive their growth. The COVID-19 pandemic has only heightened this need to be able to constantly predict and adapt. The challenge? Legacy systems often can't support new business objectives, instead relying on dated financial drivers that no longer reflect the organization's goals.

Running what-if scenarios with new key drivers and developing long-range financial plans have become imperatives. In fact, 83% of EPMI customers using cloud EPM with scenario planning not only better adapt to change, but report efficiency gains within their first year of implementation.

The need for streamlined, remote, and collaborative planning processes has become a requirement for organizations, no matter the region or size. The most successful among them are able to paint a picture of the next 5-10 years, providing leadership with a blueprint of how to forge ahead with confidence.

By Minie Parikh,
VP of Delivery, EPMI

CASE STUDY SPOTLIGHT

Revolutionizing planning in the semiconductor industry

onsemi is one of the world's leading semiconductor manufacturers and is based out of the Phoenix, AZ area. Leadership at onsemi sought to improve the accuracy of their planning processes and migrate complex allocations from a homegrown tool. EPMI collaborated with onsemi to migrate their legacy planning application (EPBCS) to Oracle Cloud EPM Enterprise Edition.

Scenario Modeling

onsemi's implementation utilized long-term what-if scenario modeling across all financial statements. With a focus on long-range 5-year plans and revenue goal seek, onsemi is now able to create a clear vision for the future and make informed decisions based on macroeconomic conditions and financial projections. With the Scenario Modeling module, onsemi can build both bottom's up and top-down strategic plans. Given the volatility and volume of M&A activity in this industry, onsemi can now effortlessly model the impact of various acquisition scenarios.



Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

KEY INSIGHTS: Cash flow forecasting

PERFICIENT

Financial planning with spreadsheets results in decisions born of limited visibility and with little understanding of the true impact of changing business conditions. This is especially true in cash flow forecasting, since the process requires input from multiple stakeholders and data sources.

Finance teams often struggle to combine income statement, capital expenditure planning, and balance sheet planning into a comprehensive cash flow statement. A planning solution that automates cash flow generation influenced by underlying drivers improves the integrity and speed of published financials. Seamlessly connecting ERP data and leveraging trend, driver-based scenario modeling leads to data-driven decisions reflective of a company's evolving cash position.

Modernization improves the accuracy of cash forecasting by reducing the burden of collecting and compiling financial data into meaningful insights. As CFOs focus on acquisitions, capital investments, and debt-to-equity optimization to fuel growth, predictability of cash flow and forecast accuracy is paramount.

By Hanny Shanar,
General Manager of Oracle EPM, Perficient

“Our finance team can see data and results right away, pull our own reports, and proactively answer questions as they come up—rather than waiting until end of month.”

—*Jeanne Good, Director, Finance Systems, Transplace*

CASE STUDY SPOTLIGHT

Transplace reduces cash flow prep time by 66%

Transplace powers one of the largest transportation and logistics networks in the world. As the company grew through mergers and acquisitions, integrating new companies into its accounting systems wasn't seamless or efficient. Requests from leadership constantly changed, making it difficult for the finance team to answer questions and perform analysis.

With Oracle Cloud EPM, Transplace is able to produce timely finance reporting, including cash flow, which is leveraged in internal review meetings, as well as external lender reviews for capital expansion. The company has also improved the accuracy and speed of its planning process, and is now able to accelerate business insights by aligning financial and operational plans, gaining visibility into the impact on cash.

Empowered by near real-time data, the finance team is more proactive and better able to respond to change. Consistent, integrated, and efficient processes are paving the way to scale as the business continues to grow.

- **Reduced cash flow preparation time by 66%**
- **Enhanced executive visibility into impact on cash**
- **Accelerated integration of acquired companies into its finance systems**

Introduction

Key insights:

Connected planning

Workforce planning

Integrated business planning

Project financial planning

Sales planning

Scenario planning

Cash flow forecasting

Advance your journey

Advance your connected planning journey



Understand five core capabilities

Discover five ways you can connect and improve planning across your company.

[Download ebook](#)



Take a product tour

Take a quick self-guided tour of Oracle Cloud EPM Planning.

[View demo](#)



Explore useful resources

Examine relevant research, key background, and additional case studies.

[Learn more](#)



*Gartner Innovation Insight for Extended Planning and Analysis (xP&A), Robert Anderson, John Van Decker, Tim Payne, Melissa Hilbert and David Pidsley; October 28, 2020
GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved.

Copyright © 2023, Oracle and/or its affiliates. All rights reserved. This document is provided for information purposes only, and the contents hereof are subject to change without notice. This document is not warranted to be error-free, nor subject to any other warranties or conditions, whether expressed orally or implied in law, including implied warranties and conditions of merchantability or fitness for a particular purpose. We specifically disclaim any liability with respect to this document, and no contractual obligations are formed either directly or indirectly by this document. This document may not be reproduced or transmitted in any form or by any means, electronic or mechanical, for any purpose, without our prior written permission. Oracle and Java are registered trademarks of Oracle and/or its affiliates. Other names may be trademarks of their respective owners.