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OCTOBER 27-30, 2013 | LAS VEGAS

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Enterprise Planning in Action: The Crate & Barrel Approach

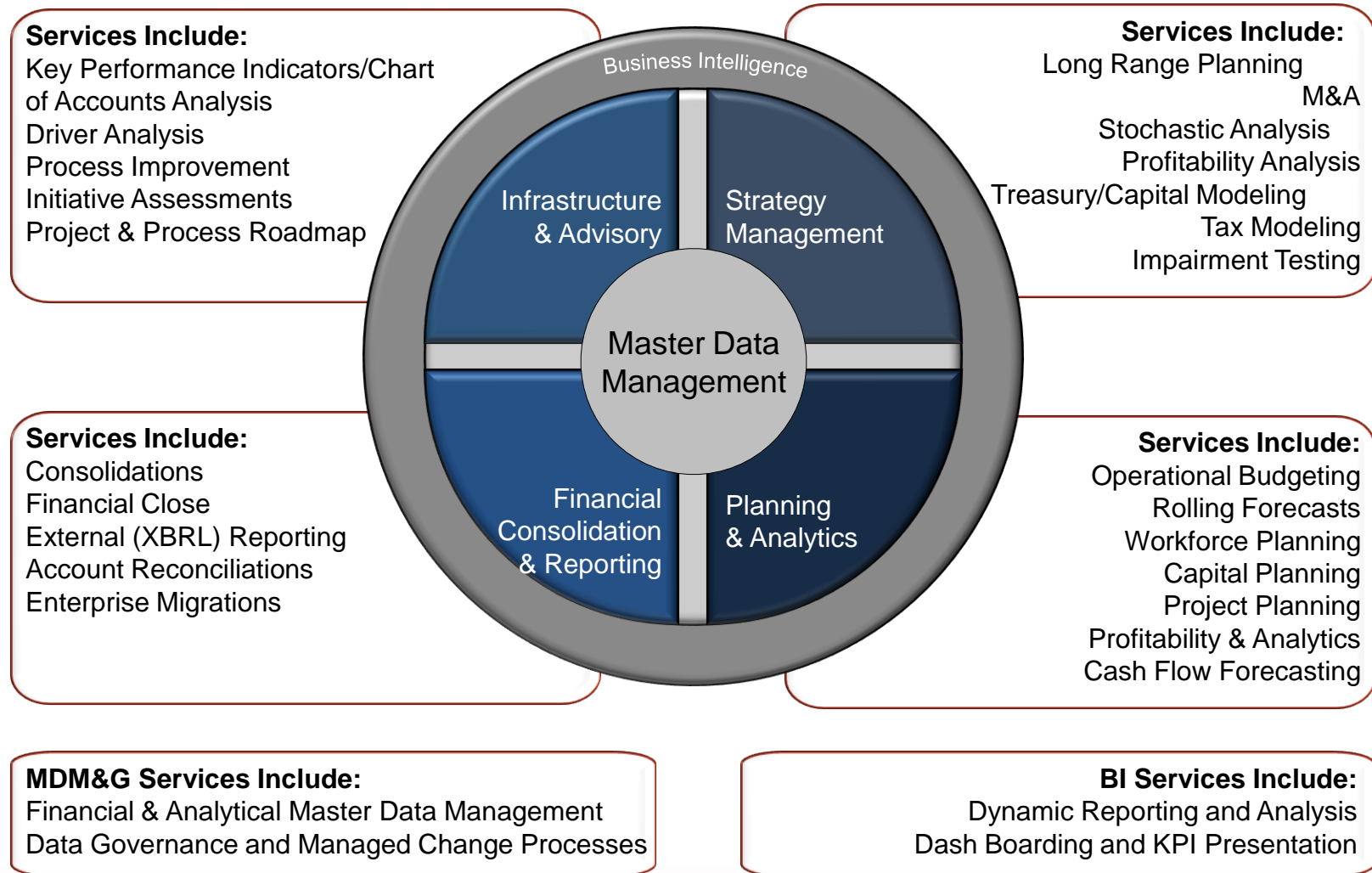
Christina Maytum

Scott Costello

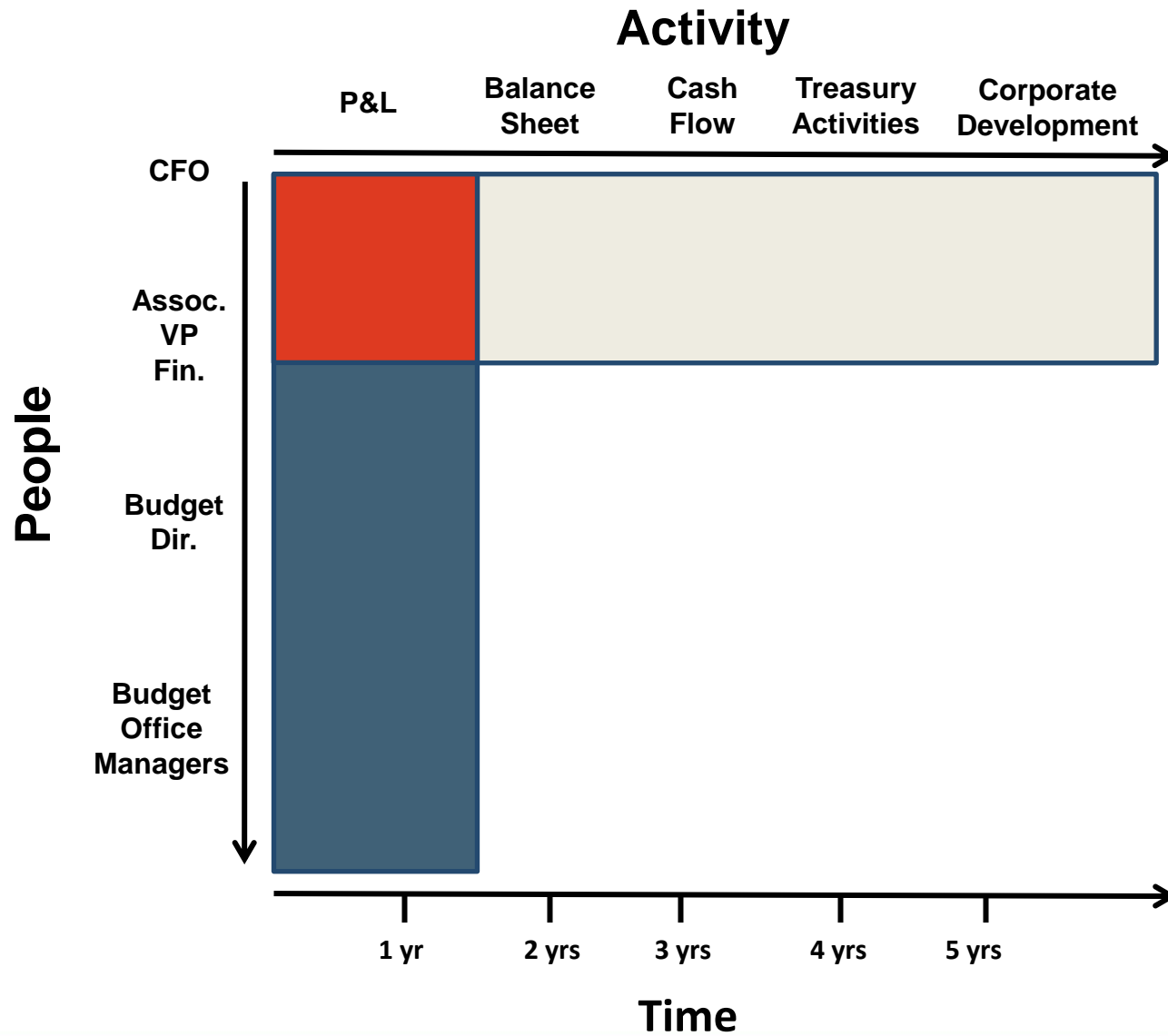
***“If you don’t know
where you’re going
you’ll wind up
somewhere else” –
Yogi Berra***



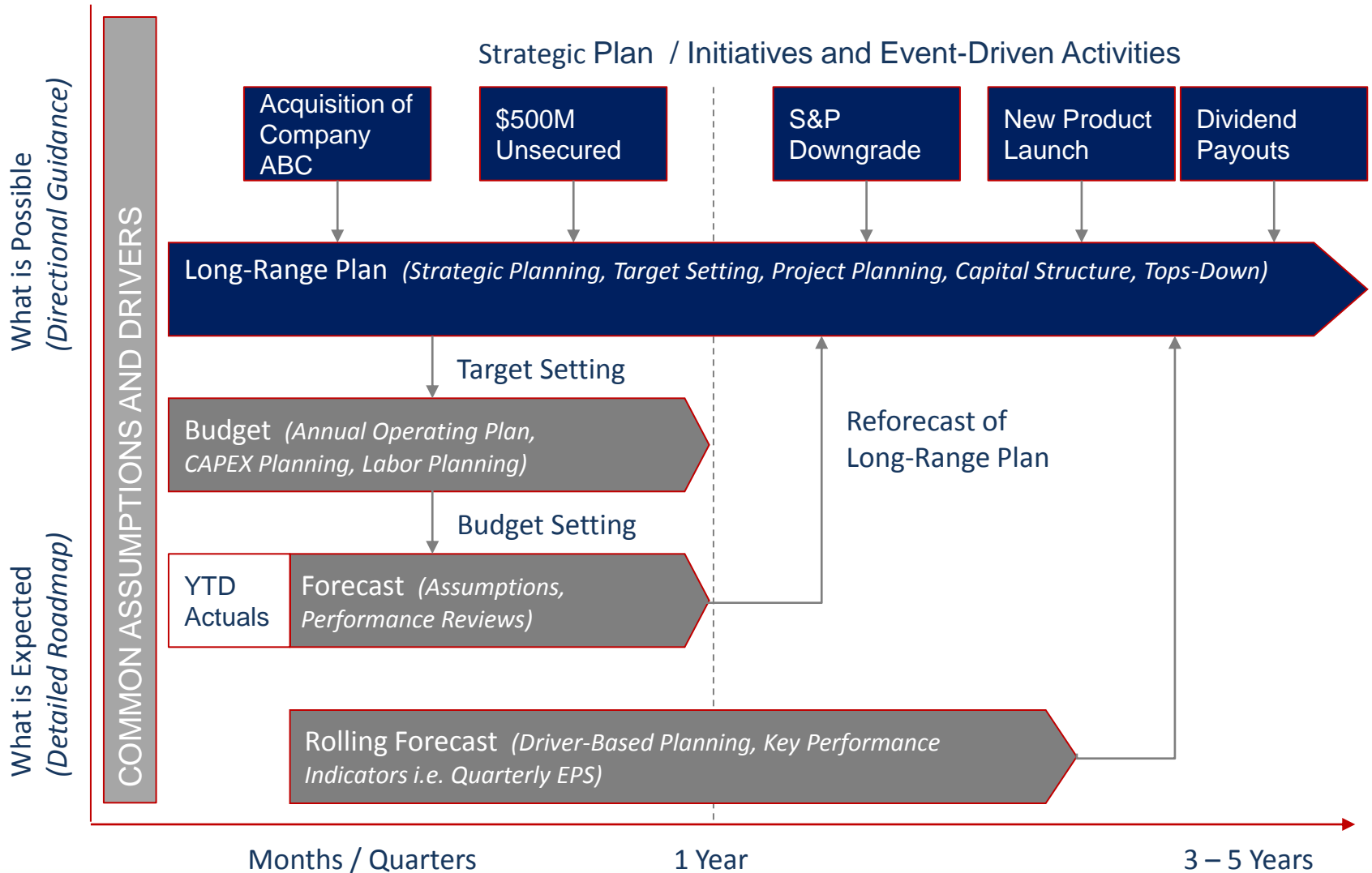
Blue Stone International



What is Enterprise Planning?



Integrated Approach



Crate & Barrel

- Founded in 1965 in Chicago, Illinois
- Crate and Barrel is a large retail chain consisting of over 170 stores and more than 7,000 associates nationwide – and it is still expanding
- Based in Northbrook, Illinois, specializing in housewares, furniture (indoor and out), and home accessories
- X amount of products
- Corporate name is Euromarket Designs, Inc. The company is wholly owned by Otto GmbH



Business Problem

- General Ledger was a customized AS400 model (green screen)
- Operational budgets were collected in spreadsheets by store and placed into multiple purpose built cubes for data storage with no systematic way to do financial reporting
- Strategic plans required a great deal of manual intervention to determine comp vs non-comp
- No connection between Actual data, Operational Plans and Long-Term Strategic Plans Spreadsheets were also sent to the functional groups (Transportation, Facilities, Warehousing, etc.) separately and consolidate by FP&A
- All forecasting, allocations, calculations and reporting was done in Excel resulting in un-auditable, unsecured

Solution

- Implemented Hyperion Planning and Strategic Finance to align the Enterprise Planning process
- Centralized the data into one place for simpler reporting and forecasting
- Develop a new Long Range Plan within Hyperion Strategic Finance to run what-if analysis on store openings/closings, franchising strategies, sales growth, and margin
- Distribute weekly budgets down to the stores level for sales and labor details within Hyperion Planning
- Created ability for brand analysis across unique stores
- Built Management and IFRS structures in one place for simplified reporting
- Implemented PeopleSoft General Ledger to replace outdated GL.
- Directly integrated PeopleSoft General Ledger with Hyperion Planning for management reporting

Integrated Design Approach

Planning system must be designed factoring in all areas of planning, budgeting, and forecasting

- Planning, Budgeting & Forecasting processes have blended together becoming more event driven and less siloed
- Systems must be optimized to run both top down and bottom up
- Streamline data flows and common reporting across the EPM platform
- Corporate Development, Treasury, and Tax included in Planning process

