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

**Services Include:**
- Key Performance Indicators/Chart of Accounts Analysis
- Driver Analysis
- Process Improvement Initiative Assessments
- Project & Process Roadmap

**MDM&G Services Include:**
- Financial & Analytical Master Data Management
- Data Governance and Managed Change Processes

**Services Include:**
- Long Range Planning
- M&A
- Stochastic Analysis
- Profitability Analysis
- Treasury/Capital Modeling
- Tax Modeling
- Impairment Testing

**BI Services Include:**
- Dynamic Reporting and Analysis
- Dash Boarding and KPI Presentation

**Services Include:**
- Operational Budgeting
- Rolling Forecasts
- Workforce Planning
- Capital Planning
- Project Planning
- Profitability & Analytics
- Cash Flow Forecasting

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- Capital Planning
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- Cash Flow Forecasting
What is Enterprise Planning?
Integrated Approach

What is Possible (Directional Guidance)

- Acquisition of Company ABC
- $500M Unsecured
- S&P Downgrade
- New Product Launch
- Dividend Payouts

Strategic Plan / Initiatives and Event-Driven Activities

Long-Range Plan *(Strategic Planning, Target Setting, Project Planning, Capital Structure, Tops-Down)*

COMMON ASSUMPTIONS AND DRIVERS

- Target Setting
- Budget *(Annual Operating Plan, CAPEX Planning, Labor Planning)*
- Budget Setting
- Forecast *(Assumptions, Performance Reviews)*
- Rolling Forecast *(Driver-Based Planning, Key Performance Indicators i.e. Quarterly EPS)*

What is Expected (Detailed Roadmap)

YTD Actuals

Reforecast of Long-Range Plan

Months / Quarters 1 Year 3 – 5 Years

AFP® Annual Conference
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
## Business Problem

### Quarterly Report

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[Logo of Association for Financial Professionals]
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