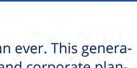




INTEGRATED AND PREDICTIVE – THE FUTURE OF CORPORATE PLANNING



Our world has become more fast-moving and dynamic than ever. This generates significant challenges for organizations in many areas and corporate planning and forecasting are no exceptions. In particular, the integration of strategic and company-wide operational planning, as well as its integration with analytics and business intelligence (BI), are becoming increasingly important to making comprehensive and well-founded decisions based on data. This infographic depicts key highlights of this global survey of 424 participants.



Faster information, digital change and data quality are the greatest challenges for finance and controlling

The fast pace and dynamics of the market and competition make the ever faster provision of information for decision support the greatest challenge for companies at the moment.

The most frequent challenges are:

47%



Providing information for decision support to management faster

44%



Driving the digital transformation of the company

38%



Poor data quality in source systems

With markets becoming more dynamic and fast-moving, companies expect that the relevance of carefully integrated corporate planning, which provides valuable information and insights to management, will continue to increase.

66%

of surveyed companies state that integrated corporate planning is becoming more important



Reality check: Where do companies stand when it comes to the integration of corporate planning?

Many companies have a lot of catching up to do when it comes to the robust integration of corporate planning:

Only...

27%

...of companies have largely or completely integrated strategic and operational short-term planning.

32%

...of companies have largely automated or fully integrated planning with analytics.

30%

...of organizations have largely or completely integrated financial planning and other operational sub-plans with each other.

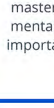
The connection between the long-term, strategic view and the short-term view is often lacking, as is the integration of the non-financial, operational view with the financial view.



Why does the integration of planning fail in practice?

In many organizations, integration fails due to technical, business or organizational obstacles.

What are the biggest challenges in implementing integrated corporate planning?



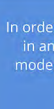
Planning takes place in incompatible or isolated solutions

45%



Planning processes are not clearly defined and lack coordination

40%



The content of detailed departmental sub-plans or business units is not coordinated

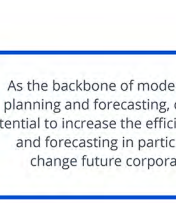
34%

Technically separate and often incompatible systems with inconsistent master data are a common stumbling block. The contents of departmental sub-plans and sub-companies are often not coordinated and important specifications for planners are missing. In addition, there is a lack of comprehensive process control.

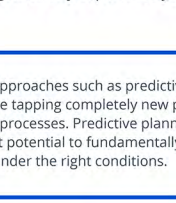


How can companies reduce their efforts for planning?

In order to reduce the effort required for planning and to accelerate it in an increasingly dynamic environment, many organizations see modern planning approaches such as predictive planning and forecasting as a helpful aid.



89% rate the use of predictive analytics in planning and forecasting as important or very important.



But 68% of companies are just beginning to deal with predictive planning and forecasting or have hardly gained any experience yet.

As the backbone of modern planning approaches such as predictive planning and forecasting, companies are tapping completely new potential to increase the efficiency of their processes. Predictive planning and forecasting in particular has great potential to fundamentally change future corporate planning under the right conditions.

The traceability of results is a decisive factor in the acceptance of automated forecasts:

95%



...think that the transparency of models behind an automated forecast when important decisions are made is important or very important.

To benefit from predictive planning and forecasting, a realistic assessment of its potential and limitations is required. The comprehensibility of automated forecasts and a realistic assessment of their potential are key factors in their acceptance and further dissemination.



BARC Recommendations



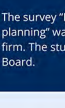
Use modern software platforms to support corporate planning and corporate management

Integrated corporate planning requires the support of a uniform software platform as the basis for business and technical integration. Flexible and business-friendly software platforms with a wide range of functions promise high user acceptance and agility for a wide range of application scenarios.



Integrate your operational and financial planning

The core and also the greatest challenge of integrated corporate planning is the technically and economically correct linking of all sub-plans. Create a functional concept that controls the integration of all operational and financial sub-plans and meets the requirements of all corporate divisions.



Integrate planning and analytics at all levels

Many companies today have only integrated planning and analytics partially. Make sure that all levels are consistently interlinked in order to make transparent and well-founded decisions based on data.

Evaluate the use of statistical algorithms and machine learning

Generating meaningful plans and simulations with low resource requirements and a fast throughput time is a major challenge. With predictive planning and forecasting, you can quickly generate reliable and detailed projections. Advanced integration of planning with analytics is a basic requirement for the use of statistical algorithms and machine learning in planning.

Strengthen your data and methodical skills

Integrated corporate planning is the foundation of modern, data-driven corporate management. To make decisions quickly on the basis of transparent data, decision-makers and employees must increasingly understand how data can be efficiently prepared, analyzed and presented.

The survey "Integrated and predictive - the future of corporate planning" was prepared by BARC, an independent market analyst firm. The study is available free of charge thanks to the generosity of Board.

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