

SAP Innovation Awards 2022 Entry Pitch Deck

Collaborative Enterprise Planning (FP&A and S&OP) Integration Case Study

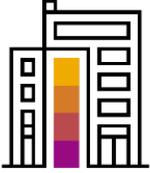
Kimball International

PUBLIC



THE BEST RUN 

Company Information



Headquarters Jasper, Indiana

Industry Manufacturing – Furniture

Web Site <https://www.kimballinternational.com>

Kimball International is a leading omnichannel commercial furnishings company with deep expertise in the Workplace, Health and Hospitality markets. We combine our bold entrepreneurial spirit, a history of craftsmanship and today's design-driven thinking alongside a commitment to our culture of caring and lasting connections with our customers, shareholders, employees and communities.

For over 70 years, our brands have seized opportunities to customize solutions into personalized experiences, turning ordinary spaces into meaningful places. Our family of brands includes Kimball, National, Etc., Interwoven, Kimball Hospitality, D'style and Poppin.

FP&A and S&OP Transformation with SAP SAC Integrated with SAP IBP



Kimball

Challenge

- Deliver a unified, extendable solution for planning, management reporting, and analysis in support of Kimball's 2022 planning process
- Replace Excel-based forecasting/manual planning processes
- Timely, efficient, & reliable monthly and quarterly reporting
- Profitability analysis with detailed price/volume mix results
- Version management

Solution

- Create new integrated planning solution across all financial planning areas
- Decrease planning cycles
- Enhanced version management for sophisticated planning simulations and scenarios
- Decrease reporting cycles
- Drive better decisions with one version of the truth
- Deeper level of detail to help forecast accuracy and overall mix analysis

Outcome

- Integrated planning solution with IBP & SAC
- Leverage SAP Analytics Cloud Dashboards & Reports
- Retire legacy forecasting system
- Kimball International has a new, integrated planning and reporting solution across all financial areas



“Kimball International is excited to start our Collaborative Enterprise Planning initiative to streamline our planning processes and replace the legacy planning process via Microsoft Excel and create a new, integrated planning solution across all financial planning areas based on SAP’s SAP Analytics Cloud and SAP IBP platforms.”

Steve Snyder, Sr. Director of IT at Kimball International



Kimball®
International



Participating Partner Information



GyanSys

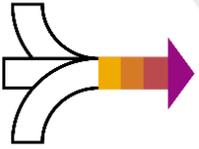
Global System Integrator & Managed Services Partner – SAP Reseller & Gold Partner

“Since 2019, GyanSys has been a trusted partner for Kimball International supporting multiple initiatives in addition to providing long-term managed services. As part of this multi-year transformation journey, GyanSys is proud to be a part of their Collaborative Enterprise Planning initiative. We are committed to improving their financial and supply chain business processes with our solution accelerators by delivering cost effectively.”

Rajkishore Una, President/CEO
GyanSys

GYANSYS

Business Challenges and Objectives



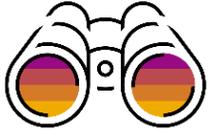
Business Challenges

- Deliver a financially integrated business planning solution, management reporting, and analysis in support of Kimball's 2022 planning process.
- Excel-based forecasting/planning processes and Demand Solutions software
- Transformation of S&OP process to align with best practices
- Planning complexity of MTO/CTO portfolio of products
- Generation of "Single Operation Plan" at any planning hierarchy level
- Build capability to simulate scenarios for effective decision making

Project Objectives

- Retire the legacy planning process via Microsoft Excel and create a new, integrated planning and reporting solution across all financial areas: **Sales and COGS Planning; Expense Planning; HR Planning; Profitability Reporting; Management Reporting**
- Retire Power BI for Profitability Reporting
- **Decrease planning cycles:** Focus on updating plan drivers and not rebuilding the plan or forecast manually in Excel
- **Enhanced version management for sophisticated planning simulations and scenarios**
- **Build analytical models and flash financial dashboards:** Slice and dice data easily with ability to drill to root cause
- **Decrease reporting cycles:** Automate report publishing and free up finance for more value-add activities
- Transition from Revenue-based to Quantity-based S&OP and planning process to best-in-class S&OP process
- Deliver scenarios management capability for sophisticated planning simulations and scenarios
- Drive better decisions with one version of the truth
- Provide ability to analyze planning data at any level of granularity to help forecast accuracy and overall mix analysis

Project or Use Case Details

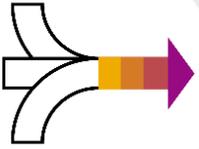


Kimball partnered with GyanSys to develop two Cloud solutions – SAP IBP, SAP Analytics Cloud – for FP&A and integrated planning, as well as developed complex models to represent multi segment reporting. SimpleFi Solutions assisted with the SAP Analytics Cloud design and delivery as one team with GyanSys.

Kimball needed to consolidate multiple brands and siloed business units, as well as replace manual processes and outdated BI analytical tools to keep pace with forecasting, financial, sales and operations planning. Kimball needed to address new market demands to meet revenue targets and mitigate profit impact.

- Generate predictive models by applying built-in machine learning algorithm
- Develop plant performance statements to measure & compare production plants
- Connect SAP ERP and non-SAP (Syspro) by integrating Kimball Hospitality
- Direct Integration with Cloud Platform Integration data services (CPI-DS)
- Delivery model: 50% onshore and 50% offshore

Business Process Details



Process Before

- S&OP process was driven by Excel based complex formulas and had major limitations and shortfalls in disaggregating to granular levels, creating/comparing scenarios, and effectively reacting to financial plan changes
- S&OP supply review was supported by an outdated legacy solution and had major shortcomings in planning of Kimball's complex MTO/CTO products portfolio
- Multiple data sources, systems, and manual planning activities posed hurdles in supply chain planning resilience

Process After

- Kimball simplified their FP&A and S&OP process significantly by adopting SAP Analytics Cloud and SAP IBP across operations.
- A sophisticated solution comprising of SAP cloud systems (SAC, IBP), SAP ERP and non-SAP ERP systems integrated with Cloud Connector, CPI-DS ensures data harmonization and responsive business planning across finance, sales, marketing and operations.
- Kimball has a collaborative platform to conduct "What-If" scenarios for effective decision making across its finance, sales and operation functions.
- New management reporting structure and profitability reporting defined to produce monthly comparatives and profitability results to a sales order line-item level.
- IBP provides detailed volumes and revenue forecast monthly for SAC to consume for forecasting and planning, while SAC utilizes those forecasted volumes as drivers to assist in variable and fixed cogs planning

Benefits and Outcomes



Business or Social

- “Single Operation Plan” is derived through tight collaboration between finance and S&OP stakeholders enabled by SAP portfolio of cloud solutions and ERP
- Significant reduction in forecast error
- Reduction of inventory costs
- End-to-end visibility of the supply chain
- Exception-based planning
- SAC was flexible to create new reporting requirements while underlying source systems did not change

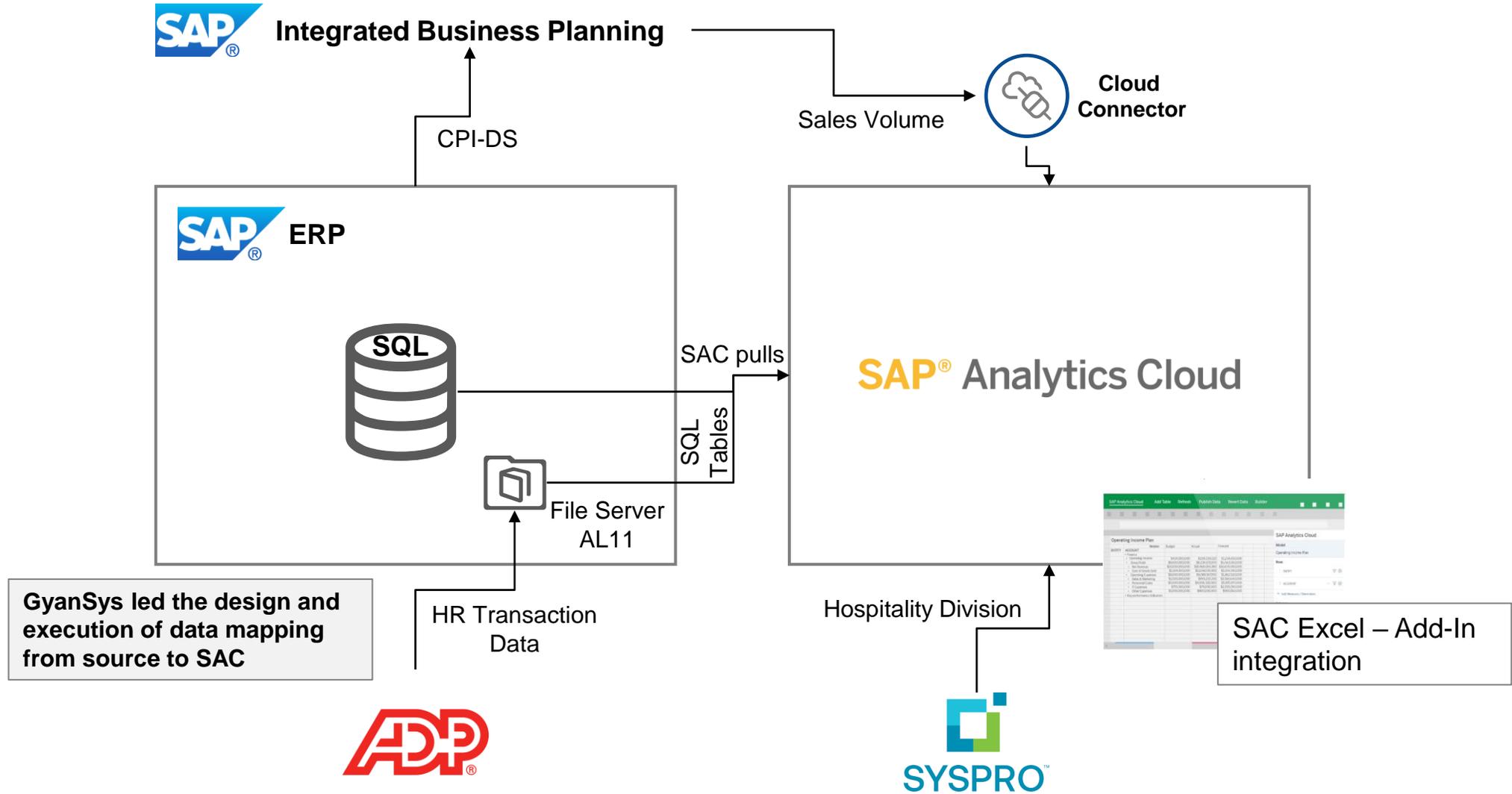
IT*

- Automation of jobs through process chevrons
- Alert / Exception based planning

Human Empowerment

- Exceptions-based planning has resulted in planner productivity and increased focus on better decision-making
- Analytical charts and dashboards for better visibility of data at respective management levels leading to effective collaborative discussions

Architecture



GyanSys led the design and execution of data mapping from source to SAC

SAC Excel – Add-In integration

Deployment Details 1 of 2



Deployment status Live

Date 4/1/2021

Number of end users 75+

Number of customers 800+

Transaction Volume 400+ orders per day

SAP® technologies used:

	SAP product	Primary product	Deployment status LIVE or POC [proof of concept]	Contribution to project
1	SAP Integrated Business Planning (IBP) for Supply Chain	X	LIVE	Collaborative platform for S&OP stakeholders to conduct consensus demand planning (which is tightly integrated with Financial planning) resulting in Single Operation Plan and Single Source of Truth across the planning functions
	SAP Sales & Operations Planning (S&OP)			
2	SAP Analytics Cloud	X	LIVE	Visualizations, Reporting, and Dashboards
3				
4				

Deployment Details 2 of 2



The following offerings from SAP Services and Support were utilized during the implementation or deployment phase

- SAP MaxAttention™
- SAP ActiveAttention™
- SAP Value Assurance
- SAP Advanced Deployment
- RISE with SAP for Industries
- Other:
- SAP Advisory Services
- SAP Customer Experience Solutions
- SAP Innovation Services
- SAP Innovative Business Solutions
- SAP Preferred Success
- SAP Enterprise Support
- SAP Solution Manager
- SAP Cloud ALM

Contribution to the project

Advanced Technologies (1 of 2)



The following **advanced technologies** were part of the project.

	Technology or use case	Product *	Contribution to project and how product used integrates with SAP products
1	Intelligent technologies	NA	
	A) Machine learning or artificial intelligence Conversational AI, AI-based knowledge graph, AI Business Services, Robotic process automation		
	B) Blockchain	NA	
	C) Internet of things	NA	
2	Intelligent data management Multi-cloud and or hybrid deployment, data virtualization & governance, privacy compliance, cloud data lake service	NA	

Advanced Technologies (2 of 2)



The following **advanced technologies** were part of the project.

	Technology or use case	Product *	Contribution to project and how product used integrates with SAP products
3	<p>Advanced cloud integration</p> <p>New business models using API's, Connecting business partner(s) with API's, Integration Advisor, Digital integration hub architecture, Event Mesh</p>	SAP Cloud Integration for data services (CPI-DS) with the Cloud Connector	<p>SAP Cloud Integration for data services utilized to integrate SAP IBP and SAP ECC with relevant master data and transactional data.</p> <p>Cloud Connector utilized to integrate SAC with SAP IBP and SAP ECC.</p>
4	<p>Advanced and augmented analytics</p> <p>Real-time and streaming analytics, spatial analytics, natural language processing, machine learning to identify trends, patterns, and outliers, predictive analytics and planning)</p>	NA	
5	<p>Combined transactions and analytics on single data set</p> <p>Reduce data latency and footprint from dedicated data marts, data warehouses and data lakes (> 1TB)</p>	NA	