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LAPP: Implementing a modern, integrated FP&A Toolset

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Agenda

1. Overview LAPP Group
2. Our Challenges
3. Our Solutions
4. Our Approach

Overview LAPP GROUP

alive BY LAPP

- family owned and managed
- approx. 20 production sites and > 40 Sales entities worldwide
- over 40k Products
- > 5k employees
- 8 Brands
- > 1.8 Bn. EUR turnover

Overview LAPP GROUP

ÖLFLEX

SKINTOP

UNITRONIC

EPIC

ETHERLINE

SILVYN

HITRONIC

FLEXIMARK

Our Challenges

Structure

Different ERP-Systems in use: **SAP & NON-SAP entities**

- Financial data on different detail levels available
- Additional consolidation system required

Individual/ Customized **Financial Model**

- Makes benchmarking KPIs difficult

Reporting & Analysis

No state-of-the-art BI Frontend

- many different BI-tools (SAC, Lumira, PowerBI)

→ but in reality majority of Reports **sent out in XLS** or PDF via Email

Feasibility

- Issues with visualization, operational & financial KPIs
- **Performance:** if it works, it takes forever

Planning & Forecasting

Planning (bottom-up/top-down):

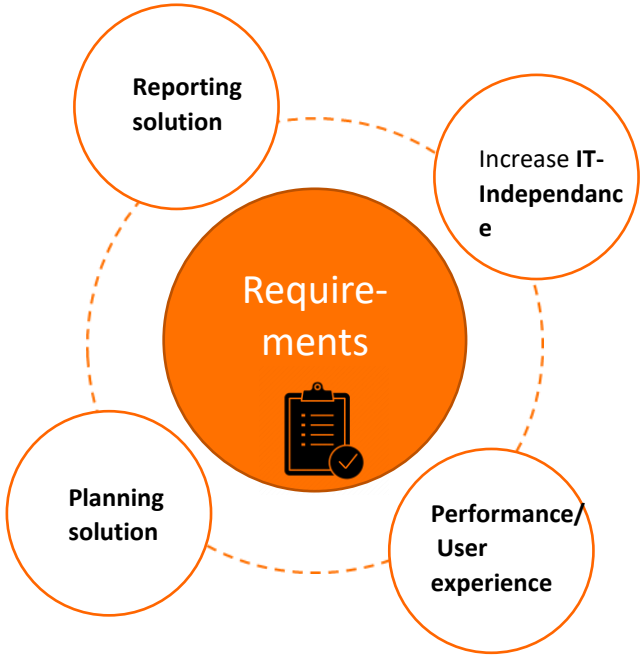
- XLS-Based planning approach requires many iterations and pot. errors
- Budgeting process takes long (review & adjustments) → **Driver-based** & **integrated planning (PnL, BS, CF)** approach desired by CFO

Forecasting (methodology)**:**

- Based on historical data /simple timeline
- Granularity almost on top-level (no standard-approach for material- or country-specific calculations)

Our Solution

Evaluation Process



Implementation Experience

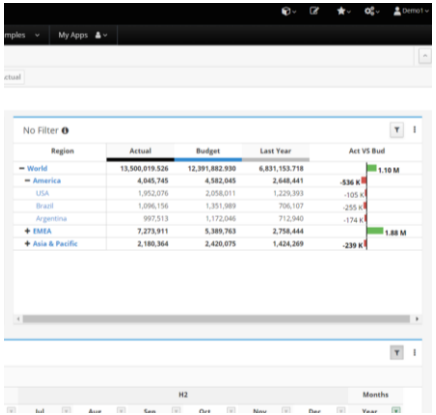
Apliqo (Pre-Built Business Solution) powered by PA/TM1

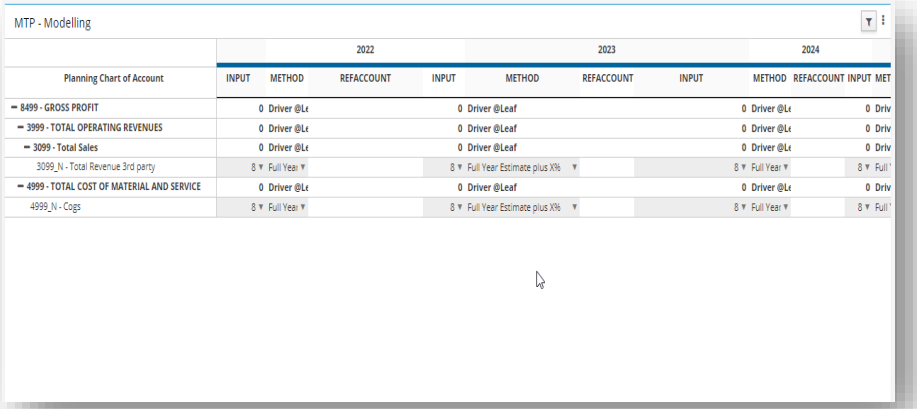
- We took “as it is” the **Financial Core Model** for P&L, Balance Sheet and Cash-flow
- Pre-defined set of **KPIs** (e.g., NWC, DSO, DPO)
- Reporting & Planning for financial core model
- Driver based modelling in real time and various projection horizons (Budget, EOY, RFC, Mid Term)

Implementation Experience

Customized

- Pre-built planning possibilities are sufficient → adjusting to structure (e.g. hierarchies) needed
- Planning on **entity level for Budget**
  - Gross Profit (customer, product, sales channel etc.)
  - OPEX (cost center)
- Planning on **regional level for mid term** → forecasts & strategic management discussions (mid-term planning) – less details

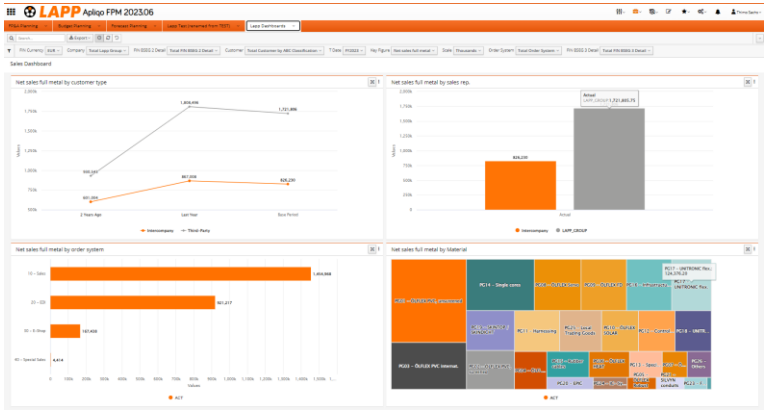


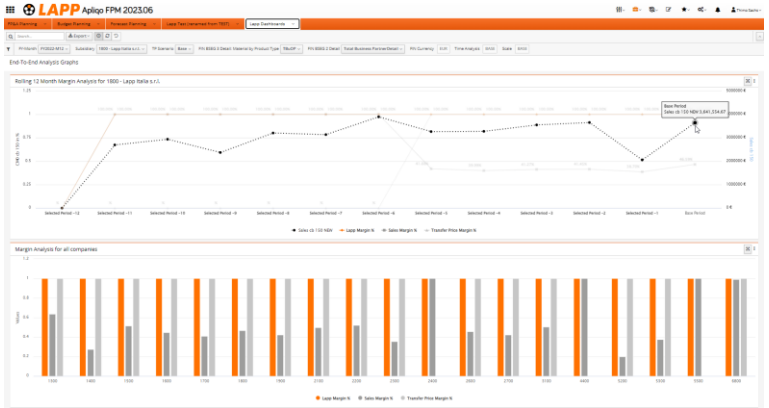


Implementation Experience

Greenfield

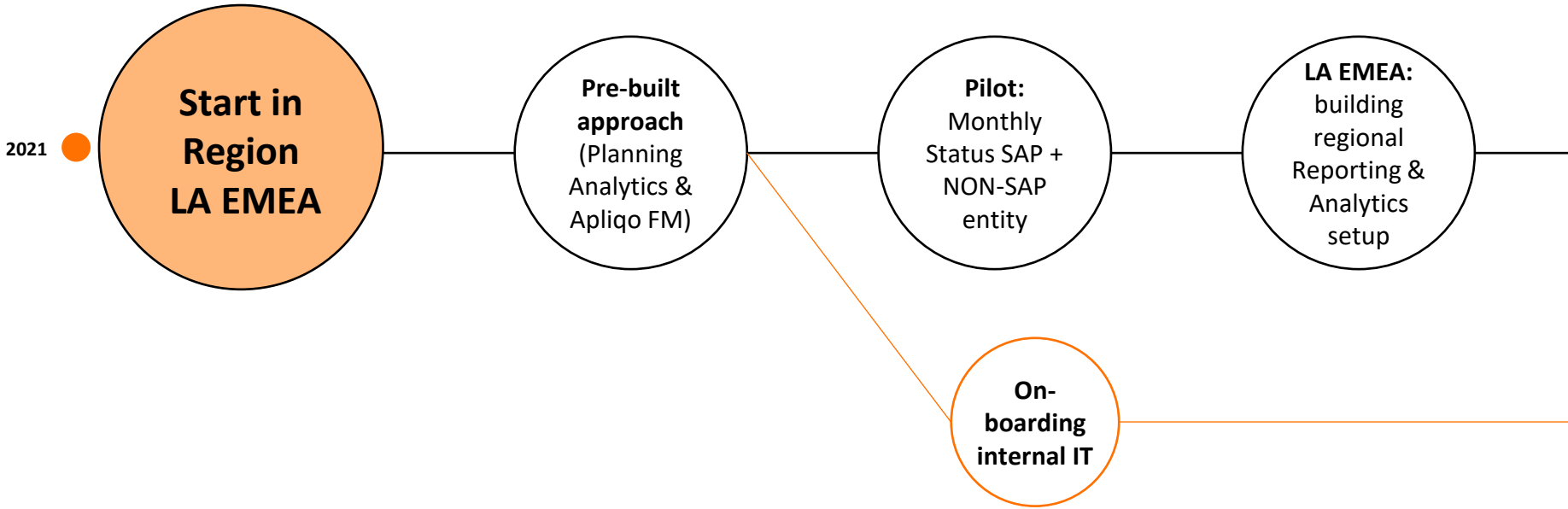
- **Sales Analytics Cube**
  For deep-dive analysis on customer/material (COPA data)
- **Transfer price Cube** approach to calculate Group-Margin through the supply chain of own productions sites – hubs – sales entities
- And much more in use or in development (country view, Invests, workforce,……)



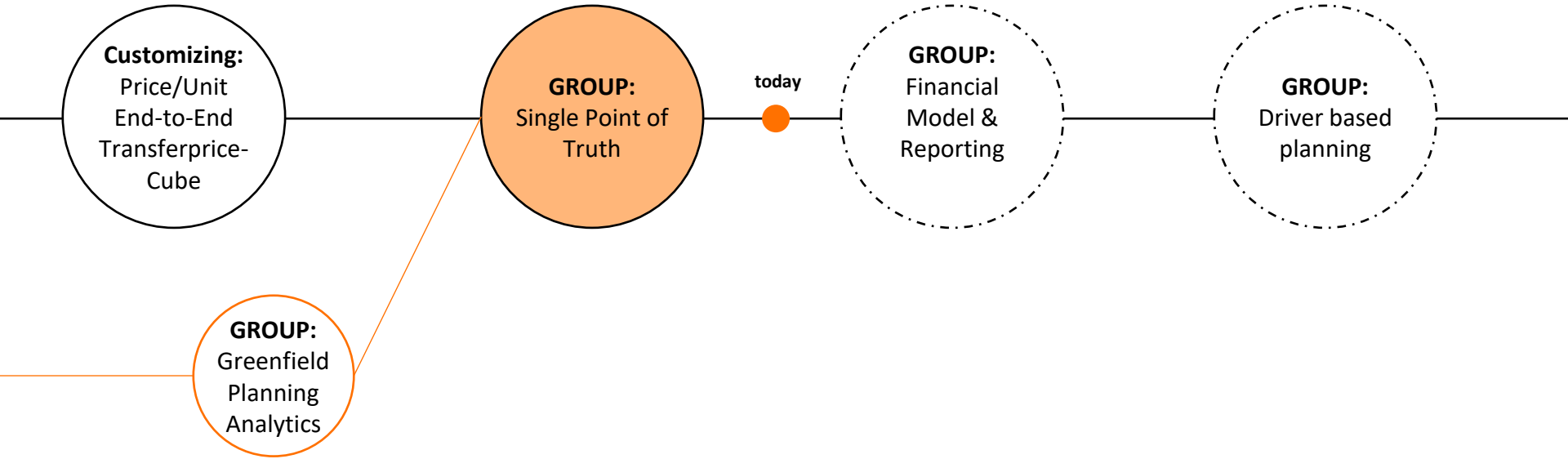


Our Approach

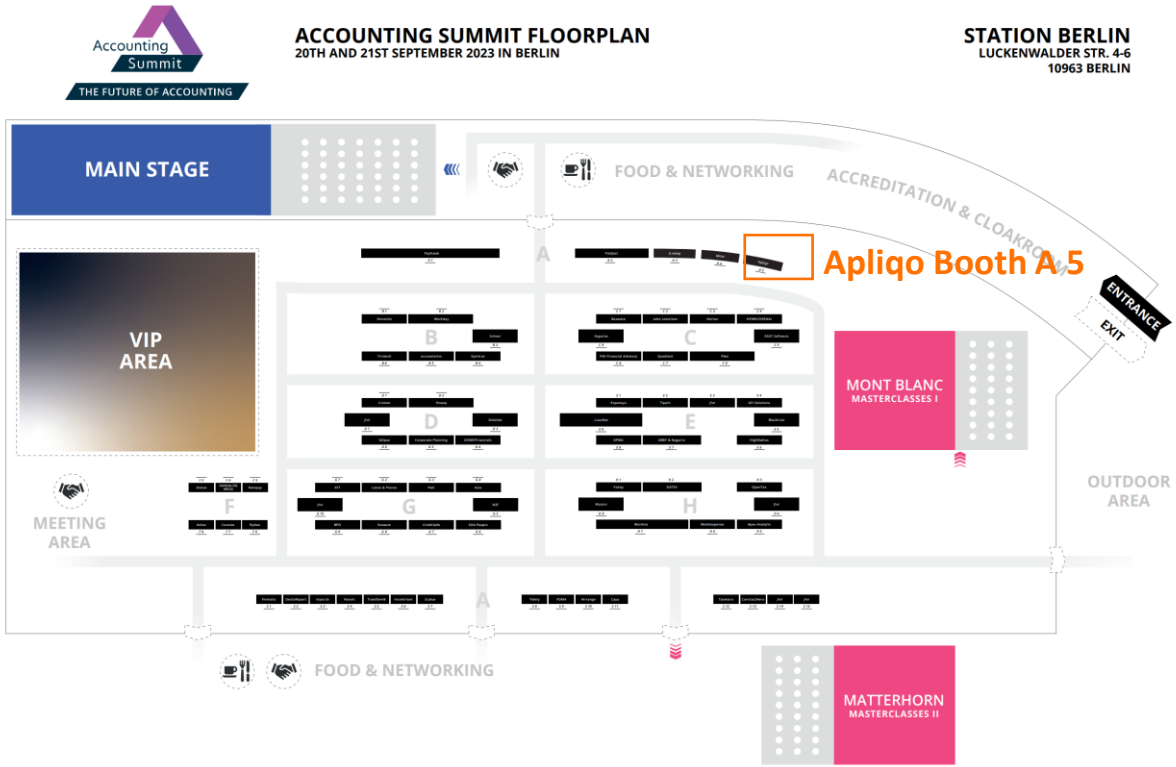
Overview


2021
Start in Region LA EMEA
Pre-built approach (Planning Analytics & Apliqo FM)
Pilot: Monthly Status SAP + NON-SAP entity
LA EMEA: building regional Reporting & Analytics setup
On-boarding internal IT

Future Roadmap // Next steps



Seeing is believing



Apliqo Booth A 5

- Live demo of our solution
- Coffe break
- Play station
- Or just having fun
- ……

alive
BY LAPP