



GLOBAL PLANNING SURVEY

Operations and Strategy – Who Wins?



A Survey of Corporate Planning Processes in Global 2000 Companies

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EXECUTIVE SUMMARY

Why a survey on planning?

Cartesis' Global Planning Survey was commissioned to explore planning processes across companies of varying sizes and locations. Based on a series of interviews with planning decision makers, it is designed to reveal the trends in opinions towards planning objectives, expectations and results.

Listening to the industry

Participating companies were those with annual revenue greater than \$100 million from the US, the UK, France and Germany. Interviews were conducted in two complementary phases: the first was a qualitative survey of 19 companies, the second a quantitative survey of 281 companies.

Operations and strategy – who wins?

The results of the survey highlight a gap between the strategic and operational views of enterprise planning.

When asked about objectives, larger companies have far more strategic goals for their planning process – such as return on capital – than smaller businesses, which are more intent on cost control.

There is also significant correlation between company size and the existence of a Strategic Plan: the larger the businesses, the more likely a Strategic Plan to be in place. Operating and Financial Plans – which are aligned with more tactical goals – are the sole planning process in companies much further down the revenue scale.

When it comes to best practice, few respondents are happy with the frequency of Plan updates, and the time taken for each update cycle. In all cases, there is a marked difference between companies who wish to reduce the time taken to update a Plan, and those who feel capable of achieving it.

Forecasting suffers from slow cycle times and is dogged by problems with accuracy. Over 80% of respondents admit to inaccuracy in their forecasts. In questions on satisfaction with the planning process itself, less than a quarter of respondents are 'very satisfied' and almost a third are 'not satisfied'.

The survey also revealed some interesting country-specific differences. These are highlighted throughout the results.



EXECUTIVE SUMMARY

Planning for the future

Companies are still struggling to close the gap between their strategy and day-to-day operational decisions.

With a tendency to over-complicate the planning process with practices that delve too deeply into their business, it is tempting for companies to get bogged down in the technicalities of individual plans. The lack of control and visibility creates a risk of losing sight of strategic goals, leading to wasted resources.

The overwhelming proportion of respondents are unhappy with the time it takes to update plans and with the overall accuracy of forecasts. These results suggest a need for more automation in the process to streamline modelling and ensure a smoother budgeting process that is in line with corporate strategy.

A key issue for businesses in the future success of a planning strategy is the improvement of the consolidation of actuals into the plan, and the visibility of specific plans' details and assumptions. Again, these results point to a need for a more strategically-aligned planning and performance approach.

In summary, there is still some distance between corporate strategy and operational control. This current level of dissatisfaction in the process can only compromise staff morale and the ability for day-to-day decisions that develop effective solutions to the problem.

METHODOLOGY

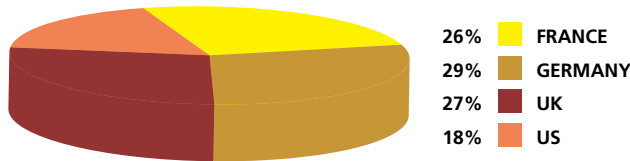
In Q4 2005, Cartesis carried out an anonymous global survey on planning processes to gain a better understanding of the planning issues facing companies today.

The survey was constructed in two parts. The first phase represented a qualitative survey, where open-ended questions were asked, designed to better understand companies' planning process components, objectives and terminology. 19 companies were interviewed in sessions that lasted 45-90 minutes.

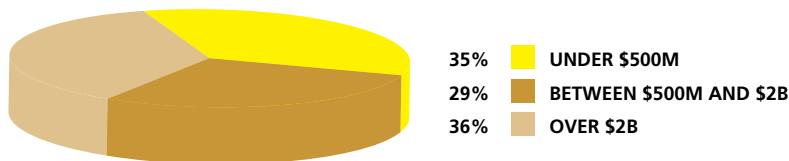
The second phase of the survey asked companies a series of quantitative questions. Perspectives on current processes, the importance of objectives and the desired process improvements were explored in depth. Interviews were done over the phone and lasted approximately 20-25 minutes.

Cartesis employed Income International, an independent agency, to carry out the survey. 281 companies with annual revenue greater than \$100 million from the US, UK, France and Germany participated. Participating companies remained anonymous.

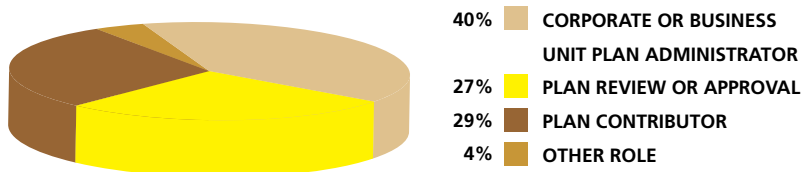
SURVEY SAMPLE BY COUNTRY



SURVEY SAMPLE BY ANNUAL REVENUE (US DOLLARS)



SURVEY SAMPLE BY PARTICIPANTS' ROLE

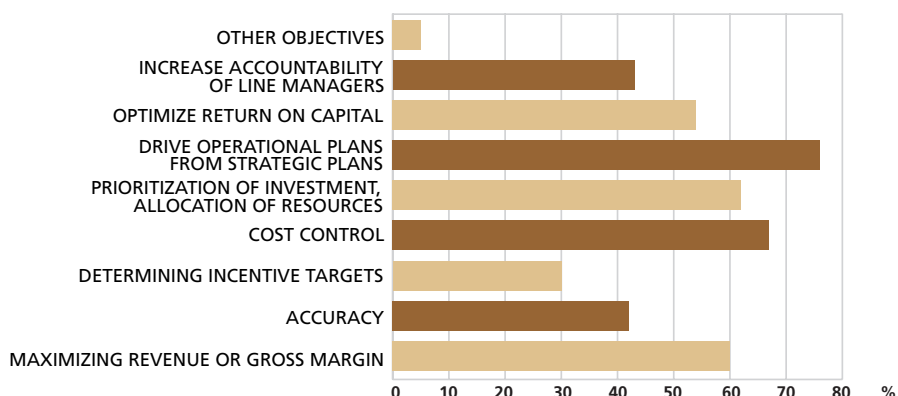


OBJECTIVES

From controlling costs to maximizing return

Overall, most companies believe that 'driving operational plans from the Strategic Plan' is a key goal of corporate planning.

OBJECTIVES OF THE PLANNING PROCESS



Perspectives on the planning process are spread between strategic goals and financial goals. Historically, planning processes have been used as a mechanism for measuring department managers' ability to manage their costs. 'Driving operational plans from the Strategic Plan' is now consistently a top objective for companies of all sizes and across all countries.

However, although 'optimization of return on capital' does not generally rank highly among respondents, those from large companies list it as their second most important objective, suggesting a more strategic reason behind planning. Meanwhile, 81% of medium-sized companies indicate that 'controlling costs' is the primary – and far more tactical – objective of the planning process.

PRIMARY OBJECTIVES OF THE PLANNING PROCESS – BY COMPANY SIZE

	OVERALL COMPANIES		LARGE COMPANIES		MEDIUM-SIZED COMPANIES		SMALL COMPANIES	
	RANK	PERCENT OF RESPONDENTS	RANK	PERCENT OF RESPONDENTS	RANK	PERCENT OF RESPONDENTS	RANK	PERCENT OF RESPONDENTS
MAXIMIZING REVENUE OR GROSS MARGIN	4	60%	3	60%	4	60%	4	57%
ACCURACY	7	42%	7	43%	7	41%	6	43%
DETERMINING INCENTIVE TARGETS	8	30%	8	21%	8	38%	8	34%
COST CONTROL	2	67%	5	59%	1	81%	2	60%
PRIORITIZATION OF INVESTMENT, ALLOCATION OF RESOURCES	3	62%	4	60%	3	68%	3	60%
DRIVE OPERATIONAL PLANS FROM STRATEGIC PLANS	1	76%	1	77%	2	80%	1	69%
OPTIMIZE RETURN ON CAPITAL	5	54%	2	62%	5	54%	5	47%
INCREASE ACCOUNTABILITY OF LINE MANAGERS	6	43%	6	46%	6	44%	7	40%
OTHER OBJECTIVES	9	5%	9	6%	9	5%	9	4%

OBJECTIVES

PRIMARY OBJECTIVES OF THE PLANNING PROCESS – BY COUNTRY

	FRANCE		GERMANY		UK		US	
	RANK	PERCENT OF RESPONDENTS	RANK	PERCENT OF RESPONDENTS	RANK	PERCENT OF RESPONDENTS	RANK	PERCENT OF RESPONDENTS
MAXIMIZING REVENUE OR GROSS MARGIN	3	54%	6	43%	2	78%	4	69%
ACCURACY	7	22%	4	59%	6	43%	6	45%
DETERMINING INCENTIVE TARGETS	8	19%	8	31%	8	32%	8	43%
COST CONTROL	4	43%	2	72%	1	81%	3	73%
PRIORITIZATION OF INVESTMENT, ALLOCATION OF RESOURCES	2	55%	3	72%	5	55%	5	67%
DRIVE OPERATIONAL PLANS FROM STRATEGIC PLANS	1	62%	1	80%	3	75%	1	90%
OPTIMIZE RETURN ON CAPITAL	5	39%	7	42%	4	66%	2	80%
INCREASE ACCOUNTABILITY								
OF LINE MANAGERS	6	36%	5	56%	7	36%	7	43%
OTHER OBJECTIVES	9	7%	9	10%	9	1%	9	0%

COUNTRY FOCUS

Analysis of the results by country also highlights some interesting differences. In the US, 'maximizing return on capital' is considered one of the top objectives of the planning process. In the UK, 'cost control' and 'maximizing revenue/gross margin' are the most popular. In Germany, however, 'budget and forecast accuracy' is a highly valued objective of the planning process – a response that lies near the bottom of the list overall.

BEST PRACTICE

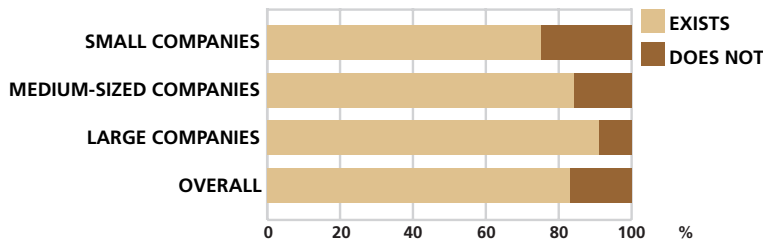
1. The Strategic Plan

Strategic Plan: a plan that establishes the major goals and objectives for an organization, with a set of targets that guide operational execution and allows progress to be measured against the overall goals and objectives.

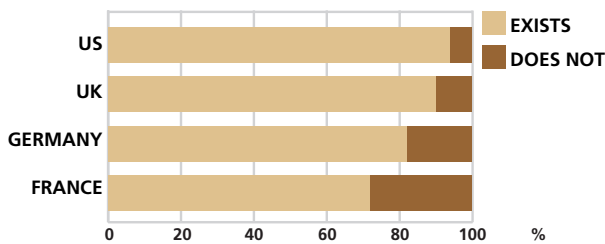
A Strategic Plan is a vital tool used by companies to coordinate their planning efforts around common business objectives. Without a coordinated Strategic Plan, different functions in an organization (e.g. sales, marketing, and manufacturing) might each pursue goals that are in conflict.

There is significant correlation between company size and the existence of a Strategic Planning process. 92% of large companies (with revenue more than \$2 billion) have a formal Strategic Planning process, whereas 25% of small companies (with revenue less than \$500 million) do not have a formal Strategic Plan.

EXISTENCE OF STRATEGIC PLAN – BY COMPANY SIZE



EXISTENCE OF STRATEGIC PLAN – BY COUNTRY



COUNTRY FOCUS

Analysis of the results by country

show that 94% of US companies have a formal Strategic Planning process while 28% of French companies do not.



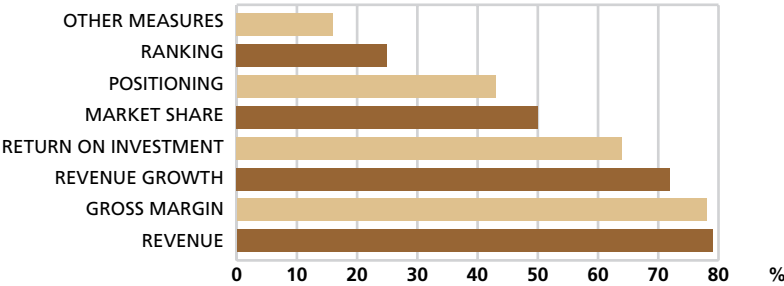
BEST PRACTICE

Measurement: internally focused and predominantly financial

Companies represented in the survey indicated that the metrics they most often use to measure progress against strategic objectives are internally focused and financial, such as 'revenue', 'gross margin', 'revenue growth' and 'return on investment'.

Other metrics that are more externally focused, such as 'ranking', 'market share' and 'qualitative positioning', are chosen much less frequently, although this is considered as best practice today.

MEASUREMENT OF STRATEGIC OBJECTIVES



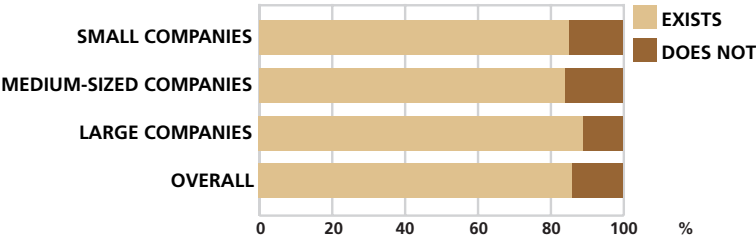
2. The Operating Plan

The Operating Plan: the process of defining the initiatives and the allocation of resources required to meet the overall corporate objectives as defined in the Strategic Planning process.

The outcome of Operational Planning is an agreement of the initiatives that will be funded by the organization and an establishment of targets that each business unit and/or functional area will be responsible for meeting.

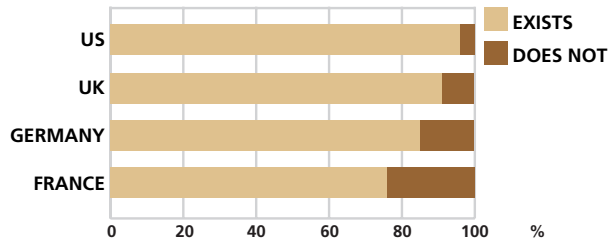
86% of companies indicate that they perform an Operational Planning process. These results are balanced across all sizes of companies, showing that even small companies see the value of evaluating investment alternatives and coordinating the allocation of resources.

EXISTENCE OF OPERATING PLAN – BY COMPANY SIZE



BEST PRACTICE

EXISTENCE OF OPERATING PLAN – BY COUNTRY



COUNTRY FOCUS

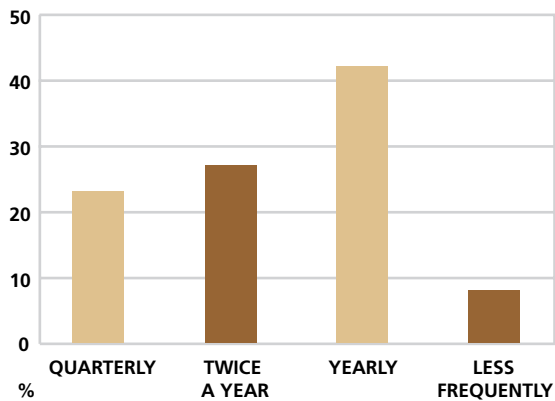
From the results by country, the data shows that 96% of US companies execute an Operational Planning process, compared with 76% of French companies.

Frequency of update is still an issue

Only 23% of respondents indicate that they update their Operating Plans on a quarterly basis, while almost half of respondents update it once a year or less.

The vast majority of companies want to update their plan more frequently.

OPERATING PLAN UPDATE FREQUENCY

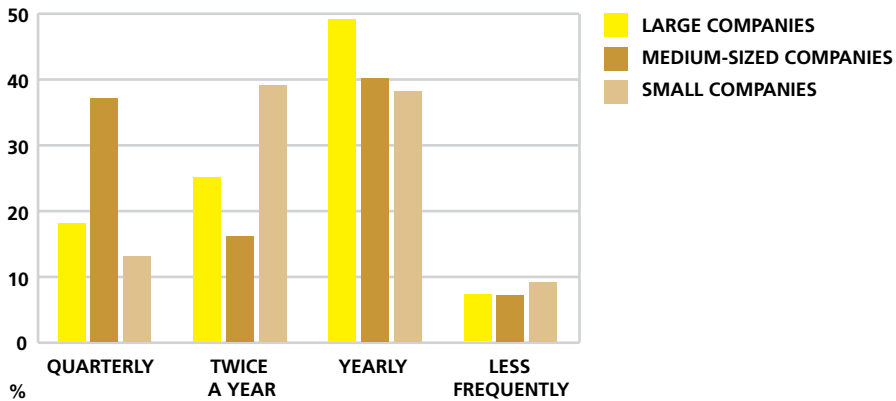


“We expect efficiency to improve once the new solution is implemented. The old system was antiquated, resulting in a process that was too long, too complex and too manual.” (USA)

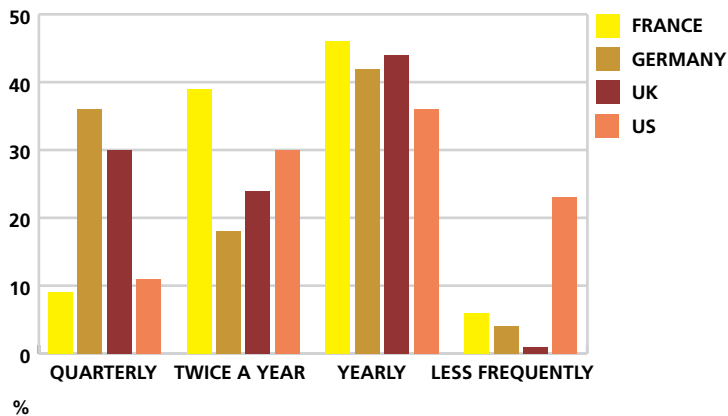
BEST PRACTICE

37% of medium-sized companies update their Operating Plans on a quarterly basis, compared with 18% for large companies.

OPERATING PLAN UPDATE FREQUENCY – BY COMPANY SIZE



OPERATING PLAN UPDATE FREQUENCY – BY COUNTRY



COUNTRY FOCUS

German companies are most likely to update their Operating Plan on a quarterly basis (35%), followed by UK companies (30%). US and French companies, on average, update it even less frequently.

BEST PRACTICE

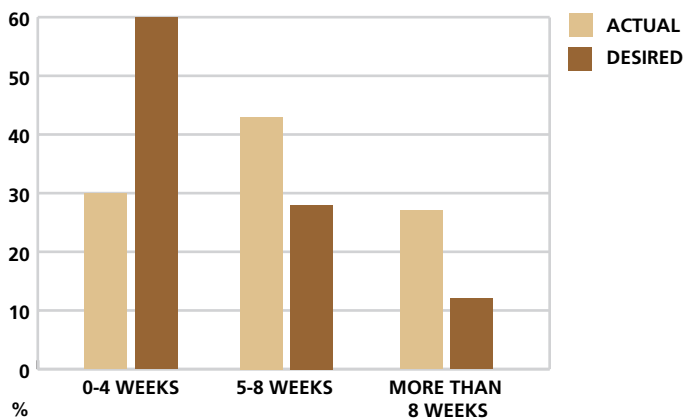
Still a lengthy process

Only 30% of companies take four weeks or less to complete their Operating Planning process, which is considered as best practice. When asked their ideal duration, the vast majority want to reduce it to four weeks or less.

Of those companies that take more than four weeks to complete an update, the average desired improvement in time is 30%, the equivalent of cutting three weeks off the process.

However, when asked at what level of detail the Operating Plan is delivered, nearly two out of three companies admit to preparing their plan at a detailed, cost center (or profit center) level. This level of detail is not generally needed to prepare an actionable Operating Plan, since targets can be established and tracked at a more summary level.

OPERATING PLAN DURATION (CYCLE TIME)



“Budgets are 80-85% accurate. The root cause of this inaccuracy is that, for forecasts, the trends of the business are well modelled but when the budget is created they start to go into minute detail. This causes the larger and more predictable trends of the business to be ignored. Budgets tend to become more subjective and ambitious, causing errors to creep in.” (USA)

BEST PRACTICE

3. The Financial Plan (The Budget)

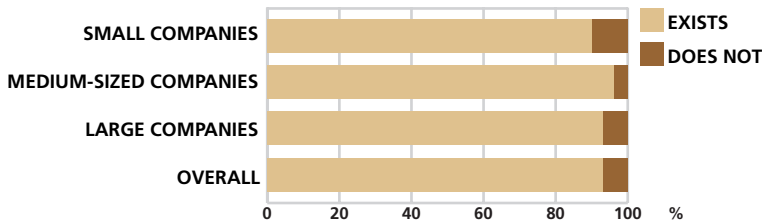
The Financial Plan: 1. The process of establishing financial budgets and targets for each business unit or functional group that meet the company's overall strategic objectives. 2. The financial representation of the initiatives and investments agreed upon during the Operating Planning process.

The Financial Plan is prepared with greater depth than other plans (and often includes detailed sales, manufacturing, operating expense, capital and headcount plans) to ensure that the assumptions used in preparing the Operating Plan and resulting targets are valid and achievable.

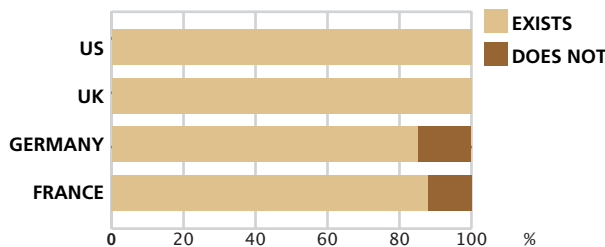
Many companies refer to the Financial Plan as the 'Budget', since one of the natural outcomes of the process is to establish strict spending guidelines to ensure accountability and fiscal responsibility.

93% of companies surveyed have a Financial Planning process, which is not a surprise, since the Budget has been a traditional process in setting financial objectives for the coming fiscal year.

EXISTENCE OF FINANCIAL PLAN – BY COMPANY SIZE



EXISTENCE OF FINANCIAL PLAN – BY COUNTRY



COUNTRY FOCUS

100% of companies in the US and the UK have a Financial Plan, but only 88% and 85% of French and German companies prepare one.

This indicates that some

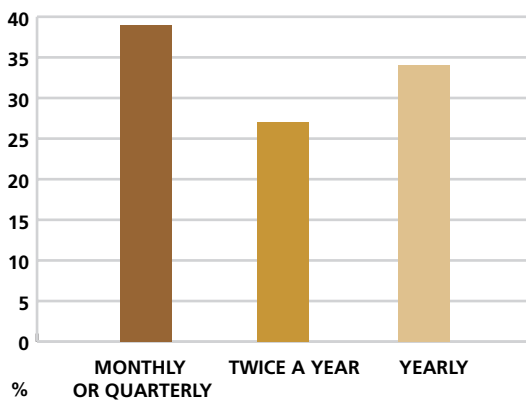
French and German companies are relying primarily on a top-down process (via the Operating Planning process) to set the goals and objectives for business units and functional groups. It also suggests that budget is being handled at department level in an uncoordinated way.

BEST PRACTICE

Almost two thirds update twice a year or less

Only 39% of respondents indicated that they update their Financial Plans on a quarterly or monthly basis. In fact, 61% of companies update their Financial Plans twice a year or less frequently.

FINANCIAL PLAN UPDATE FREQUENCY

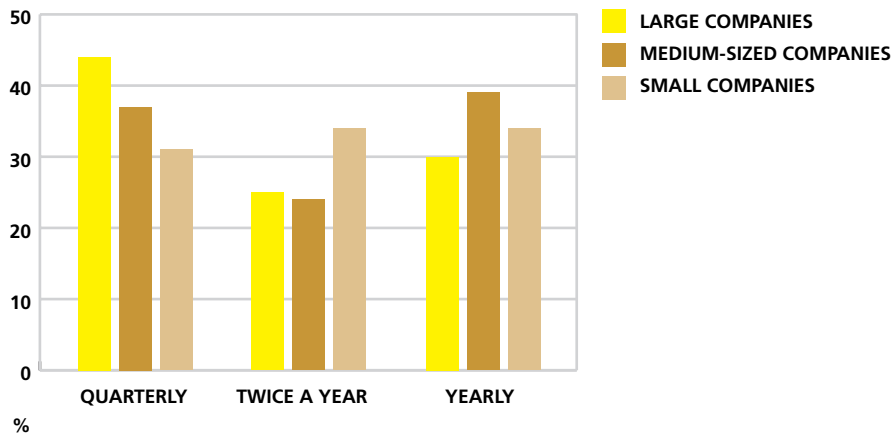


“Our company has not yet accomplished real-time, continuous forecasting and believes this may be a couple of years away. Although we have discussed it.” (USA)

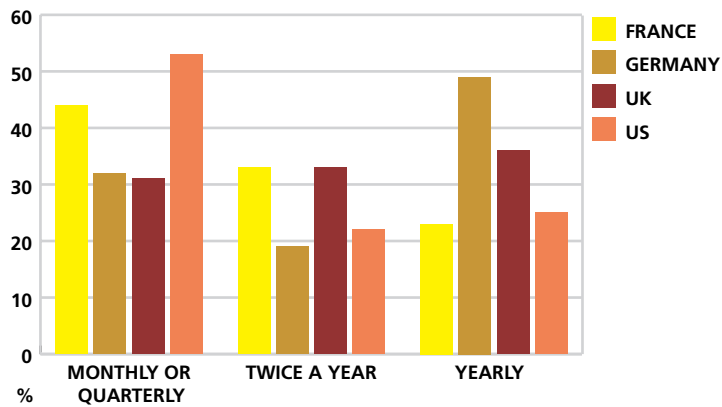
BEST PRACTICE

Large companies are more apt to keep their Financial Plans up to date. 44% update their Financial Plans on a quarterly or monthly basis, as compared with 31% for smaller companies.

FINANCIAL PLAN UPDATE FREQUENCY – BY COMPANY SIZE



FINANCIAL PLAN UPDATE FREQUENCY – BY COUNTRY



COUNTRY FOCUS

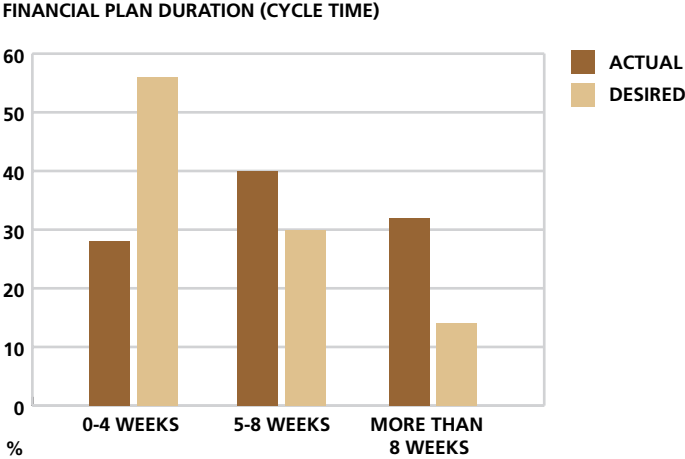
US companies are most likely to update their Financial Plan on a quarterly or monthly basis.



BEST PRACTICE

The need for speed

Building and updating a Budget can be a lengthy and painful process, caused by the burden of administration. 28% of companies take four weeks or less to complete the Financial Planning process. When asked about the desired duration, the majority wish it takes four weeks or less – far more than are able to accomplish it. Of those companies that take more than four weeks to complete the process, the average desired improvement in cycle time is 31% – the equivalent of a three-week cut.



QUALITY AND SATISFACTION

1. Forecasting – business critical but detail must be reduced

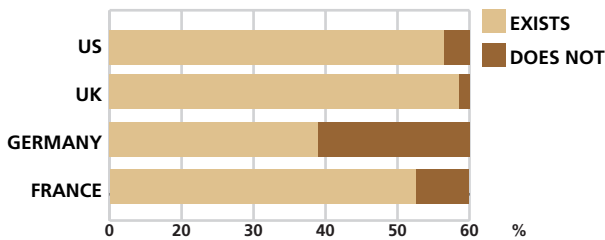
A Forecast is an essential element of the planning process, as it integrates the analysis of variances (Actual vs. Plan) and provides a valuable feedback mechanism.

While the Operating and Financial Plans involve setting goals and objectives and defining targets for business units, the Forecast is focused on updating short-term action plans based on current business conditions.

92% of companies surveyed indicate that they do have a Forecast update process. When asked about the scope of their Forecast update process, 77% of respondents say that they re-forecast the full P&L, not just the Revenue and Gross Margin components.

Survey results reveal UK companies are more likely to re-forecast their full P&L and German companies are least likely.

SCOPE OF FORECAST UPDATE – BY COUNTRY



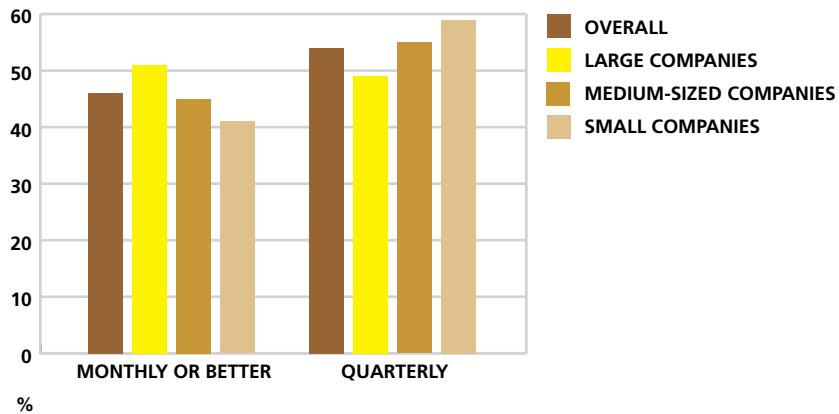
“What we should improve the most is our forecast updating process as our business is vulnerable to market changes that are not easily predicted.” (France)

QUALITY AND SATISFACTION

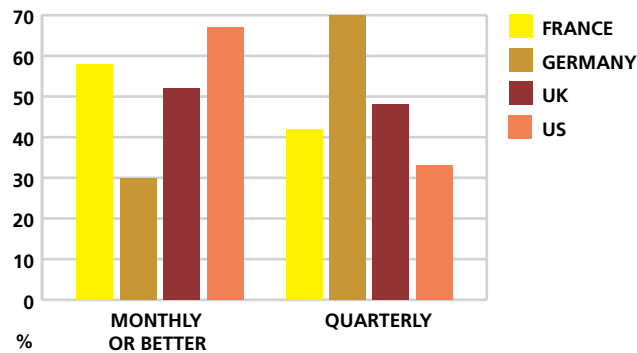
Quarterly updates are not yet standard practice

Only 46% of respondents update their Forecast monthly or more frequently. Large companies are more apt to update their Forecast more frequently than others.

FORECAST UPDATE FREQUENCY – BY COMPANY SIZE



FORECAST UPDATE FREQUENCY – BY COUNTRY



COUNTRY FOCUS

Two-thirds of US companies update their Forecast on a monthly or more frequent basis. German companies are the worst performers and do not update their Forecast frequently.

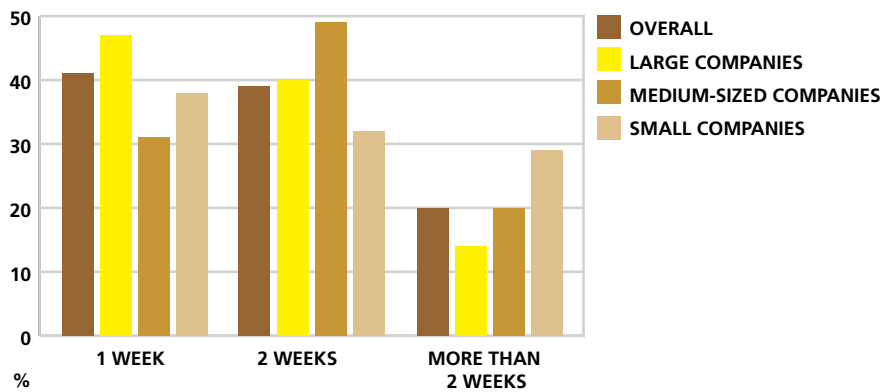
QUALITY AND SATISFACTION

Forecast update still slow for most

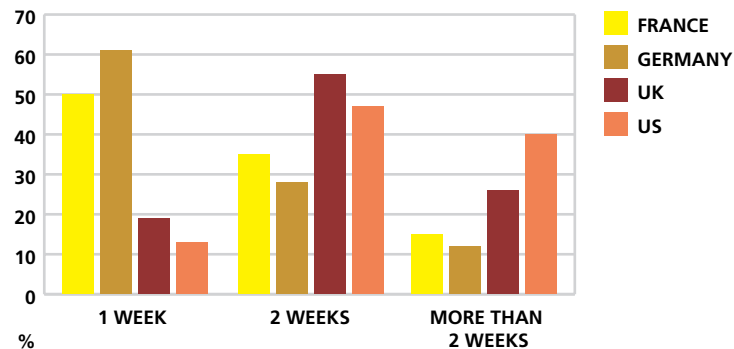
Only 41% of companies take a week or less to complete their Forecast update process while 80% take up to 2 weeks.

The companies whose Forecast update process is taking more than two weeks (20% of respondents) are in need of a review of their process. It is possible that these companies are forecasting in too much detail.

FORECAST DURATION (CYCLE TIME) – BY COMPANY SIZE



FORECAST DURATION (CYCLE TIME) – BY COUNTRY



COUNTRY FOCUS

German and French companies are most likely to update their Forecast within two weeks, while US

companies are least likely. With US companies also updating most often, this could lead to issues with the time devoted to the task.

QUALITY AND SATISFACTION

2. Accuracy – fighting for better forecasts

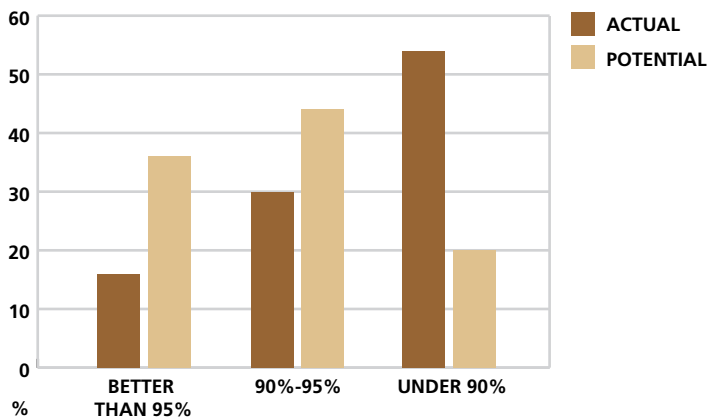
With every forecast process, there is always discussion about its accuracy.

Worryingly, when respondents were asked about the accuracy of their forecasts, 84% of respondents indicate that their forecasts are inaccurate by 5% or more, and 54% are inaccurate by 10% or more.

When asked about what should be best practice, 36% believe they could improve their forecast accuracy to more than 95% while 80% believe they could break 90%.

The gap between current and potential accuracy suggests that companies feel there is much room for improvement. This can be achieved by better and easier access to both actuals and plans comparing variances in the same place.

FORECAST ACCURACY

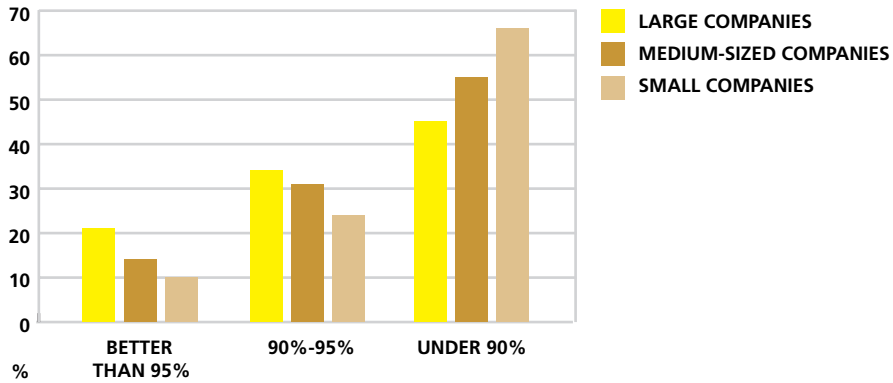


“The root cause of inaccuracy [of the forecasts] on the retail side is the fact the company does not take into account thoroughly enough what type of environment the staff work in and the resulting variability of their productivity.” (USA)

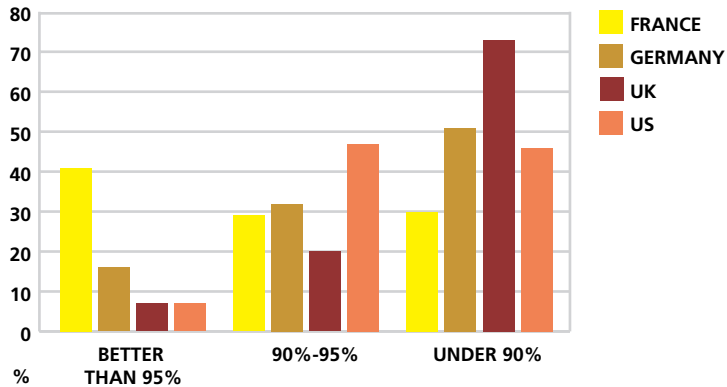
QUALITY AND SATISFACTION

Given the focus on short-term (quarterly) results and the market capitalization penalty for missing forecast targets, publicly-traded companies should be more focused on short-term accuracy. However, publicly traded companies show no better accuracy than their non-public counterparts.

FORECAST ACCURACY – BY COMPANY SIZE



FORECAST ACCURACY – BY COUNTRY



COUNTRY FOCUS

An overwhelming 41% of French companies believe their forecast update process is accurate to more than 95%. This is nearly four times the rate of other respondents.

QUALITY AND SATISFACTION

3. Satisfaction – companies still falling short

In the survey, several questions measured relative satisfaction with various elements of the overall planning process.

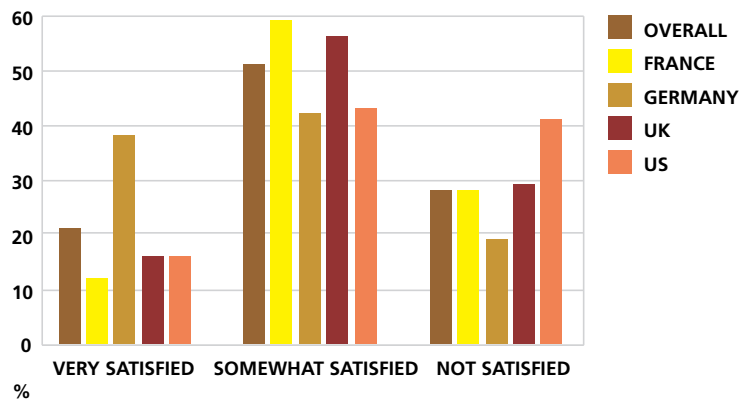
“I estimate the percentage of total cost in the planning process that is wasted to be around 60% due to the training requirements and the politics of the process. Much of this is attributed to people not understanding 'what the other guy is talking about'.” (USA)

Response to change

The ability for companies’ planning processes to respond to changes in business condition is important in preventing any Plan from becoming obsolete. The more responsive a company’s process, the greater its ability to make better resource allocation decisions and the more likely the company will achieve its strategic objectives.

Only 21% of companies in the survey state that they are ‘very satisfied’ with the ability of their overall planning process to be responsive to changes in business conditions, and 28% are ‘not satisfied’.

RESPONSIVENESS TO CHANGE – BY COUNTRY



COUNTRY FOCUS

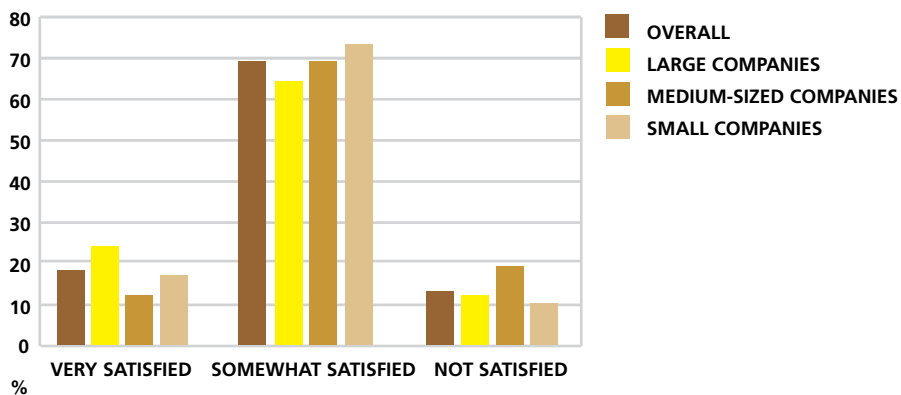
German companies, on the whole, are satisfied while US companies are not.

QUALITY AND SATISFACTION

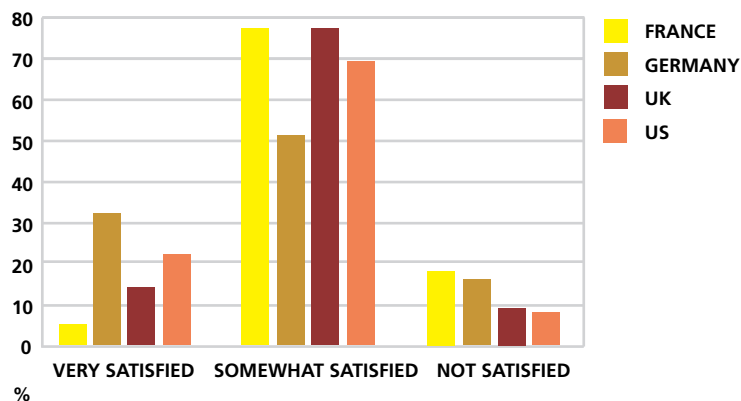
Visibility into assumptions

Just 18% of companies are 'very satisfied' with the visibility they have into their Plan's details and assumptions. This is a problem – visibility gives the capacity to make sure that operational plans are in line with strategic objectives through an accurate bottom-up validation.

VISIBILITY – BY COMPANY SIZE



VISIBILITY – BY COUNTRY



COUNTRY FOCUS

Only German companies are satisfied with the visibility they had into the details and assumptions of their plan. French companies are least satisfied.

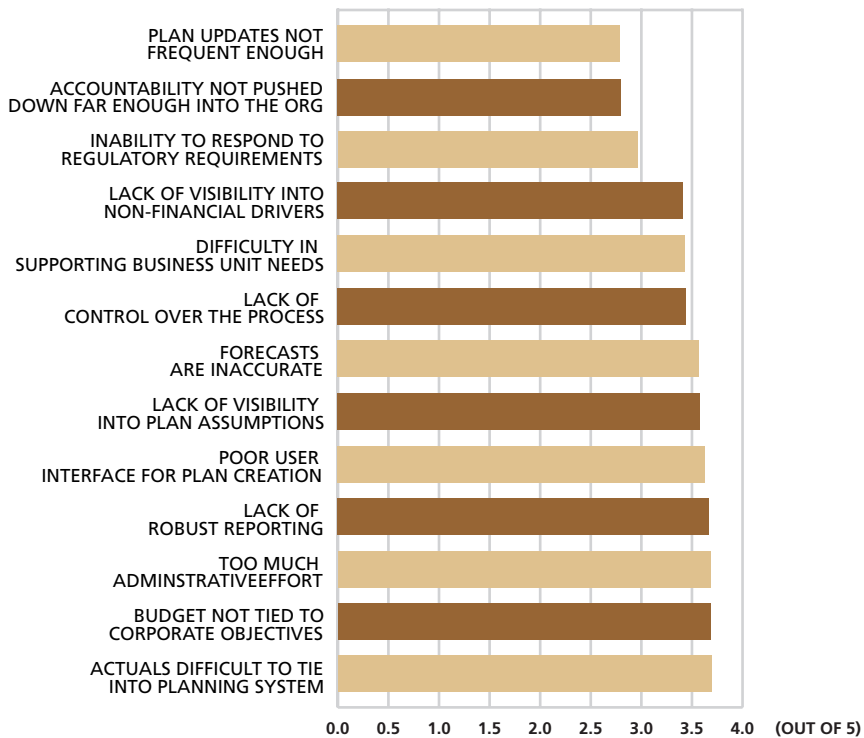
FUTURE GOALS

Bridging The Data Gap

The most important objective that companies want to focus on in the future is to improve the ability to incorporate consolidated actual data into planning and forecasting. This can be linked to them being challenged by their forecast accuracy and forward-looking capacity.

“Each business unit carries out its own planning process which has to be consolidated afterwards at the company level.” (Germany)

OBJECTIVES OF THE PLANNING PROCESS (1 = NOT IMPORTANT, 5 = VERY IMPORTANT)



FUTURE GOALS

Interesting differences are revealed in the responses between companies of different sizes. The importance of improving the ability to integrate actual data with the planning systems is a view shared only by large and medium-sized companies.

FUTURE PLANNING GOALS – BY COMPANY SIZE

	OVERALL COMPANIES	LARGE COMPANIES	MEDIUM-SIZED COMPANIES	SMALL COMPANIES
	RANK	RANK	RANK	RANK
ACTUALS DIFFICULT TO TIE INTO PLANNING SYSTEM	1	1	1	7
BUDGET NOT TIED TO CORPORATE OBJECTIVES	2	4	3	2
TOO MUCH ADMINISTRATIVE EFFORT	3	2	2	4
LACK OF ROBUST REPORTING	4	3	8	1
POOR USER INTERFACE FOR PLAN CREATION	5	5	5	3
LACK OF VISIBILITY INTO PLAN ASSUMPTIONS	6	7	4	5
FORECASTS ARE INACCURATE	7	6	7	6
LACK OF CONTROL OVER THE PROCESS	8	9	9	8
DIFFICULTY IN SUPPORTING BUSINESS UNIT NEEDS	9	10	6	9
LACK OF VISIBILITY INTO NON-FINANCIAL DRIVERS	10	8	10	10
INABILITY TO RESPOND TO REGULATORY REQUIREMENTS	11	11	11	11
ACCOUNTABILITY NOT PUSHED DOWN FAR ENOUGH INTO THE ORG	12	12	13	13
PLAN UPDATES NOT FREQUENT ENOUGH	13	13	12	12

FUTURE PLANNING GOALS – BY COUNTRY

	FRANCE	GERMANY	UK	US
	RANK	RANK	RANK	RANK
ACTUALS DIFFICULT TO TIE INTO PLANNING SYSTEM	7	2	6	5
BUDGET NOT TIED TO CORPORATE OBJECTIVES	6	1	7	10
TOO MUCH ADMINISTRATIVE EFFORT	5	4	4	1
LACK OF ROBUST REPORTING	1	7	2	2
POOR USER INTERFACE FOR PLAN CREATION	8	3	9	6
LACK OF VISIBILITY INTO PLAN ASSUMPTIONS	4	6	8	8
FORECASTS ARE INACCURATE	2	8	5	4
LACK OF CONTROL OVER THE PROCESS	3	11	1	7
DIFFICULTY IN SUPPORTING BUSINESS UNIT NEEDS	10	5	10	9
LACK OF VISIBILITY INTO NON-FINANCIAL DRIVERS	9	9	3	3
INABILITY TO RESPOND TO REGULATORY REQUIREMENTS	11	10	11	13
ACCOUNTABILITY NOT PUSHED DOWN FAR ENOUGH INTO THE ORG	12	12	13	12
PLAN UPDATES NOT FREQUENT ENOUGH	13	13	12	11

COUNTRY FOCUS

When observing companies' priorities for the different countries in the survey, there is a wide range of response. French companies place a significant value on improving the accuracy of their forecasts. German companies are more focused on providing a planning environment and a system to address the disparate needs of the business units. UK companies view improving overall control over the planning process as the most important issue. US companies are most focused on improving their administrative burden in the planning process.



CONCLUSION

An ongoing struggle

As companies continue to struggle with bringing their strategic objectives in line with day-to-day operational decisions, enterprise planning has become a business-critical tool that sits at the heart of corporate success.

But the results of the Global Planning Survey clearly show that there is still a chasm between strategy and the execution of management tactics. Although many companies are looking at planning as fundamental to the success of the business, there is still dissatisfaction in the time taken and results gained.

One major issue revealed by the results is the tendency for organizations to over-complicate the planning process with practices that delve too deeply into the details. Companies are getting bogged down in the technicalities of each individual plan, taking analysis and control to a granular level that examines the financials of specific business units. This detracts time-sensitive resources from more strategic endeavors.

In addition, results show that measurement of progress against strategic objectives is too often financially focused and concentrated internally. Best practice measurement should reflect market share and qualitative positioning of a company in its sector, not margins and revenue as the majority of respondents suggest.

The fight against time

The overwhelming proportion of respondents are unhappy with the time it takes to update plans and with the overall accuracy of forecasts. For Operating Plans and Financial Plans, companies are well behind their own targets in how often they would like to be updating them. In fact, speed is still an issue across the board for organizations committed to the planning process.

While over 90% of companies have a Financial Plan, there is still some lag in how often they are updated. These results suggest a need for more automation in the process to streamline modelling and ensure a smoother update that is in line with corporate strategy. After all, if planning starts to cause problems, instead of solve them, it begins to defeat its purpose.

A key issue for businesses in the future success of a planning strategy is the improvement of the consolidation of actuals into the plan, and the visibility of specific plans' details and assumptions. Again, these results point to a need for a more strategically aligned 'planning and performance' approach.



CONCLUSION

Planning for the future

There is still distance between corporate strategy and operational control, and this is having a knock-on effect on the satisfaction of those who continue to fight to perfect the planning process. In fact, less than a quarter of survey respondents admitted to being 'very satisfied' with the control they have over the overall planning process. This current level of dissatisfaction jeopardizes the overall effectiveness of the process itself.

The combination of a need for consolidated actuals, better visibility of assumptions and quicker, more accurate forecasting suggests that businesses need procedures to make the most of the potential that lies within the planning process.

The corporate world still seems to be crying out for the processes to ensure planning works to bring business operation into line with the overall business strategy. Because when operations and strategy fight for first place, it is the business that loses out.

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