

# MODERNIZED PLANNING & EXECUTION IMPROVES CASH FLOW

India's leading alcohol and beverages company with an outstanding portfolio of premium brands..

## Business Challenges

- **Haphazard planning** and execution process
- **Lack of scenario analysis** capabilities impacted decision-making
- **Limited control procedures** and complex process flows
- **High processing times** of average 15 days

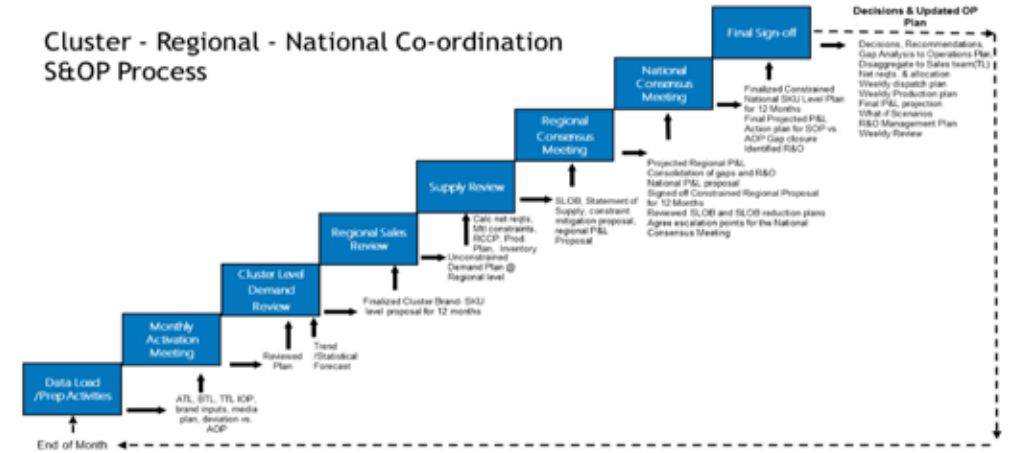


## S&OP, Demand, Supply, Inventory, Replenishment Planning

- **S&OP process enablement** for India operations
- **Business plan alignment between the business units**
- **Gap and root cause analysis** between forecast, actuals, AOP and operations plan
- **Decision making enablement** at Cluster, Regional & Country level
- **Operations plan enablement** with organization wide consensus
- **P&L projection enablement**
- **Risks & opportunities (R&O) analysis and innovation/renovation targets**



## Cluster - Regional - National Co-ordination S&OP Process



## Benefits

- **Streamlined planning and execution** process across India.
- **6% improvement in cash flow** with scenario analysis helped
- **Better and more effective control procedures** and process flows within the planning environment.
- **73% reduction in lead time** (from 15 days to 4 days) as a result of streamlined activities within the group

