

## An Integrated Solution

Performance Management at Boehringer Ingelheim

Cognos Forum Asia Pacific

August 2009



# Cognos Performance Management at Boehringer Ingelheim Australia & New Zealand

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## Introduction

- Boehringer Australia & New Zealand
- Our IS Journey (Where we were, Strategy, Where we are now)

## Introducing Cognos Reports & Dashboards developed at BI ANZ

- Dashboards
- Standard Reporting

## Introducing Cognos Planning & Models developed at BI ANZ

## Lessons Learned

## Live Demo

## Question and Answers

## About Boehringer Ingelheim

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### Corporate

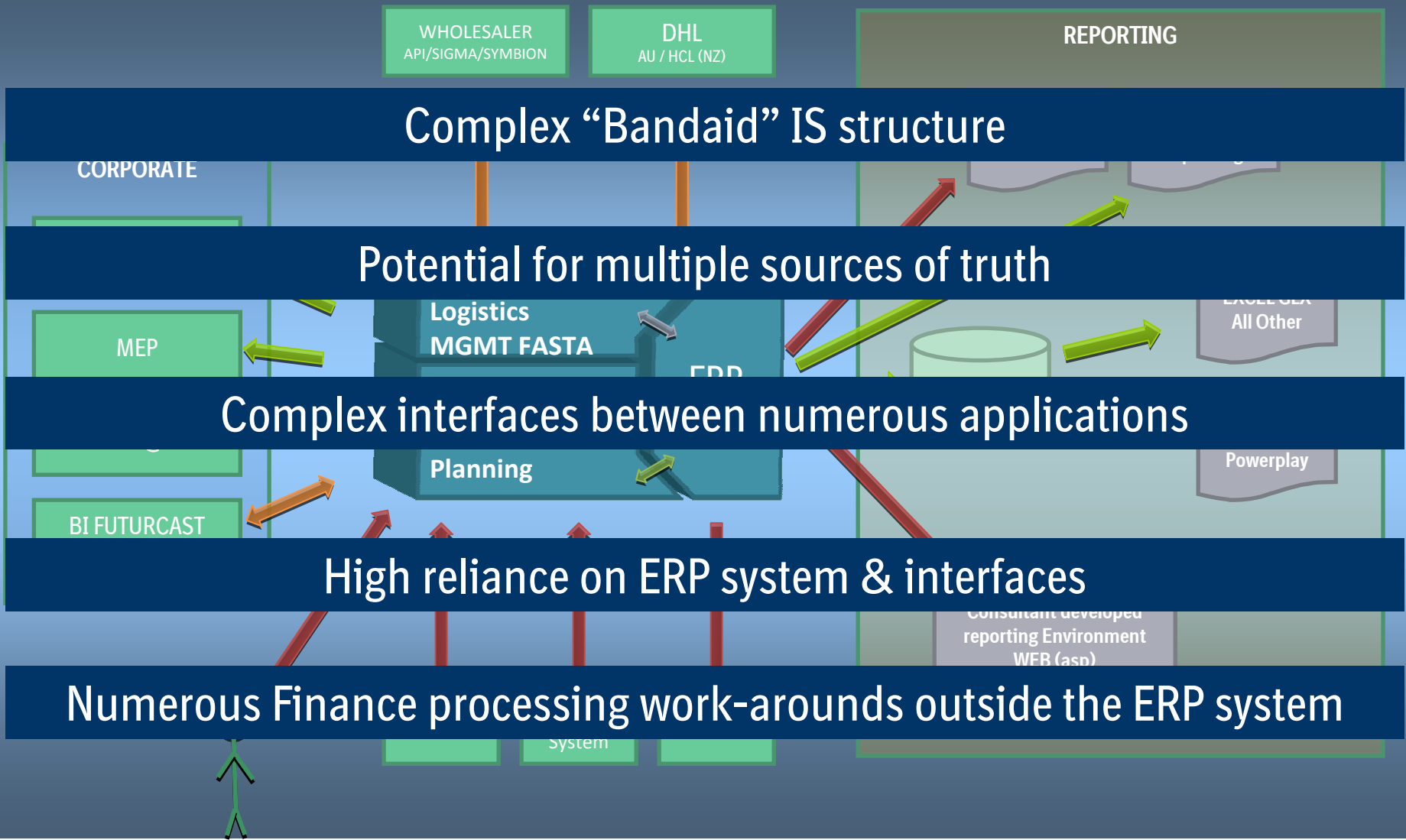
- Focus on Human Pharmaceuticals and Animal Health
- Founded 1885 in Ingelheim, Germany
- Products marketed in some 150 countries
- 39,800 employees
- Net sales EUR 10,952 million
- No. 15 worldwide in terms of sales
- Family-owned global corporation

### Boehringer Ingelheim Pty Ltd (ANZ)

- 350 employees
- 2 Countries
  - 3 Divisions each (PM, CHC, AH) + 1 Chemical Production
  - Shared Services (Management) across the 2 countries
  - Clinical Trials



# Systems Architecture – Where we were



Complex “Bandaid” IS structure

Potential for multiple sources of truth

Complex interfaces between numerous applications

High reliance on ERP system & interfaces

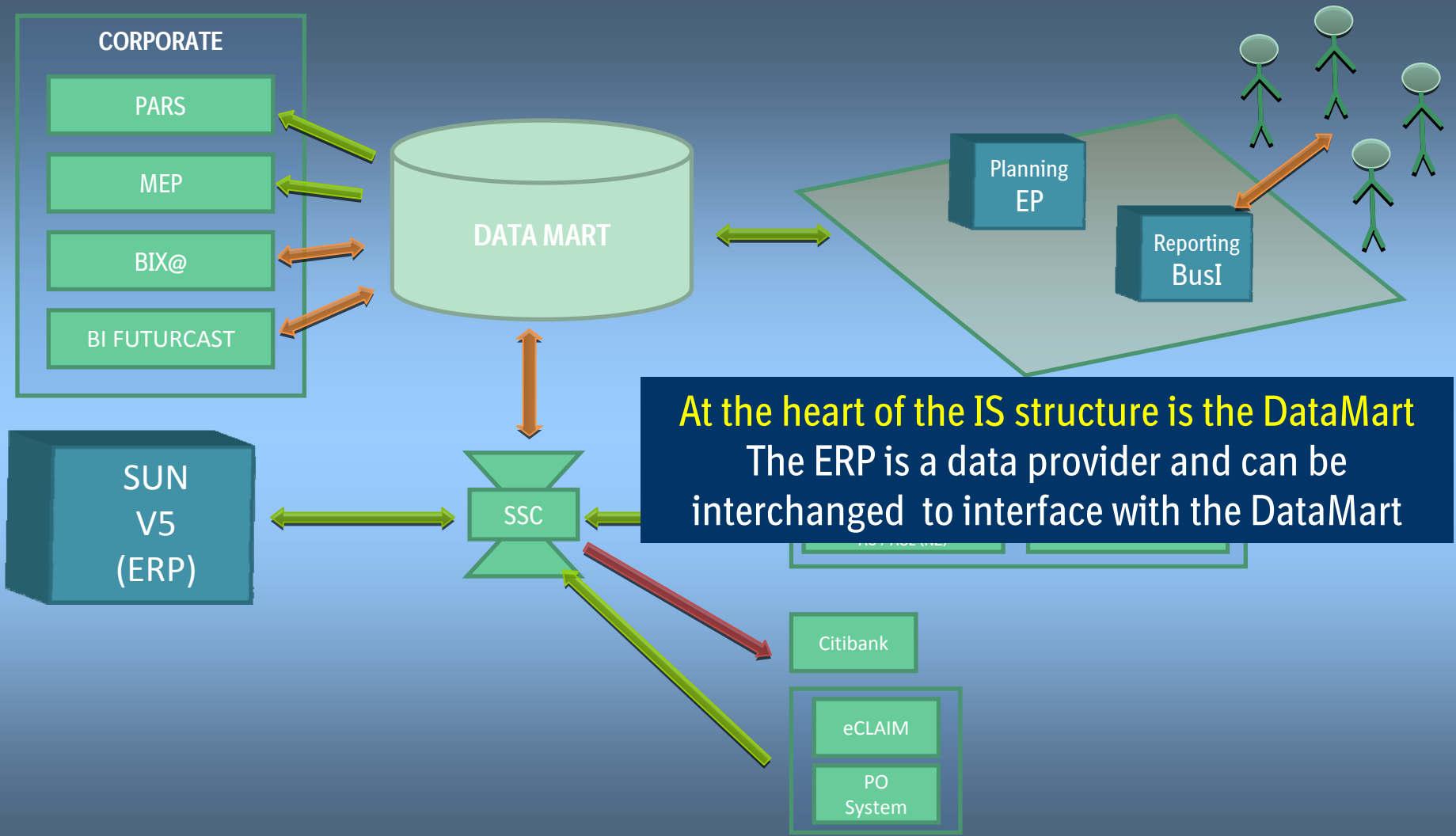
Numerous Finance processing work-arounds outside the ERP system

## **Project background and ANZ IS Strategy**

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- **Decouple SUN (ERP) from FASTA**
- **Upgrade ERP SUN v4 to v5**
- **Consolidate Data Sources & Re-engineer Interfaces (DataMart)**
- **Business Process Improvements and Automation**
- **Develop & Implement new Reporting & Planning Platform (Cognos)**

# Systems Architecture – Where we are now

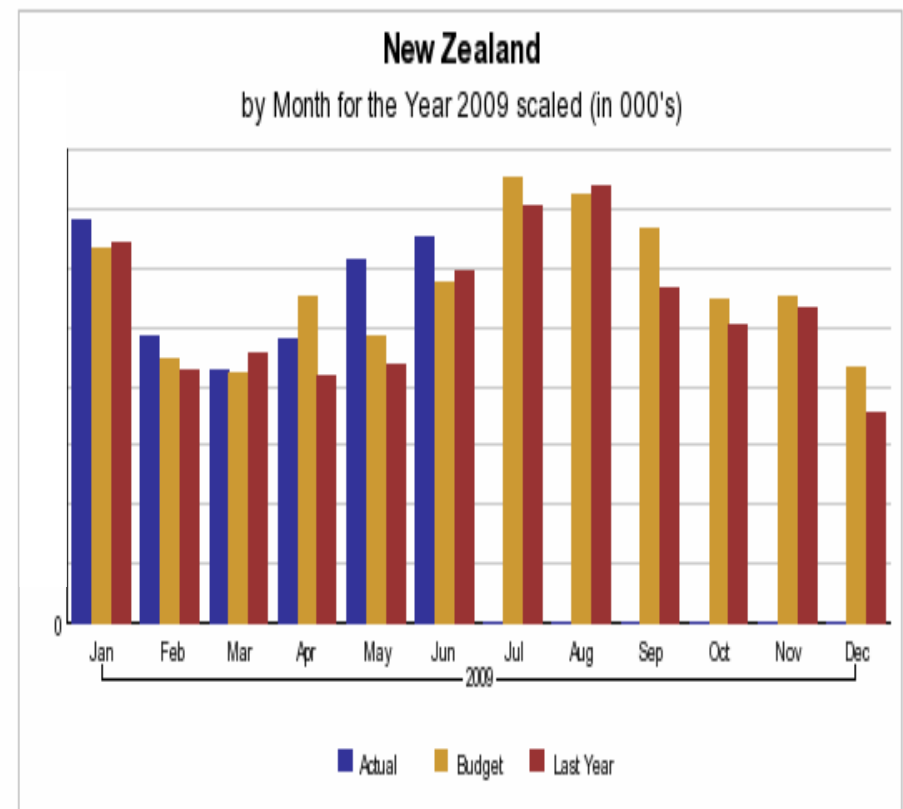
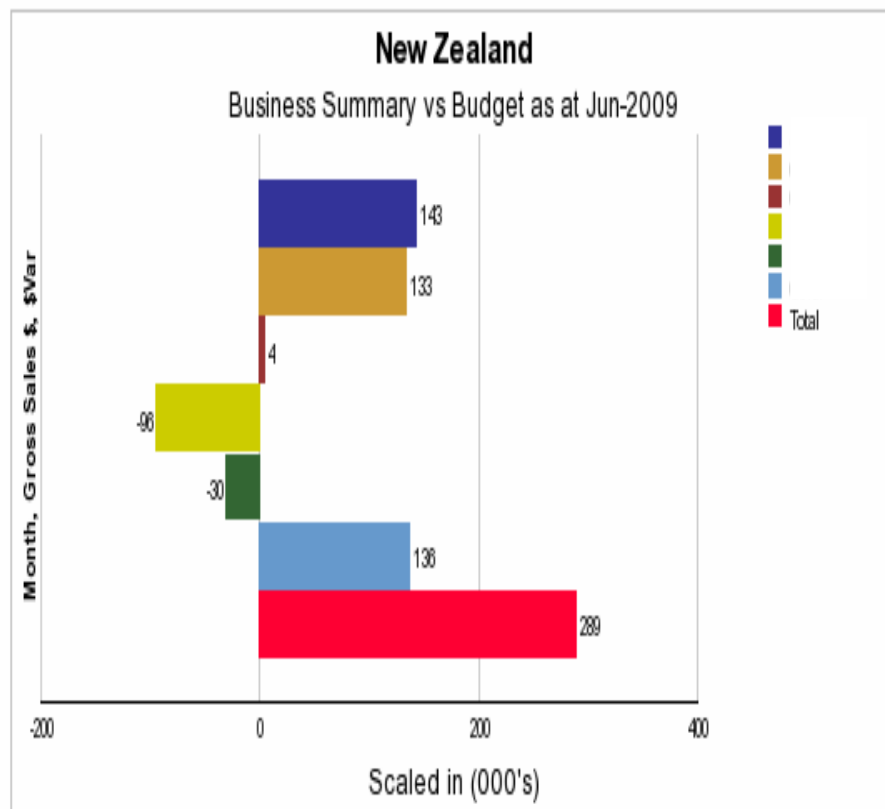


# Dashboards and Reporting at Boehringer Ingelheim ANZ

Sales Analysis Dashboard



Division Code  \* 2009  \* Jun-2009   
 \* Gross Sales \$  \* Budget  \* Business Summary  \* Month



# Dashboards and Reporting at Boehringer Ingelheim ANZ

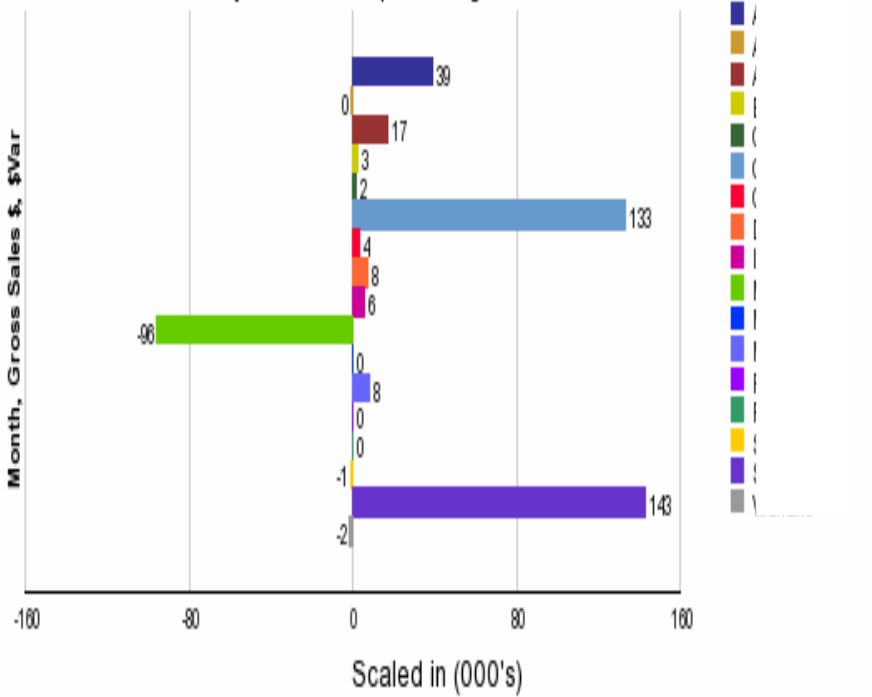
Sales Analysis Dashboard



PRESCRIPTION MEDICINE \* 2009 \* Jun-2009 \*  
 \* Gross Sales \$ \* Budget \* By Product Group \* Month \*

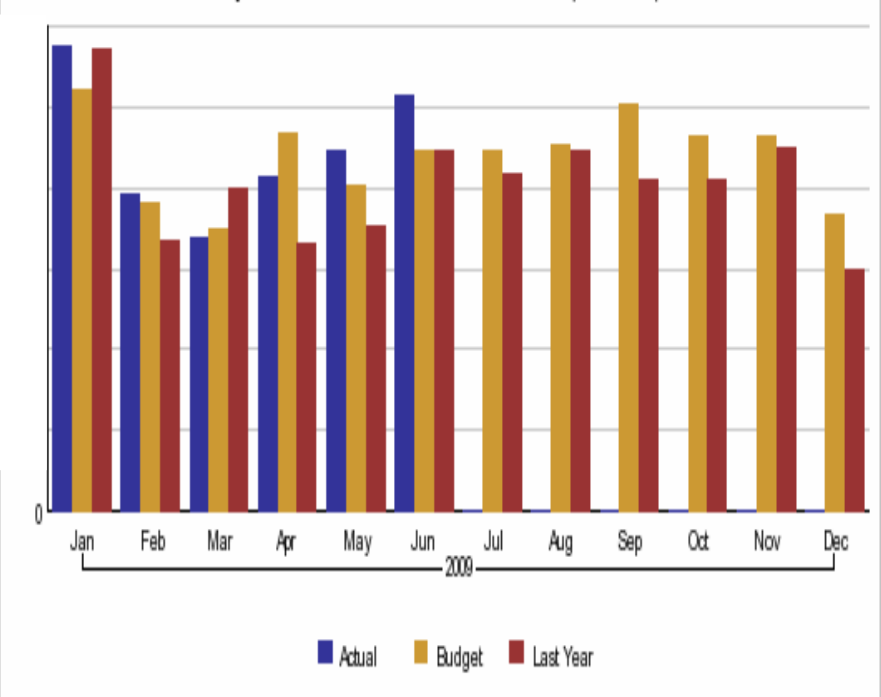
## PRESCRIPTION MEDICINE

By Product Group vs Budget as at Jun-2009



## PRESCRIPTION MEDICINE

by Month for the Year 2009 scaled (in 000's)





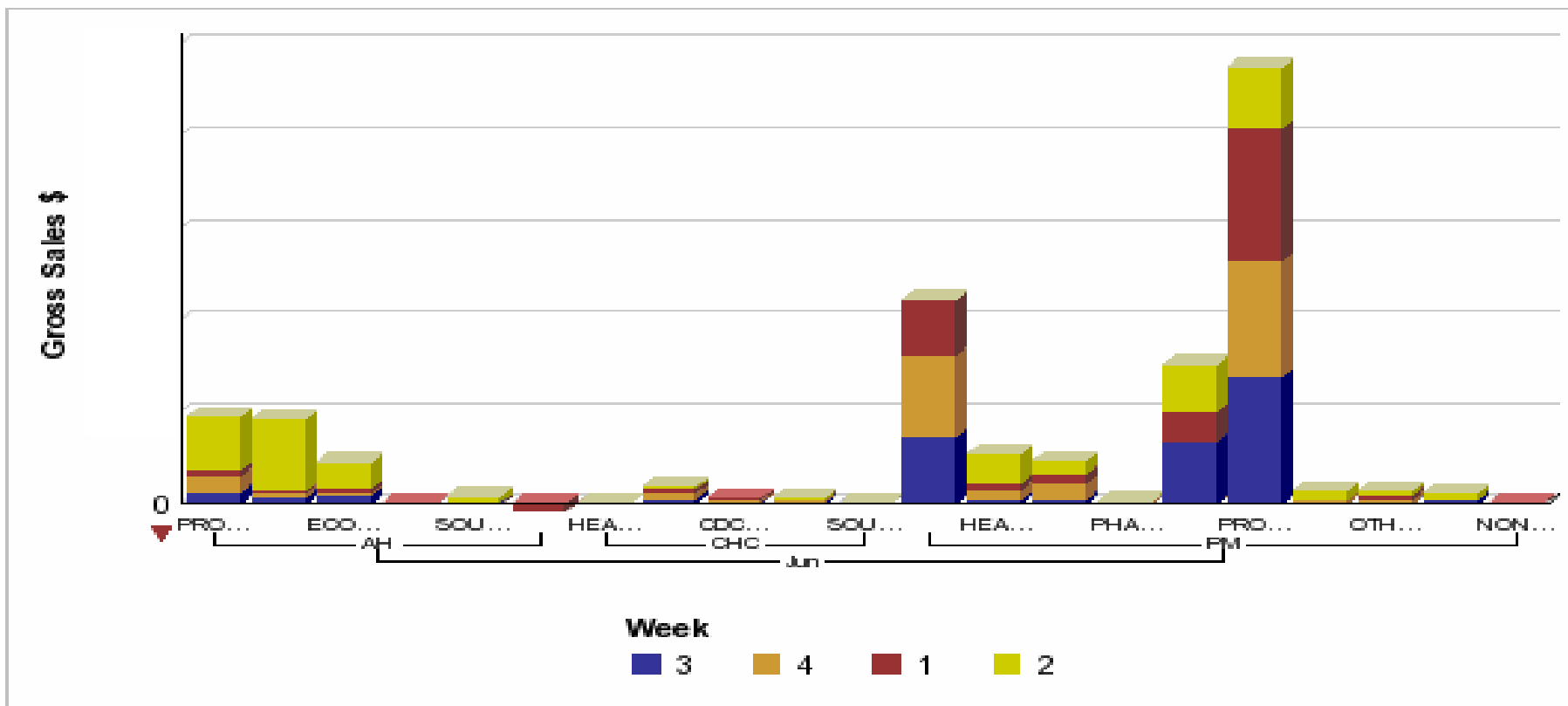
# Dashboards and Reporting at Boehringer Ingelheim ANZ

## Current Month Sales Orders Dashboard

### Gross Sales \$ for New Zealand by Week as at Jun-2009

Division  Customer Category

\* 2009  Jun







# Dashboards and Reporting at Boehringer Ingelheim ANZ

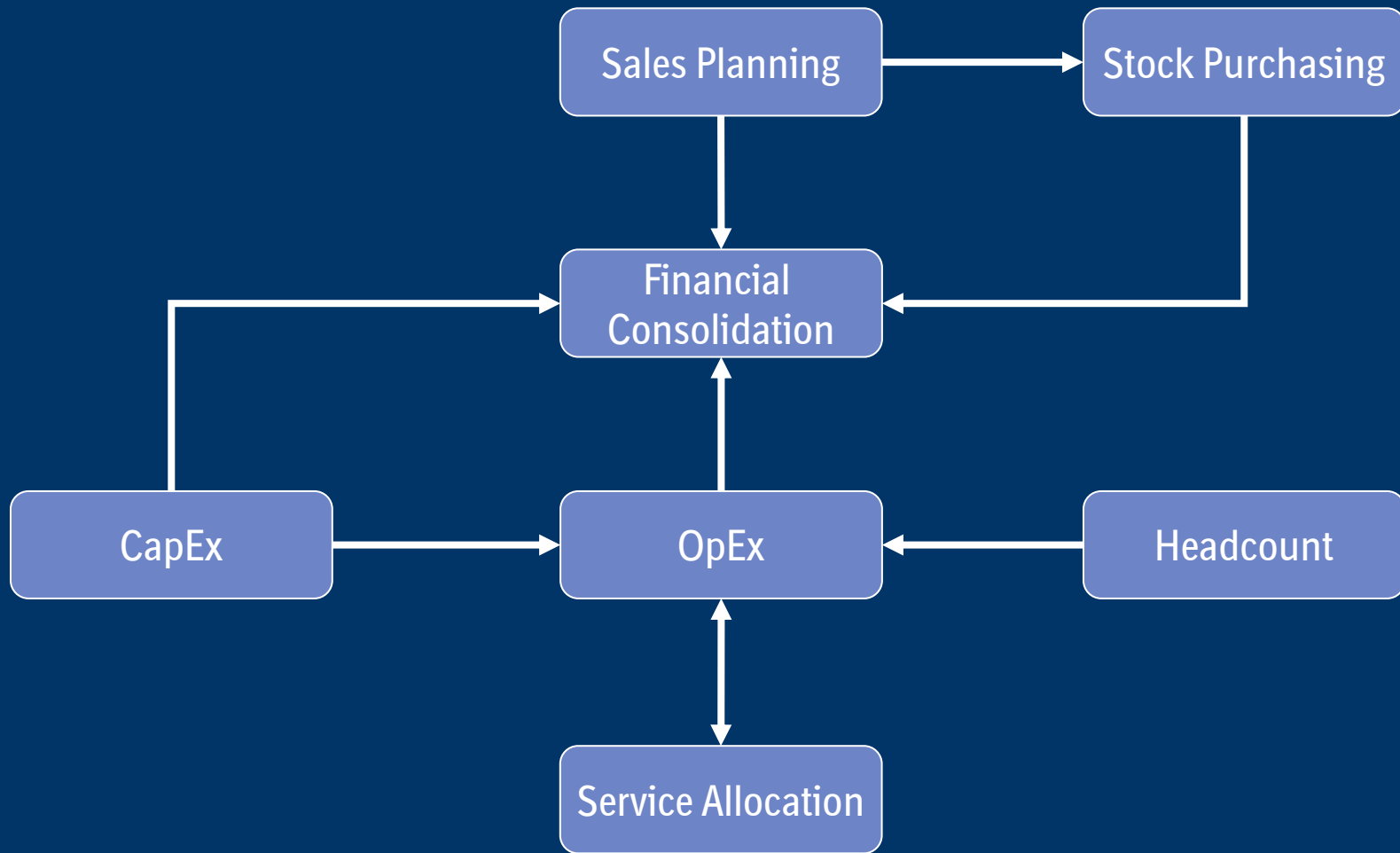


## Sales Standard Report

CONSUMER HEALTHCARE \* 2009 \* Jun-2009 \* Gross Sales \$ \* Budget \* By Prod Group & Product

Product Group and Product		Jun-2009						Year to Date					
		Actual	Budget	\$Var	%Var	Last Year	LY %Var	Actual	Budget	\$ Var	% Var	Last Year	LY %Var
Bi	B	2,209	2,010	199	9.9%	2,807	-15.3%	3,940	9,104	-5,164	-56.7%	7,970	-50.8%
	B	18,985	8,271	8,894	105.1%	18,400	-7.8%	48,852	44,894	4,158	9.3%	51,511	-5.2%
	B	6,481	7,986	-1,505	-18.8%	8,382	-22.7%	28,987	35,442	-6,455	-18.2%	34,175	-15.2%
	B	<b>25,655</b>	<b>18,267</b>	<b>7,388</b>	<b>40.4%</b>	<b>29,389</b>	<b>-12.7%</b>	<b>81,779</b>	<b>89,240</b>	<b>-7,460</b>	<b>-8.4%</b>	<b>93,656</b>	<b>-12.7%</b>
Di	C	9,932	7,905	2,027	25.6%	8,374	18.6%	54,803	51,306	3,497	6.8%	53,886	1.7%
	C	22,163	16,911	5,252	31.1%	19,890	11.4%	114,572	111,424	3,148	2.8%	109,240	4.9%
	C	6,236	6,132	104	1.7%	7,984	-21.9%	41,472	37,316	4,156	11.1%	41,124	0.8%
	C	1,800	1,197	603	50.4%	1,623	10.9%	7,820	6,717	903	13.4%	7,893	-3.5%
	D	<b>40,131</b>	<b>32,145</b>	<b>7,986</b>	<b>24.8%</b>	<b>37,871</b>	<b>6.0%</b>	<b>218,467</b>	<b>206,764</b>	<b>11,704</b>	<b>5.7%</b>	<b>212,123</b>	<b>3.0%</b>
<b>Grand Total</b>		<b>65,786</b>	<b>50,412</b>	<b>15,374</b>	<b>30.5%</b>	<b>67,260</b>	<b>-2.2%</b>	<b>300,246</b>	<b>296,003</b>	<b>4,243</b>	<b>1.4%</b>	<b>305,778</b>	<b>-1.8%</b>

# Cognos Planning at Boehringer Ingelheim ANZ



## **Project Overview (Cognos implementation)**

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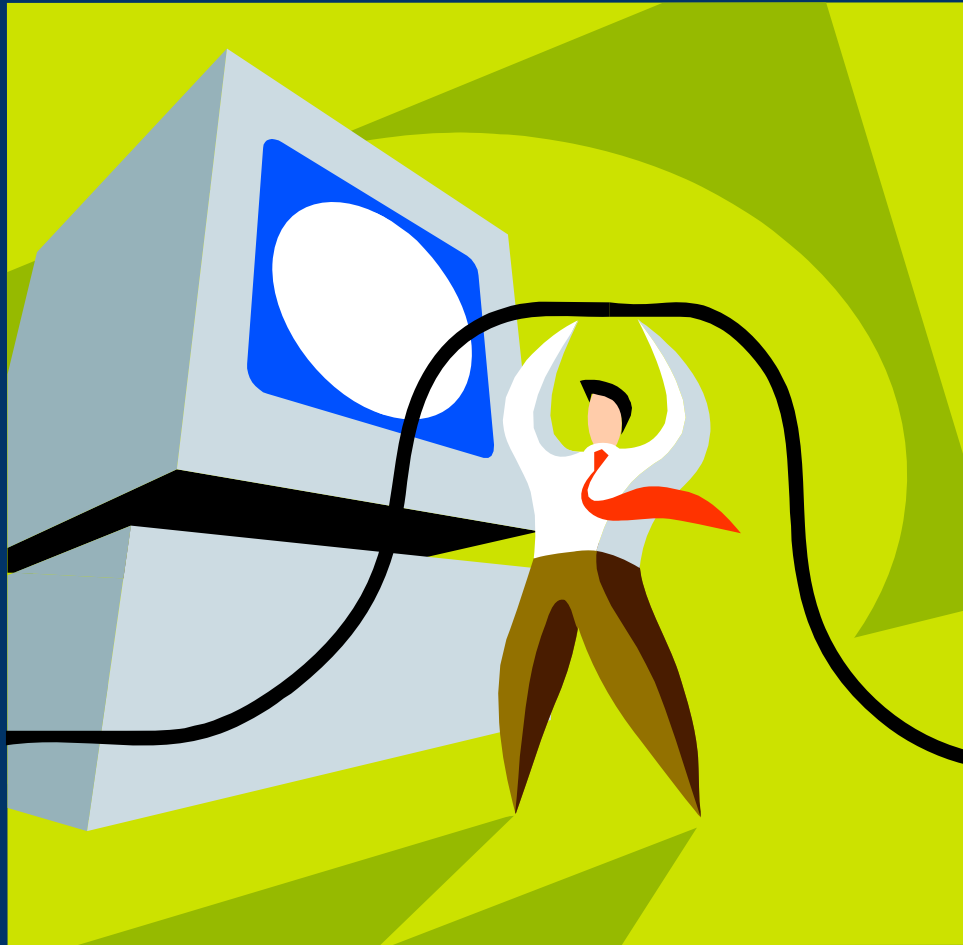
- **What is the version of Cognos used for this application?**
- **How much did we spend to develop the application?**
- **How long?**
- **How many consultants/resources involved in development? Both internal and external.**
- **Data sources for Cognos?**
- **How many days of training are spent to train the users?**

## Key Lessons Learned

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- Project Management - dedicated resource
- Resource Planning – Key Activities
- Set Realistic Timelines and consider Sub-Projects
- Consultant Knowledge vs In-House Skills and impact on timelines
- Identify & secure the right skill sets.
- Allow sufficient time for technical issues
- Virtual Environments vs Physical Server Environments
- Don't Develop while in Planning Cycle
- Data Validation within DataMart (complying to Business Rules)

## Live Demo



# Demo



Thank You!

Any Questions?



# Supplementary Information to Live Demo

# Introducing Cognos Planning

- Automates and simplifies the entire planning process (no excel)
- Introduces a true workflow
- Gives a real-time view of plan status, consolidation or aggregation
- Built to support the BI business process & structure

Contributor Rankin,Jason BI-AU-N Log off Launch ?

**Reviews**

- BI AU
  - 4001 - ANIMAL HEALTH
    - 1001 - PRESCRIPTION MEDICINE
      - 102
        - 108
        - 110
        - 112
        - 118
        - 120
        - 136
        - 141
        - 150
        - 152
        - 155
        - 157
        - 159
        - 164
        - 174
        - 176
        - 187
        - 121
        - 167
        - 199
- 2001 - CONSUMER HEALTHCARE
- BI NZ
  - 4001 - ANIMAL HEALTH
    - 0070 - Klocke Pharma DT
    - 0000 - No Defined Supplier
    - 0001 - BI Australia

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">102 - Actilyse</a>	Incomplete	<a href="#">Email All</a>		5:09:50 PM - Wednesday, 1 October 2008

Which is made up of:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">102 - Actilyse (All)</a>		<a href="#">Email All</a>		
<a href="#">10210 - Actilyse Injection 10mg</a>	Work In Progress	<a href="#">Mcdonald,Jo BI-AU-N</a>		5:09:50 PM - Wednesday, 1 October 2008
<a href="#">10220 - Actilyse Injection 50mg</a>	Not Started	<a href="#">Mcdonald,Jo BI-AU-N</a>		5:09:43 PM - Wednesday, 1 October 2008
<a href="#">10205 - Actilyse Injection 2mg</a>	Not Started	None		5:09:43 PM - Wednesday, 1 October 2008

**Workflow information for 102 - Actilyse:**

Current state: Incomplete.  
Some items that make up this e.List item are not started. [More...](#)

Time of last state change: 10:51:27 AM - Friday, 19 September 2008

User who last changed state: [Mcdonald,Jo BI-AU-N](#)

Viewed: no  
Reviewed: no  
Document Attached: no  
Size limit: 1 MBs

## Cognos Planning at BI ANZ

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The following planning models were developed for BI ANZ:

- Sales Planning (utilised for March Forecast 2009)
- OPEX Planning (utilised for March Forecast 2009)
- Headcount Planning (utilised for July Forecast 2009)
- Shared Service Allocations (utilised for March Forecast 2009)
- CAPEX Planning (utilised for March Forecast 2009)
- Financial Consolidation (Cashflow & Balance Sheet – to be implemented and utilised for July Forecast 2009)
- Net Requirement Planning (Stock Purchasing – implemented and utilised since October 2008)

# Sales Planning

- Objective:** Develop a sales planning model for two countries (4 divisions), together with providing real time analysis.
- Concept:** Utilise “Base” + “Adjustments” functionality to provide flexibility and analysis. Functionality applied to Sales, Samples, Bonus Units; Pricing and Discount %  
Base selection of either latest BIFuturcast or Last Forecast (eg the Last Forecast for Expectation (July) 2009 is Preview (March) 2009). Default can be set for each Division, and each product can be changed manually, subject to discussion with Business Unit Manager.
- Model:** 4 Tabs  
Forecast Summary - Product summary analysis (growths,etc) & base selection  
Sales Forecast - Forecast by Forecast Year and Month for Units, Gross Sales, Discounts, Net Sales and Local Cost of Goods  
Samples Forecast - Forecast by Forecast Year and Month for Units and Local Cost of Goods  
Destroyed Forecast - Forecast by Forecast Year and Month for Units and Local Cost of Goods
- Benefits:** Quick and easy data review and data entry (flexible views to suit many users)  
Real time analysis - product sales growths (incl Price & Volume), unit phasings comparisons  
Work-Flow - Submit by product Managers and Review by Business Unit Managers & Business Controllers

# Sales Planning

Contributor Rankin, Jason BI-AU-N [Log off](#) [Home](#) [Launch](#) [?](#)

**Reviews**

- [-] BI AUSTRALIA
  - [-] 1001 - PRESCRIPTION MEDICINE
  - [-] 2001 - CONSUMER HEALTHCARE
    - [-] 212 - Atrovent Nasal
    - [-] 214 - Bisolvon
    - [-] 218 - Buscopan CHC
    - [-] 224 - Dulcolax
    - [-] 230 - Finalgon
    - [-] 278 - Spraytish
      - [-] 27810 - Spraytish Menthol 120 Metered Dose Pump 10mL
      - [-] 27820 - Spraytish 180 Metered Dose Pump 15mL
    - [-] 207 - Antistax
  - [-] 3231 - DUBOISIA FARMS
  - [-] 3341 - DUBOISIA FARMS
  - [-] 4001 - ANIMAL HEALTH
- [-] BI NEW ZEALAND
  - [-] 1001 - PRESCRIPTION MEDICINE
  - [-] 2001 - CONSUMER HEALTHCARE
  - [-] 4001 - ANIMAL HEALTH

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">278 - Spraytish</a>	Not Started	None	<a href="#">BI-Cognos-AU Sales-CHC</a>	5:00:02 PM - Monday, 8 June 2009

Which is made up of:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">278 - Spraytish (All)</a>		<a href="#">Email All</a>		
<a href="#">27810 - Spraytish Menthol 120 Metered Dose Pump 10mL</a>	Not Started	<a href="#">Binfield, Sally BI-AU-N</a>		5:00:02 PM - Monday, 8 June 2009
<a href="#">27820 - Spraytish 180 Metered Dose Pump 15mL</a>	Not Started	<a href="#">Binfield, Sally BI-AU-N</a>		5:00:02 PM - Monday, 8 June 2009

**Workflow information for 278 - Spraytish:**

Current state:  Not Started.  
 None of the items that make up this e.List item have been edited and saved. [More...](#)

Viewed: no  
 Reviewed: no  
 Document Attached: no

## Main workflow screen

- Users see only the areas they have access to
- Any level can be opened and aggregation occurs automatically (eg selecting 1001 - PRESCRIPTION MEDICINE will show you the total sales for this division and all analysis)

# Sales Planning

Forecast Summary										
Sales Forecast		Samples Forecast		Destroyed Forecast						
Data		Data								
	Actuals LY	Actuals CY	Budget CY	Preview CY	Expectation CY	LTF 1	LTF 2	LTF 3	LTF 4	LTF 5
Related Year	2008	2009	2009	2009	2009	2010	2011	2012	2013	2014
Forecast Base Selection		2008		BIFuturcast	BIFuturcast	Last Forecast	Last Forecast	Last Forecast	Last Forecast	Last Forecast
Forecast Discount Selection				BIFuturcast	BIFuturcast	Last Forecast	Last Forecast	Last Forecast	Last Forecast	Last Forecast
Sales Qty	31,095	15,002	25,252	30,720	32,032	30,538	28,992	28,272	28,163	28,163
Gross Sales	\$215,398	\$105,811	\$174,996	\$218,040	\$227,401	\$218,040	\$207,000	\$207,000	\$207,000	\$207,000
Discounts	(\$28,002)	(\$12,858)	(\$22,750)	(\$28,345)	(\$29,562)	(\$28,345)	(\$26,910)	(\$26,910)	(\$26,910)	(\$26,910)
Net Sales	\$187,396	\$92,953	\$152,247	\$189,695	\$197,839	\$189,695	\$180,090	\$180,090	\$180,090	\$180,090
Base Gross Sales (Change +/-)				(\$93,735)						
<b>Forecast Analysis</b>										
Growth Qty vs Last Period			(5,843)	(375)	937	(1,494)	(1,546)	(720)	(109)	
Growth Net Sales vs Last Period			(\$35,149)	\$2,299	\$10,443	(\$8,144)	(\$9,605)			
<b>Growth % (Volume +/-)</b>			<b>(18.8%)</b>	<b>(1.2%)</b>	<b>3.0%</b>	<b>(4.7%)</b>	<b>(5.1%)</b>	<b>(2.5%)</b>	<b>(0.4%)</b>	
<b>Growth % (Price +/-)</b>				<b>2.4%</b>	<b>2.6%</b>	<b>0.5%</b>		<b>2.5%</b>	<b>0.4%</b>	
<b>Growth % (Net Sales +/-)</b>			<b>(18.8%)</b>	<b>1.2%</b>	<b>5.6%</b>	<b>(4.1%)</b>	<b>(5.1%)</b>			

## Forecast Summary screen

- Forecast Base Selection (Units & Prices), and Forecast Discount Selection (BIFC, LF or Historical Average)
- Presents Full Year forecasts, together with Growth Analysis and in/decrease to Base

# Sales Planning

Forecast Summary		Sales Forecast		Samples Forecast		Destroyed Forecast							
[Dropdown]		[Dropdown]		[Dropdown]		[Dropdown]		Expectation CY [Dropdown]					
	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Related Year		2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009
Base Qty													67
Adjustments													
<b>FINAL SALES QTY</b>	<b>32,032</b>	<b>2,632</b>	<b>3,576</b>	<b>3,516</b>	<b>2,206</b>	<b>1,612</b>	<b>2,843</b>	<b>2,598</b>	<b>2,873</b>	<b>3,019</b>	<b>2,507</b>	<b>3,183</b>	<b>1,467</b>
<b>Phasing %</b>	<b>100.0%</b>	<b>8.2%</b>	<b>11.2%</b>	<b>11.0%</b>	<b>6.9%</b>	<b>5.0%</b>	<b>8.9%</b>	<b>8.1%</b>	<b>9.0%</b>	<b>9.4%</b>	<b>7.8%</b>	<b>9.9%</b>	<b>4.6%</b>
Phasing % Last Period		0.1%	13.3%	8.7%	9.0%	7.9%	10.3%	6.2%	11.4%	11.5%	7.2%	11.9%	2.5%
Base Selling Price													14
Selling Price Adjustment													
<b>Final Selling Price</b>	<b>\$7.10</b>	<b>\$6.33</b>	<b>\$6.33</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>	<b>\$7.14</b>
<b>Base Gross Sales</b>	<b>\$227,401</b>	<b>\$18,240</b>	<b>\$24,782</b>	<b>\$25,104</b>	<b>\$15,751</b>	<b>\$11,510</b>	<b>\$20,299</b>	<b>\$18,549</b>	<b>\$20,513</b>	<b>\$21,555</b>	<b>\$17,899</b>	<b>\$22,726</b>	<b>\$10,474</b>
GS Adjustments (Volume +/-)													
GS Adjustments (Price +/-)													
<b>GS Variance</b>													
<b>GROSS SALES</b>	<b>\$227,401</b>	<b>\$18,240</b>	<b>\$24,782</b>	<b>\$25,104</b>	<b>\$15,751</b>	<b>\$11,510</b>	<b>\$20,299</b>	<b>\$18,549</b>	<b>\$20,513</b>	<b>\$21,555</b>	<b>\$17,899</b>	<b>\$22,726</b>	<b>\$10,474</b>
Base Discount %	(7.5%)						(12.0%)	(12.0%)	(12.0%)	(12.0%)	(12.0%)	(12.0%)	(12.0%)
Discount Adjustments %													
<b>Final Forecast Discount %</b>													
<b>Final Forecast Discount</b>	<b>(\$29,562)</b>	<b>(\$2,371)</b>	<b>(\$3,222)</b>	<b>(\$3,264)</b>	<b>(\$2,048)</b>	<b>(\$1,496)</b>	<b>(\$2,639)</b>	<b>(\$2,411)</b>	<b>(\$2,667)</b>	<b>(\$2,802)</b>	<b>(\$2,327)</b>	<b>(\$2,954)</b>	<b>(\$1,362)</b>
<b>NET SALES</b>	<b>\$197,839</b>	<b>\$15,869</b>	<b>\$21,560</b>	<b>\$21,841</b>	<b>\$13,703</b>	<b>\$10,013</b>	<b>\$17,660</b>	<b>\$16,138</b>	<b>\$17,846</b>	<b>\$18,753</b>	<b>\$15,572</b>	<b>\$19,772</b>	<b>\$9,112</b>
Forecast Analysis													
<b>Growth Qty vs Last Period</b>													81
<b>Growth Net Sales vs Last Period</b>	<b>\$10,443</b>	<b>\$15,784</b>	<b>(\$3,268)</b>	<b>\$5,550</b>	<b>(\$3,263)</b>	<b>(\$4,770)</b>	<b>(\$1,681)</b>	<b>\$4,466</b>	<b>(\$3,461)</b>	<b>(\$2,771)</b>	<b>\$2,043</b>	<b>(\$2,560)</b>	<b>\$4,373</b>
<b>Growth % (Volume +/-)</b>	<b>3.0%</b>	<b>14.522.2%</b>	<b>(13.4%)</b>	<b>30.1%</b>	<b>(21.6%)</b>	<b>(34.3%)</b>	<b>(11.4%)</b>	<b>34.2%</b>	<b>(18.7%)</b>	<b>(15.4%)</b>	<b>11.7%</b>	<b>(14.1%)</b>	<b>86.6%</b>
<b>Growth % (Price +/-)</b>													5%
<b>Growth % (Net Sales +/-)</b>	<b>3.0%</b>	<b>10.713.0%</b>	<b>(13.2%)</b>	<b>34.1%</b>	<b>(13.2%)</b>	<b>(32.3%)</b>	<b>(8.1%)</b>	<b>38.3%</b>	<b>(16.2%)</b>	<b>(12.3%)</b>	<b>13.1%</b>	<b>(11.3%)</b>	<b>32.3%</b>

Units section – reflects base and adjustments made, together with phasing analysis

Pricing section – reflects base and adjustments made

Variance section – reflects impact of adjustments in volume & price on base Gross Sales

Discount section – reflects base and adjustments made

Net Sales & Growth Analysis section

Please note, CoGs calculated not shown, but easily changed to view



Forecast Summary   Sales Forecast   <b>Samples Forecast</b>   Destroyed Forecast													
<input type="text" value="2"/> <input type="text" value="12"/> <input type="text" value="Expectation CY"/>													
	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Related Year		2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009
Base Samples Qty													
Adjustments Samples													
<b>FINAL SAMPLES QTY</b>													
Base Bonus Qty													
Adjustments Bonus													
<b>FINAL BONUS QTY</b>													

Please note, CoGs calculated but not shown, easily changed to view

Forecast Summary   Sales Forecast   Samples Forecast   <b>Destroyed Forecast</b>													
<input type="text" value="2"/> <input type="text" value="2"/> <input type="text" value="Expectation CY"/>													
	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Related Year		2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009
Actual Damaged Qty													
Adjustments Damaged													
<b>FINAL DAMAGED QTY</b>													
Actual Destroyed Qty													
Adjustments Destroyed													
<b>FINAL DESTROYED QTY</b>													

## OpEx Planning (Expenses)

- Objective:** Develop an Operational Expenditure planning model for two countries (4 divisions) which reflected the organisational structure, together with providing real time analysis.
- Concept:** Main Operating Expenditure by Account Group & Account, viewed either by Summary or Detail for Forecast Year or by Forecast Year & Month.
- Model:** Headcount related accounts (eg Salary costs) are linked to this model from the Headcount Model  
Finance related accounts (eg Motor Vehicle costs) are linked to this model from the Finance Input Model  
IT related accounts (eg Software costs) are linked to this model from the IT Input Model  
Shared Service Allocations are linked to this model from the Allocations Model  
Depreciation is linked to this model from the CAPEX Model  
The remaining accounts relating to DP costs, Travel & Cycle Meeting costs and Other Minor Costs
- Benefits:** Quick and easy data review and data entry either via amount or % growth (flexible views to suit many users)  
Real time analysis - expenditure growths by account group, and for whole cost centre  
Work-Flow - Submit by product Managers and Review by Business Unit Managers & Business Controllers

# OpEx Planning (Expenses) Contributor eList

Flexible eList developed in DataMart to reflect organisational structure  
Corporate PNR, Business Field & Product Group codes applied within DataMart prior to PRISMA (MEP) import

**Contributor**

**Reviews**

BI - AUSTRALIA

- 1 - AU PRESCRIPTION MEDICINE
  - 1001 - AU PM - GROSS MARGIN
  - 1002 - AU PM - FIELD FORCE
  - 1003 - AU PM - MARKETING ORGANISATION
  - 1004 - AU PM - DIRECT PROMOTION
  - 1005 - AU PM - GENERAL PROMOTION
  - 1006 - AU PM - FIELD FORCE OFFICE
  - 1007 - AU PM - SAMPLES & BONUS
  - 1008 - AU PM - CO-PROMOTION
  - 1061 - AU GENERAL MANAGEMENT
  - 1071 - AU FINANCE & ADMINISTRATION
  - 1072 - AU INFORMATION SYSTEMS
  - 1073 - AU DISTRIBUTION
- 2 - AU ANIMAL HEALTH
- 3 - AU DUBOISIA FARMS
- 4 - AU ANIMAL HEALTH
- 5 - AU DULOXETINE
- 9 - AU CLINICAL TRIALS
- BI - NEW ZEALAND
  - 1 - NZ PRESCRIPTION MEDICINE
  - 4 - NZ ANIMAL HEALTH
  - 2 - NZ CONSUMER HEALTHCARE

BI - AUSTRALIA

- 1 - AU PRESCRIPTION MEDICINE
  - 1001 - AU PM - GROSS MARGIN
  - 1002 - AU PM - FIELD FORCE
  - 1003 - AU PM - MARKETING ORGANISATION
  - 1004 - AU PM - DIRECT PROMOTION
  - 120 - Catapres
  - 102 - Actilyse
  - 108 - Aptivus
  - 110 - Asasantin
  - 112 - Atrovent PM
  - 118 - Buscopan PM
  - 131 - Flibanserin
  - 136 - Imekin
  - 141 - Toratrin
  - 164 - Persantin
  - 167 - Pradaxa
  - 174 - Sifrol
  - 176 - Spiriva
  - 182 - Vargatef
  - 187 - Viramune

Reviewer	Last Data Change
s-Business Controllers	5:56:03 PM - Tuesday, 9 June 2009
s-Business Controllers	11:30:32 AM - Tuesday, 9 June 2009

Direct Promotion expenditure entered by Product Group by Account

Field Force entered by Account

Sub-Model used to allocated to Product Groups (eg. PM allocates by Product Team Headcounts, CHC based on weighted average sales, AH manual allocation of % to detailed Product Groups)

assistance:

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# OpEx Planning (Expenses)

## Main Expenses Model

OpEx Summary													
Planned by HR		Planned by Finance		Planned by IT		Depreciation		Allocations					
Details													
Expectation CY													
	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>TOTAL EXPENSES</b>	<b>435,637</b>	<b>33,864</b>	<b>35,902</b>	<b>38,816</b>	<b>16,284</b>	<b>43,463</b>	<b>38,146</b>	<b>33,371</b>	<b>37,053</b>	<b>33,970</b>	<b>30,261</b>	<b>32,698</b>	<b>61,808</b>
<b>500 - Personnel</b>													
5000 - Salaries													
5010 - Salaries - C													
5260 - Bonuses													
5300 - Superannua													
5320 - Long Servic													
5340 - Workers Co													
5360 - Salary Cont													
5365 - Payroll Tax													
<b>541 - Employee</b>													
5415 - Superannua													
5420 - Staff Recru													
5430 - Staff Reloc													
5430.3 - Staff Relc													
5440 - Staff Amenities	428					43	55	55	55	55	55	55	54
5445 - Fringe Benefits Tax	5,788	442	441	442	442	927	442	442	442	442	442	442	442
<b>545 - Employee Benefits</b>	<b>349</b>						<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>46</b>
5470.3 - Health Insurance Excess - FB	349						50	50	50	50	50	50	46
<b>550 - Staff Training</b>	<b>4,957</b>	<b>(100)</b>		<b>24</b>		<b>3,799</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>181</b>
5500 - Staff Training - Internal	2,967					2,967							
5505 - Staff Training - External	255					255							
5510 - Staff Training - Accom / Meals	224			24		200							
5540 - Seminars & Meetings - Internal	1,510	(100)				377	175	175	175	175	175	175	181
<b>560 - Motor Vehicle</b>	<b>15,805</b>	<b>601</b>	<b>984</b>	<b>926</b>	<b>1,256</b>	<b>1,219</b>							<b>8</b>
5640 - Motor Vehicle Running	5,354	(237)	147	88	419	381							0
5660 - Motor Vehicle Accident Repairs	397												1
5670 - Motor Vehicle Leasing	10,054												8
5671 - Motor Vehicle Mini Leasing													
<b>570 - Cycle Meetings</b>	<b>7,935</b>	<b>496</b>	<b>221</b>	<b>3,211</b>		<b>600</b>	<b>110</b>	<b>1,776</b>	<b>1,083</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
5700 - Cycle Meetings - Air Fares - Domestic	472	472											
5705 - Cycle Meetings - Accom & Meals - Domestic	5,770	24	141	2,966									
5725 - Cycle Meetings - Entertainment	424		41										
5725.3 - Cycle Meetings - Entertainment FB	985					600							
5730 - Cycle Meetings - Other	284		39	245									
<b>580 - Travel &amp; Accommodation</b>	<b>25,625</b>	<b>52</b>	<b>383</b>	<b>701</b>	<b>1,644</b>	<b>3,319</b>							<b>8</b>
5800 - Air Fares - Domestic	9,578	589		366	563	1,468	1,292	755	76	1,114		1,101	2,256
5820 - Accom & Meals - Domestic	9,234	(130)			856	946	742	889	1,010	543	700	903	2,774

OpEx Summary is the Main OpEx model. All other expenditure models link in here. The accounts (from Chart of Accounts) impacted by these links are in grey, and hence cannot be changed. Change requests for these accounts are discussed with HR, Finance or IT. The areas in white can be changed by the Cost Centre Owner. Data can be entered at a total level or by month for each Forecast Year. Different views are available to see growth analysis, or perform data entry at a total level.

Actual months greyed out

Forecasted months for linked accounts greyed out

Forecast months changeable for non-linked accounts (white area)

# OpEx Planning

## HR, Finance & IT input to Main Expenses Model

OpEx Summary	Planned by HR	Planned by Finance	Planned by IT	Depreciation	Allocations	Expectation CY											
	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
<b>TOTAL ACCOUNTS (planned by HR)</b>	<b>267,554</b>	<b>18,351</b>	<b>25,531</b>	<b>21,891</b>	<b>10,567</b>	<b>24,149</b>	<b>20,787</b>	<b>20,089</b>	<b>20,089</b>	<b>20,782</b>	<b>20,089</b>	<b>20,089</b>	<b>45,141</b>				
5000 - Salaries	183,117	14,442	20,767	14,130	8,370	17,231	15,454	15,454	15,454	15,454	15,454	15,454	15,454				
5010 - Salaries - Casual										1,133	1,133	1,133	1,133				
5260 - Bonuses													24,148				
5300 - Superannuation										2,142	2,142	2,142	2,142				
5320 - Long Service Leave																	
5340 - Workers Compensation Insurance										693			723				
5360 - Salary Continuance Insurance										47	47	47	47				
5365 - Payroll Tax - Permanent										1,312	1,312	1,312	1,492				
5420 - Staff Recruitment - BI Adv																	
5430 - Staff Relocation																	
5430.3 - Staff Relocation - FB																	
5500 - Staff Training - Internal	2,967					2,967											
5505 - Staff Training - External	255					255											
5510 - Staff Training - Accom / Meals	224			24		200											

Planned by HR Accounts  
Source is the Headcount Model planned by  
Human Resources

- The same concept applies to costs (accounts)
- Forecasted for Finance (planned by Finance)
  - Forecasted for IT (planned by IT)
  - Depreciation from the CAPEX model
  - Allocations from the Allocations model

# OpEx Planning (Expenses)

## Various Views for Data Entry

OpEx Summary																	
Planned by HR   Planned by Finance   Planned by IT   Depreciation   Allocations																	
Details																	
FULL YEAR																	
	Actuals LY	Actuals CY	Gwth CY	Budget CY	Gwth Bud	Preview CY	Gwth Prev	Expectation CY	Gwth Exp	LTF 1	Gwth LTF1	LTF 2	Gwth LTF2	LTF 3	Gwth LTF3	LTF 4	Gwth LTF4
<b>TOTAL EXPENSES</b>	<b>458,219</b>	<b>160,188</b>	<b>(65%)</b>	<b>457,699</b>		<b>436,648</b>	<b>(5%)</b>	<b>434,486</b>	<b>(5%)</b>	<b>458,197</b>	<b>5%</b>	<b>480,824</b>	<b>5%</b>	<b>505,397</b>	<b>5%</b>	<b>530,438</b>	<b>5%</b>
<b>500 - Personnel</b>	<b>214,545</b>	<b>97,043</b>	<b>(55%)</b>	<b>252,820</b>	<b>18%</b>	<b>262,031</b>	<b>22%</b>	<b>264,108</b>	<b>23%</b>	<b>279,167</b>	<b>6%</b>	<b>294,055</b>	<b>5%</b>	<b>309,688</b>	<b>5%</b>	<b>326,101</b>	<b>5%</b>
5000 - Salaries	161,040	74,941	(53%)	187,277	16%	186,855	16%	188,117	16%	195,878	7%	208,118	5%	217,884	5%	228,588	5%
5010 - Salaries - Casual	830	3,340	302%		100%	6,000											
5260 - Bonuses	13,512	(680)	(105%)	23,323	73%	25,000											
5300 - Superannuation	19,558	9,630	(51%)	22,278	14%	24,000											
5320 - Long Service Leave	560		100%	1,099	96%	1,000											
5340 - Workers Compensation Insurance	1,114		100%	2,520	126%	2,000											
5360 - Salary Continuance Insurance	455	346	(24%)	355	(22%)	300											
5365 - Payroll Tax - Permanent	17,477	9,466	(46%)	15,968	(9%)	14,000											
<b>541 - Employee Administration</b>	<b>88,391</b>	<b>1,368</b>	<b>(98%)</b>	<b>12,056</b>	<b>(86%)</b>	<b>6,200</b>	<b>(38%)</b>	<b>3,324</b>	<b>(38%)</b>	<b>3,928</b>	<b>50%</b>	<b>3,778</b>	<b>4%</b>	<b>4,024</b>	<b>4%</b>	<b>4,288</b>	<b>4%</b>
5415 - Superannuation Administration				441	(100%)	441	(100%)	308	(100%)	463	50%	486	5%	511	5%	537	5%
5420 - Staff Recruitment - BI Adv	444		100%	5,500	1,139%		100%		100%								
5430 - Staff Relocation	88,256		100%		100%		100%		100%								
5430.3 - Staff Relocation - FB																	
5440 - Staff Amenities	50	43	(14%)	551	1,010%	551	1,010%	428	763%	579	35%	608	5%	638	5%	670	5%
5445 - Fringe Benefits Tax	(359)	1,325	(469%)	5,564	(1,650%)	5,303	(1,577%)	5,788	(1,712%)	5,484	(5%)	5,676	4%	5,875	4%	6,081	4%
<b>545 - Employee Benefits</b>				<b>500</b>	<b>(100%)</b>	<b>500</b>	<b>(100%)</b>	<b>349</b>	<b>(100%)</b>	<b>500</b>	<b>43%</b>	<b>500</b>		<b>500</b>		<b>500</b>	
5470.3 - Health Insurance Excess - FB				500	(100%)	500	(100%)	349	(100%)	500	43%	500		500		500	
<b>550 - Staff Training</b>	<b>2,906</b>	<b>3,881</b>	<b>34%</b>	<b>6,320</b>	<b>117%</b>	<b>9,410</b>	<b>224%</b>	<b>4,957</b>	<b>71%</b>	<b>1,743</b>	<b>(65%)</b>	<b>1,830</b>	<b>5%</b>	<b>1,922</b>	<b>5%</b>	<b>2,018</b>	<b>5%</b>
5500 - Staff Training - Internal	1,594	3,125	96%	4,000	151%	5,500	245%	2,967	86%		100%						
5505 - Staff Training - External		255	(100%)					255	(100%)		100%						
5510 - Staff Training - Accom / Meals	149	224	51%	660	344%	2,250	1,414%	224	51%		100%						
5540 - Seminars & Meetings - Internal	1,163	277	(76%)	1,660	43%	1,660	43%	1,510	30%	1,743	15%	1,830	5%	1,922	5%	2,018	5%
<b>560 - Motor Vehicle</b>	<b>18,248</b>	<b>4,820</b>	<b>(74%)</b>	<b>21,405</b>	<b>17%</b>	<b>17,045</b>	<b>(7%)</b>	<b>15,805</b>	<b>(13%)</b>	<b>22,684</b>	<b>44%</b>	<b>23,823</b>	<b>5%</b>	<b>25,018</b>	<b>5%</b>	<b>26,234</b>	<b>5%</b>
5640 - Motor Vehicle Running	5,645	631	(89%)	6,419	14%	6,419	14%	5,354	(5%)	6,943	30%	7,290	5%	7,655	5%	8,037	5%
5660 - Motor Vehicle Accident Repairs	(1,000)		(100%)	570	(157%)	570	(157%)	397	(140%)	605	52%	640	6%	675	5%	675	
5670 - Motor Vehicle Leasing	12,684	4,189	(67%)	14,416	14%	10,056	(21%)	10,055	(21%)	15,136	51%	15,893	5%	16,688	5%	17,522	5%
5671 - Motor Vehicle Mini Leasing	920		100%		100%		100%		100%								
<b>570 - Cycle Meetings</b>	<b>7,641</b>	<b>6,519</b>	<b>(15%)</b>	<b>5,500</b>	<b>(28%)</b>	<b>8,534</b>	<b>12%</b>	<b>7,935</b>	<b>4%</b>	<b>8,961</b>	<b>13%</b>	<b>9,409</b>	<b>5%</b>	<b>9,880</b>	<b>5%</b>	<b>10,374</b>	<b>5%</b>
5700 - Cycle Meetings - Air Fares - Domestic		472	(100%)			472	(100%)	472	(100%)	496	5%	521	5%	547	5%	574	5%
5705 - Cycle Meetings - Accom & Meals - Domestic	6,558	5,122	(22%)	5,500	(16%)	6,885	5%	5,770	(12%)	7,230	25%	7,591	5%	7,971	5%	8,369	5%
5725 - Cycle Meetings - Entertainment	560	41	(93%)	100%	588	5%	424	(24%)	617	46%	648	5%	680	5%	714	5%	
5725.3 - Cycle Meetings - Entertainment FB	524	600	15%	100%	550	5%	985	88%	578	(41%)	606	5%	637	5%	669	5%	
5730 - Cycle Meetings - Other		284	(100%)			39	(100%)	284	(100%)	41	(86%)	43	5%	45	5%	47	5%
<b>580 - Travel &amp; Accommodation</b>	<b>22,995</b>	<b>6,099</b>	<b>(73%)</b>	<b>44,591</b>	<b>94%</b>	<b>28,500</b>	<b>24%</b>	<b>25,625</b>	<b>11%</b>	<b>30,495</b>	<b>19%</b>	<b>32,630</b>	<b>7%</b>	<b>34,914</b>	<b>7%</b>	<b>37,358</b>	<b>7%</b>
5800 - Air Fares - Domestic	7,696	2,985	(61%)	15,000	95%	10,000	30%	9,578	24%	10,700	12%	11,449	7%	12,250	7%	13,108	7%
5820 - Accom & Meals - Domestic	8,988	1,672	(81%)	13,500	50%	10,000	11%	9,234	3%	10,700	16%	11,449	7%	12,250	7%	13,108	7%
5840 - Air Fares - Overseas	2,995		100%	6,089	103%	3,500	17%	1,364	(54%)	3,745	175%	4,007	7%	4,288	7%	4,588	7%
5860 - Accom & Meals - Overseas	428		100%	5,714	1,234%	2,000	367%	1,732	304%	2,140	24%	2,290	7%	2,450	7%	2,622	7%
5880 - Car Hire & Taxis	2,888	1,442	(50%)	4,288	48%	3,000	4%	3,717	29%	3,210	(14%)	3,435	7%	3,675	7%	3,932	7%

**Full Year View**  
Provides Account Totals and Growths  
Input Data for Full Year for each Forecast Year

# OpEx Planning (Expenses)

## Various Views for Data Entry

OpEx Summary													
Planned by HR		Planned by Finance		Planned by IT		Depreciation		Allocations					
[Dropdown]		[Dropdown]		[Dropdown]		[Dropdown]		[Dropdown]					
[Dropdown]		[Dropdown]		[Dropdown]		[Dropdown]		[Dropdown]					
	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>TOTAL EXPENSES</b>	<b>434,486</b>	<b>33,864</b>	<b>35,902</b>	<b>38,816</b>	<b>16,284</b>	<b>43,463</b>	<b>37,981</b>	<b>33,207</b>	<b>36,888</b>	<b>33,806</b>	<b>30,097</b>	<b>32,534</b>	<b>61,643</b>
<b>500 - Personnel</b>	<b>264,108</b>	<b>18,351</b>	<b>25,531</b>	<b>21,867</b>	<b>10,567</b>	<b>20,727</b>	<b>20,787</b>	<b>20,089</b>	<b>20,089</b>	<b>20,782</b>	<b>20,089</b>	<b>20,089</b>	<b>45,141</b>
5000 - Salaries	183,117	14,442	20,767	14,130	8,370	17,231	15,454	15,454	15,454	15,454	15,454	15,454	15,454
5010 - Salaries - Casual	11,273	600	550	1,320	870		1,133	1,133	1,133	1,133	1,133	1,133	1,133
5260 - Bonuses	23,468		(680)										24,148
5300 - Superannuation	24,625	1,920	3,251	1,985	15	2,459	2,142	2,142	2,142	2,142	2,142	2,142	2,142
5320 - Long Service Leave													
5340 - Workers Compensation Insurance	2,115						698			693			723
5360 - Salary Continuance Insurance	677				346		47	47	47	47	47	47	47
5365 - Payroll Tax - Permanent	18,833	1,389	1,642	4,432	966	1,036	1,312	1,312	1,312	1,312	1,312	1,312	1,492
<b>541 - Employee Administration</b>	<b>6,524</b>	<b>442</b>	<b>441</b>	<b>442</b>	<b>442</b>	<b>970</b>	<b>542</b>	<b>542</b>	<b>542</b>	<b>542</b>	<b>542</b>	<b>542</b>	<b>537</b>
5415 -							44	44	44	44	44	44	41
5420 -													
5430 -													
5430.3													
5440 -							55	55	55	55	55	55	54
5445 -							442	442	442	442	442	442	442
<b>545 - Employee Benefits</b>	<b>349</b>						<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>46</b>
5470.3 - Health Insurance Excess - FB	349						50	50	50	50	50	50	46

By Month View

Provides Account Costs by Month (Phasing)  
Input Data by Month for each Forecast Year

# OpEx Planning

## Various Summary Views

	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
TOTAL EXPENSES	435,637	33,864	35,902	38,816	16,284	43,463	38,146	33,371	37,053	33,970	30,261	32,698	61,808
500 - Personnel	264,108	18,351	25,531	21,867	10,567	20,727	20,787	20,089	20,089	20,782	20,089	20,089	45,141
541 - Employee Administration	6,524	442	441	442	442	970	542	542	542	542	542	542	537
545 - Employee Benefits	349						50	50	50	50	50	50	46
550 - Staff Training	4,957	(100)		24		3,799	175	175	175	175	175	175	181
560 - Motor Vehicle	15,805	601	984	926	1,256	1,219	1,547	1,547	1,547	1,547	1,547	1,547	1,538
570 - Cycle Meetings												110	110
580 - Travel & Accommodation	29,629	32	363	701	1,644	3,319	2,217	1,733	4,277	1,360	1,032	2,091	6,178
632 - Promotion	80	301	80			(301)							
680 - Premises & Storage	36,135	7,980	(344)	5,795	1,962	4,111	6,399	1,594	3,538	1,141	504	2,292	1,164
760 - Insurance	1,375	1,439			(65)								
800 - Office Services	16,631	(1,380)	3,611	(47)	(194)	3,905	1,496	1,043	929	2,821	1,370	980	2,099
841 - Entertainment	5,705	(2,053)	264	165	45	166	1,018	1,018	1,018	1,018	1,018	1,018	1,011
847 - Information Systems													
852 - Fees & Charges	8	2	2	2	2	2							
870 - Allocations	45,547	4,667	4,667	4,667	1,564	3,891	3,727	3,727	3,727	3,727	3,727	3,727	3,727
880 - Depreciation	854	66	63	62	61	57	78	78	78	78	78	78	78
990 - Timing Accruals	4,000	3,000		1,000	(1,000)	1,000							

Summary view by Account Group by Month



# OpEx Planning

## Various Summary Views

OpEx Summary	Planned by HR	Planned by Finance	Planned by IT	Depreciation	Allocations													
Summary						FULL YEAR												
	Actuals LY	Actuals CY	Gwth CY	Budget CY	Gwth Bud	Preview CY	Gwth Prev	Expectation CY	Gwth Exp	LTF 1	Gwth LTF1	LTF 2	Gwth LTF2	LTF 3	Gwth LTF3	LTF 4	Gwth LTF4	LTF 5
TOTAL EXPENSES	458,219	160,188	(65%)	457,699		436,648	(5%)	434,486	(5%)	458,197	5%	480,824	5%	505,397	5%	530,438	5%	551,482
500 - Personnel	214,545	97,043	(55%)	252,820	18%	262,031	22%	264,108	23%	279,167	6%	294,055	5%	309,688	5%	326,101	5%	343,336
541 - Employee Administration	88,391	1,368	(98%)	12,056	(86%)	6,295	(93%)	6,524	(93%)	6,526		6,770	4%	7,024	4%	7,288	4%	7,501
545 - Employee Benefits				500	(100%)	500	(100%)	349	(100%)	500	43%	500		500		500		500
550 - Staff Training	2,906	3,881	34%	6,320	117%	9,410	224%	4,957	71%	1,743	(65%)	1,830	5%	1,922	5%	2,018	5%	2,018
560 - Motor Vehicle	18,248	4,820	(74%)	21,085	15%	17,045	(20%)	15,005	(18%)	20,000	14%	20,000	5%	25,000	5%	26,234	5%	26,234
570 - Cycle Meetings	7,641	6,519	(15%)	10,000	35%	10,000	35%	10,000	35%	10,000	35%	10,000	35%	10,000	35%	10,374	5%	10,892
580 - Travel & Accommodation	22,995	6,099	(73%)	25,000	24%	25,000	24%	25,000	24%	25,000	24%	25,000	24%	25,000	24%	25,000	24%	25,000
632 - Promotion		80	(100%)	100	100%	100	100%	100	100%	100	100%	100	100%	100	100%	100	100%	100
680 - Premises & Storage	28,881	16,793	(42%)	30,000	58%	30,000	58%	30,000	58%	30,000	58%	30,000	58%	30,000	58%	30,000	58%	30,000
760 - Insurance	63	1,375	2,085%	2,126	3,279%	1,439	2,188%	1,375	2,085%	1,754	28%	1,836	5%	1,923	5%	2,014	5%	2,014
800 - Office Services	13,974	3,850	(72%)	15,965	14%	15,908	14%	16,631	19%	16,768	1%	17,598	5%	18,486	5%	19,410	5%	19,410
841 - Entertainment	5,454	(1,412)	(126%)	8,382	54%	8,382	54%	5,705	5%	8,798	54%	9,233	5%	9,690	5%	10,052	4%	10,052
847 - Information Systems	389		100%		100%		100%		100%									
852 - Fees & Charges	44	8	(81%)		100%	3	(93%)	8	(81%)				100%					
870 - Allocations	54,000	19,456	(64%)	56,000	4%	46,694	(14%)	44,396	(18%)	47,736	8%	48,293	1%	49,755	3%	50,649	2%	51,390
880 - Depreciation	688	310	(55%)	1,164	69%	906	32%	854	24%	651	(24%)	813	25%	862	6%	918	6%	639
990 - Timing Accruals								4,000	(100%)				100%					

Summary view by Forecast Year  
(Totals & Growths)

# Headcount Planning (Personnel Expenses)

- Objective:** Develop a Headcount planning model for two countries (4 divisions) which reflected the organisational structure, and planned expenditure per headcount.
- Concept:** All Personnel Costs (incl. local taxes) per headcount calculated for existing permanent staff, new planned permanent staff, existing temporary staff and planned temporary staff.
- Model:** Base data obtained via TXT file from Payroll / Salary system, and imported into model. No Payroll information is stored in the DataMart due to the sensitive nature of the data (Privacy).  
Model consists of:
- **Headcount Summary** (details Headcount number and FTE)
  - **Headcount Cost Summary** by Account by Forecast Year and Month - details costs per account to be forwarded to the Main OpEx Model from calculations for sub-models below:
  - Salary Increase % (Personnel Salary increases can be set at 3 levels - Organisation, Cost Centre and Individual)
  - Monthly Existing Input & Calculation (details current permanent headcounts per person from Payroll system, and all personnel costs calculated per individual)
  - Monthly New Input & Calculation (details planned new permanent headcounts and all personnel costs calculated per planned individual)
  - Fortnightly & Casual Existing Input & Calculation (details current temporary headcounts per person from Payroll system, and all personnel costs calculated per individual)

# Headcount Planning (Personnel Expenses) Continued....

## Model continued...

- Fortnightly & Casual New Input & Calculation (details planned temporary headcounts per person, and all personnel costs calculated per individual)
- Cost Centre Costs - costs not associated per headcount but related to specific cost centre

**Benefits:** Quick and easy data review per individual allowing for planning on an individual level which generates costs that are aggregated to an account / cost centre and divisional level.

Real time view on expenditure impact on cost centres & divisions can be seen when planning for headcount increases or decreases. Analyse cost comparisons between permanent staff vs temporary staff increases.

Ensures theoretically consistent payroll calculations to be forecasted, allowing comparison to actual expenditure and hence tighter control over accuracy of the payroll system.

Secure environment ensuring individual salary / pay information is kept private

Work-Flow - Submit by Human Resources Manager and Review by Business Unit Managers (transparent / clear understanding of cost centre headcount & costs between HR & the Business)

# Headcount Planning (Personnel Expenses)

Contributor Rankin, Jason BI-AU-N [Log off](#) [Launch](#) ?

**Reviews**

- BI - AUSTRALIA
  - 1 - AU PRESCRIPTION MEDICINE
    - 1002 - AU PM - FIELD FORCE
    - 1003 - AU PM - MARKETING ORGANISATION
    - 1006 - AU PM - FIELD FORCE OFFICE
    - 1061 - AU GENERAL MANAGEMENT
    - 1071 - AU FINANCE & ADMINISTRATION
    - 1072 - AU INFORMATION SYSTEMS
    - 1081 - AU HUMAN RESOURCES
    - 1091 - AU PM - MEDICAL SERVICES
  - 2 - AU CONSUMER HEALTHCARE
    - 2002 - AU CHC - FIELD FORCE
    - 2003 - AU CHC - MARKETING ORGANISATION
    - 2006 - AU CHC - FIELD FORCE OFFICE
  - 3 - AU DULOJETINE FARMS
    - 3231 - AU DUBOISTIA - OWN
    - 3251 - AU DUBOISTIA - NURSERY
  - 4 - AU ANIMAL HEALTH
  - 5 - AU DULOJETINE
    - 5002 - AU DULOJETINE - FIELD FORCE
    - 5061 - AU DULOJETINE - GENERAL MANAGEMENT
  - 9 - AU CLINICAL TRIALS
    - 9392 - AU CLINICAL RESEARCH
- BI - NEW ZEALAND
  - 1 - NZ PRESCRIPTION MEDICINE
    - 1002 - NZ PM - FIELD FORCE
    - 1003 - NZ PM - MARKETING ORGANISATION
    - 1071 - NZ FINANCE & ADMINISTRATION
    - 1091 - NZ MEDICAL SERVICES
  - 4 - NZ ANIMAL HEALTH
    - 4002 - NZ AH - FIELD FORCE
    - 4003 - NZ AH - MARKETING ORGANISATION

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">5 - AU DULOJETINE</a>	Not Started	None	<a href="#">Email All</a>	10:15:17 AM - Thursday, 11 June 2009

Which is made up of:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">5 - AU DULOJETINE (All)</a>				
<a href="#">5002 - AU DULOJETINE - FIELD FORCE</a>	Not Started	None		10:15:16 AM - Thursday, 11 June 2009
<a href="#">5061 - AU DULOJETINE - GENERAL MANAGEMENT</a>	Not Started	None		10:14:54 AM - Thursday, 11 June 2009

eList represents Organisational structure and reflects all cost centres with Headcounts

Workflow shows cost centres where forecasts either

Not Started

Work in Progress

Locked (Forecast Completed)

**Workflow information for 5061 - AU DULOJETINE - GENERAL MANAGEMENT:**

Current st: The eList item has not been edited and saved. [more...](#)

Viewed: Document

# Headcount Planning (Personnel Expenses)

## Summary Costs & Summary Headcount & FTE

	Actuals LY	Actuals CY	Budget CY	Preview CY	Expectation CY	LTF 1	LTF 2	LTF 3	LTF 4	LTF 5
<b>TOTAL ACCOUNTS (planned by HR)</b>										
5000 - Salaries										
5005 - Salaries - Fortnightly										
5010 - Salaries - Casual										
5140 - Allowances - Away From Home										
5160 - Living Away Allowance										
5160.3 - Living Away Allowance - FB										
5200 - Commissions										
5220 - Incentives										
5260 - Bonuses										
5300 - Superannuation										
5320 - Long Service Leave										
5340 - Workers Compensation Insurance										
5360 - Salary Continuance Insurance										
5365 - Payroll Tax - Permanent										
5375 - Payroll Tax - Fortnightly										
5380 - Payroll Tax - Casual										
5400 - Workers Compensation Insurance										
5405 - Salary Continuance Insurance										
5420 - Staff Recruitment - BI Adv										
5425 - Staff Recruitment - Agency										
5425.3 - Staff Relocation - FB										
5430 - Staff Relocation										
5430.3 - Staff Relocation - FB										
5450 - Personnel Costs - General										
5470 - Health Insurance Excess										
5500 - Staff Training - Internal										
5505 - Staff Training - External										
5510 - Staff Training - Accom / Meals										
8190 - Temporary Staff										

Calculations aggregated and mapped to accounts, prior to being forwarded to the Main OpEx Model

Please note, no data provided due to data sensitivity

# Headcount Planning (Personnel Expenses)


## Summary Costs & Summary Headcount & FTE

<span>HC Cost Summary</span>   <b>HC Summary</b>   <span>Salary Increase %</span>   <span>Monthly New Input</span>   <span>Monthly New Calculation</span>   <span>Fortnightly New Input</span>   <span>Fortnightly New Calculation</span>   <span>Cost Centre Costs</span>									
<span>5</span>   <span>FULL YEAR</span>		Budget CY	Preview CY	Expectation CY	LTF 1	LTF 2	LTF 3	LTF 4	LTF 5
Headcount	<b>TOTAL</b>								
	Permanent								
	Casual								
	Fixed-Term Contract								
FTE	<b>TOTAL</b>								
	Permanent								
	Casual								
	Fixed-Term Contract								

Headcount & FTE by Type

Please note, no data provided due to data sensitivity

# Headcount Planning (Personnel Expenses) Staff Payroll Details & Calculations

HC Cost Summary	HC Summary	Salary Increase %	Monthly New Input										Monthly New Calculation
 <input type="text" value="E"/> <input type="text" value="GI"/>													
	1	2	3	4	5	6	7	8	9	10			
Name	Joe Bloggs												
Position	NetMeeting Officer												
Cost Group	OFFICE												
State	NSW												
Start Month	Aug												
Start Year	2009												
Parental Leave Start Month													
Parental Leave Start Year													
Parental Leave End Month													
Parental Leave End Year													
Percentage Worked	100%												
End Month													
End Year													
Emp Status	Permanent												
New Emp Status													
New Emp Status Month													
New Emp Status Year													
TPV	65,000												
Voluntary Super													
Comp MV Deduction													
Allowance MV	5,000												
Novated MV													
Comp MV FBT	5,000												
Novated MV FBT													
Commission Fixed													
Commission Variable													
Bonus %	5.00%												
LAFHA Days													

Individual input sheet.  
Existing staff details  
imported from Payroll  
System  
New planned Staff  
manually entered

# Headcount Planning (Personnel Expenses)

## Staff Payroll Details & Calculations

HC Cost Summary	HC Summary	Salary Increase %	Monthly New Input	Monthly New Calculation	Fortnightly New Input	Fortnightly New Calculation	Cost Centre Costs	Medical Excess					
1		Expectation CY											
	<b>FULL YEAR</b>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Related Year		2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009
Name		Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs	Joe Bloggs
EMP STATUS		Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent	Permanent
Cost Center Salary Increase %													
Salary Increase % Adjustment													
FINAL SALARY INCREASE %													
Headcount	1								1	1	1	1	1
FTE	0.4								1.0	1.0	1.0	1.0	1.0
SALARY	20,208								4,042	4,042	4,042	4,042	4,042
SUPER SALARY	2,668								534	534	534	534	534
SUPER BONUS	122								24	24	24	24	24
SUPER COMMISSION													
SUPER	2,790								558	558	558	558	558
SALARY CONT. INS.	41								8	8	8	8	8
COMPANY CONT. INS.	27								5	5	5	5	5
TOTAL COMP. CONT. INS.	68								14	14	14	14	14
PAYROLL TAX	1,835								367	367	367	367	367
COMMISSION PAYMENT													
BONUS PAYMENT	1,232												1,232
Separation & Redundancy Package													
WORKERS COMP PAYMENT	306									122			184
LAFHA													
MV ALLOWANCE	2,083								417	417	417	417	417

Calculations per Forecast Year and Month

Headcount costs calculated consistently per individual for each cost type



# Shared Service Allocations (Expenses)

- Objective:** Develop an Expenditure Allocation model for Shared Service costs to be allocated to the 2 Countries and divisions within them.
- Concept:** Allocation profiles (eg based on Headcounts, Sales Weightings, No of Laptops, Time Estimates, etc) utilised to allocated Cost Centre total costs for General Management, Finance, HR, IT, Distribution & Medical to Divisional Business Cost Centres for 2 Countries. This includes cross country allocations for shared management services.
- Model:** Model consists of sub-models for Cost Centre Cost Bases, Allocation Profiles, Assumptions, Calculations, Allocation Summary (detailing final allocations cost centre credits & debits)
- Benefits:** Transparent Cost Allocation model based on Divisional Resource Demand  
Allocations forwarded to Main OpEx Model

Contributor

Rankin,Jason BI-AU-N Log off   Launch 

Contributions

- Allocations ANZ

You are a contributor for:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">Allocations ANZ</a>	 Work In Progress	 <a href="#">Rankin,Jason BI-AU-N</a>		 12:26:49 AM - Thursday, 11 June 2009 

# CAPEX Model (Capital Expenditure)

**Objective:** Develop a Capital Expenditure Model to capture existing asset depreciation costs, together with planned Capital Expenditure across various asset groups. Model output forwards the Depreciation forecast to the Main OpEx Model, and the Forecast CAPEX expenditure to the CASHFLOW Model.

**Concept:** Simple Model which brings together existing depreciation with depreciation on new assets per asset group / type by Cost Centre. The documented CAPEX also drives input to the CASHFLOW model.

**Model:** Model consists of sub-models for:  
 New CAPEX Input (by asset type and cost centre)  
 New CAPEX Calculation (detailing cost, capitalisation year & month, etc)  
 Depreciation Calculation (detailing Existing & new depreciation by asset type, Forecast Year and Cost Centre.  
 Assumptions (detailing asset LIFE and depreciation methods)

**Benefits:** Documented & Transparent depreciation calculation model based on existing asset and planned asset ownership  
 Depreciation forwarded to Main OpEx Model & CAPEX to Cashflow Model



The screenshot shows a web application interface with a 'Contributor' tab. On the left, there is a tree view under 'Contributions' with two items: 'CapEx NZ' and 'CapEx AU'. The main area displays a table titled 'You are a contributor for:' with the following data:

Name	State	Ownership	Reviewer	Last Data Change
<a href="#">CapEx NZ</a>	● Work In Progress	▼ <a href="#">Rankin,Jason_BI-AU-N</a>	▼	▼ 11:36:26 AM - Friday, 5 June 2009
<a href="#">CapEx AU</a>	● Work In Progress	▼ <a href="#">Rankin,Jason_BI-AU-N</a>	▼	▼ 11:34:33 AM - Friday, 5 June 2009

# CAPEX Model (Capital Expenditure)

New CapEx Input AU									
New CapEx AU		Depreciation AU			Asset Attributes				
CapEx AU		1003 - AU							
	Asset Name	Acquisition \$	Acquisition Month	Asset Type	Life in Years	Override	Default Depn Method	Depn Method Override	Method
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
<b>TOTAL</b>									

**New Planned  
Asset Input**



New CapEx Input AU													
New CapEx AU		Depreciation AU			Asset Attributes								
CapEx AU		1003 - AU											
	Jan-CY	Feb-CY	Mar-CY	Apr-CY	May-CY	Jun-CY	Jul-CY	Aug-CY	Sep-CY	Oct-CY	Nov-CY	Dec-CY	CY
Asset Name													
Acquisition \$													
sys Acquisition													
Life in Years													
Override													
<b>LIFE</b>													
Method													
Cash Impact													
<b>Opening Liab</b>													
<b>Cash Paid</b>													
<b>Closing Liab</b>													
<b>Opening WDV</b>													
Manual Depreciation													
<b>Depreciation</b>													
<b>DEPRECIATION</b>													
<b>Closing WDV</b>													
Asset Type													

**New Planned Assets  
Calculation Details**



New CapEx Input AU													
New CapEx AU		Depreciation AU			Asset Attributes								
CapEx AU		1003 - AU											
	Expectation CY												
	FULL YEAR	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Furniture & Fixtures	Depn New CapEx												
	Depn Existing Assets	32,030					4,576	4,576	4,576	4,576	4,576	4,576	4,576
	<b>TOTAL</b>	32,030					4,576	4,576	4,576	4,576	4,576	4,576	4,576
Office Equipment	Depn New CapEx												
	Depn Existing Assets												
	<b>TOTAL</b>												
Duboisia Plant & Equipment	Depn New CapEx												
	Depn Existing Assets												
	<b>TOTAL</b>												
Duboisia Tractors & Vehicles	Depn New CapEx												
	Depn Existing Assets												
	<b>TOTAL</b>												
Duboisia Houses & Sheds	Depn New CapEx												
	Depn Existing Assets												
	<b>TOTAL</b>												
Land	Depn New CapEx												
	Depn Existing Assets												
	<b>TOTAL</b>												
Computer Equipment	Depn New CapEx												
	Depn Existing Assets												
	<b>TOTAL</b>												
Computer Software	Depn New CapEx												
	Depn Existing Assets												
	<b>TOTAL</b>												

**Depreciation  
Calculations**

# Financial Consolidation

## Cashflow Model

---

- Objective:** Develop a Cashflow Model to meet the Corporate Cashflow reporting needs, and in addition calculate cashflow forecasts for 2 countries using consistent methodology.
- Concept:** Consolidation of Sales Planning, OpEx Planning, CAPEX and Net Requirements Planning data in one model, while applying cashflow timing assumptions to the consolidated data, resulting in a Cashflow forecast
- Model:** Model primarily consists of sub-models for:  
Opening Bank Balance  
Cashflow Summary (details final cashflow reporting lines to be reported to Corporate)  
Inflow Details (details Operational Inflows with cashflow timing applied - source data Sales Planning Model)  
Outflow Details (details Operational Outflows with cashflow timing applied - source data OpEx Planning Model, CAPEX Model and Net Requirements Planning Model )
- Benefits:** Documented & consistent cashflow calculation model based on current forecasted data

# Financial Consolidation Cashflow Model

Opening Balance	Cash Flow Summary		Inflow Details	Outflow Details	Cash Flow Assumptions	OpEx Account Selection	FX Rates	OpEx Staging	Sales Staging	OpEx Staging DICO&Servc Income		
BI Australia	Preview CY		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>--CASH FLOW--</b>												
<b>Opening Surplus/(Deficit)</b>	<b>(40,505,000)</b>	<b>(7,328,368)</b>	<b>20,598,804</b>	<b>49,943,290</b>	<b>80,705,314</b>	<b>107,958,173</b>	<b>114,791,870</b>	<b>115,795,473</b>	<b>130,687,790</b>	<b>134,656,053</b>		
Total Operational Inflows	32,068,578	27,861,848	28,375,083	29,674,804	38,031,656	24,130,330	24,206,735	39,992,156	27,629,017	25,515,831		
Total Financial Inflows (interest income)		379,096	1,839,895	2,275,172	2,665,666	3,221,452	2,730,937	2,329,084	2,824,725	2,375,684		
<b>TOTAL INFLOWS</b>	<b>32,068,578</b>	<b>28,240,945</b>	<b>30,214,978</b>	<b>31,949,976</b>	<b>40,697,322</b>	<b>27,351,782</b>	<b>26,937,672</b>	<b>42,321,239</b>	<b>30,453,742</b>	<b>27,891,515</b>		
Total Operational Outflows	1,645,616	1,881,772	2,438,492	2,755,952	15,012,463	22,086,085	27,502,069	28,996,922	28,053,480	27,016,979		
Total Financial Outflows (interest expense)	(2,753,670)	(1,568,000)	(1,568,000)	(1,568,000)	(1,568,000)	(1,568,000)	(1,568,000)	(1,568,000)	(1,568,000)	(1,568,000)		
Intercompany Dividend												
<b>TOTAL OUTFLOWS</b>	<b>(1,108,054)</b>	<b>313,772</b>	<b>870,492</b>	<b>1,187,952</b>	<b>13,444,463</b>	<b>20,518,085</b>	<b>25,934,069</b>	<b>27,428,922</b>	<b>26,485,480</b>	<b>25,448,979</b>		
<b>Financial Surplus/(Deficit)</b>	<b>(7,328,368)</b>	<b>20,598,804</b>	<b>49,943,290</b>	<b>80,705,314</b>	<b>107,958,173</b>	<b>114,791,870</b>	<b>115,795,473</b>	<b>130,687,790</b>	<b>134,656,053</b>	<b>137,098,589</b>		
<b>Financial Surplus (w/o Interest)</b>	<b>(10,082,038)</b>	<b>15,898,038</b>	<b>41,834,629</b>	<b>68,753,481</b>	<b>91,772,673</b>	<b>93,816,919</b>	<b>90,521,584</b>	<b>101,516,818</b>	<b>101,092,355</b>	<b>99,591,207</b>		
<b>--BORROWINGS--</b>												
Loan Balance BICC	(30,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)	(40,000,000)		
<b>Cash Pool Balance BIAB</b>	<b>19,917,962</b>	<b>55,898,038</b>	<b>81,834,629</b>	<b>108,753,481</b>	<b>131,772,673</b>	<b>133,816,919</b>	<b>130,521,584</b>	<b>141,516,818</b>	<b>141,092,355</b>	<b>139,591,207</b>		
<b>Total Loans</b>	<b>(10,082,038)</b>	<b>15,898,038</b>	<b>41,834,629</b>	<b>68,753,481</b>	<b>91,772,673</b>	<b>93,816,919</b>	<b>90,521,584</b>	<b>101,516,818</b>	<b>101,092,355</b>	<b>99,591,207</b>		

Cashflow Summary of Inflows and Outflows,  
designed to meet BI Corporate Cashflow  
Reporting requirements

# Net Requirements Plan (Stock Demand Planning)

- Objective:** Develop a user-friendly, flexible & real time analysis NRP Model to automatically & accurately calculated stock demand requirements over a 72 month period, while providing the Logistics Planner maximum flexibility to control the process
- Concept:** Provision of a “One-Stop-Shop” Analysis, Reporting & Planning environment, which automates demand calculations using individual product lead times (product master data), latest BIFuturcast sales forecasts and actual stock balances, ensuring minimal data entry and maximising analysis & review time
- Model:** Model primarily consists of sub-models for:  
Forecast Rating Summary - details individual product forecast accuracy rating based on agreed criteria  
Product Master Data - details all required product information  
Net Requirements Plan - calculates Order Requirements based on lead time, minimum unit safety stock, MOQ or EOQ, BIFuturcast sales forecast and opening stock balance  
Sales Forecast Variance - details the last 20 months BIFuturcast forecasts for a product, while calculating the Forecast Variance.
- Benefits:** Provides the Logistics Planner with Forecast Accuracy rating and Variance analysis to determine reliance on sales forecast prior to finalising the demand requirements  
Consistent & Dynamic demand requirement calculation based on the products individual lead times  
Work-flow to determine status of overall NRP process each month, together with implementation of automatic Purchase Order generation in ERP and 1.5 File Type generation

# Net Requirements Plan (Stock Demand Planning)

Contributor Rankin,Jason BI-AU-N Log off Launch ?

**Reviews**

- BI AU
  - 4001 - ANIMAL HEALTH
    - 406 - Amino-lite
    - 449 - Metacam Large Animal
      - 44910 - Metacam 20 Injection 50mL
      - 44920 - Metacam 20 Injection 100mL
      - 44930 - Metacam Oral Horse 15mg 100mL
      - 44935 - Metacam Oral Horse 15mg 250mL
    - 466 - Planipart
    - 472 - Sedivet
    - 480 - Sputolysin
    - 483 - Ventipulmin
    - 485 - Vetmedin
    - 489 - Voren
    - 416 - Bivatop
    - 418 - Buscopan AH
    - 427 - Enterisol Parts
    - 446 - Mannysin
    - 448 - Metacam Small Animal
    - 439 - Ingelvac
    - 428 - Enterisol
    - 469 - Proban
  - 1001 - PRESCRIPTION MEDICINE
  - 2001 - CONSUMER HEALTHCARE
- BI NZ

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
BI AU	Work In Progress	Email All		4:04:33 PM - Wednesday, 10 June 2009
BI NZ	Incomplete	Email All		12:41:59 PM - Wednesday, 10 June 2009

Flexible eList developed to meet the business requirement  
eg Australia have a Division >>  
Product Group >> Product structure,  
while....

User Information

Net Requirements

Please

If you have

Jason Rankin  
Ph.: (02) 8875 8884  
Email: [jrankin@svd.boehringer-ingelheim.com](mailto:jrankin@svd.boehringer-ingelheim.com)

Contributor Rankin,Jason BI-AU-N Log off Launch ?

**Reviews**

- BI AU
  - 4001 - ANIMAL HEALTH
  - 1001 - PRESCRIPTION MEDICINE
  - 2001 - CONSUMER HEALTHCARE
- BI NZ
  - 4001 - ANIMAL HEALTH
    - 0070 - Klocke Pharma DT
      - VET - Vetmedin
        - VETC05 - Vetmedin Chewable Tablets 5mg 50
        - VETC12 - Vetmedin Chewable Tablets 1.25mg 100
        - VET125 - Vetmedin Capsules 1.25mg 100
        - VET250 - Vetmedin Capsules 2.5mg 100
        - VETS00 - Vetmedin Capsules 5mg 100
      - VNT - Ventipulmin
    - 0000 - No Defined Supplier
    - 0008 - Labiana Spain
    - 0029 - BI VET St. Joseph
    - 0085 - Lohmann Animal Health GmbH
    - 1001 - PRESCRIPTION MEDICINE
    - 2001 - CONSUMER HEALTHCARE

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
BI AU	Work In Progress	Email All		4:04:33 PM - Wednesday, 10 June 2009
BI NZ	Incomplete	Email All		12:41:59 PM - Wednesday, 10 June 2009

New Zealand has a Division >> Supplier site  
>> Product Group >> Product structure  
This assists NZ to maximise orders to the  
individual sites maximising orders per  
container

User Information

Net Requirements

Please

If you have

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# Net Requirements Plan (Stock Demand Planning)

<b>Forecast Rating</b>	Product Master	Net Requirements Plan	Sales Forecast Variance
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<b>Fcst Rating</b>	++++
<b>Description</b>	Excellent
<b>3 Month Variance</b>	(8%)
<b>6 Month Variance</b>	(2%)
<b>9 Month Variance</b>	(3%)
<b>12 Month Variance</b>	(4%)
<b>Future Forecast Variance</b>	(4%)

Forecast Rating	<b>Product Master</b>	Net Requirements Plan	Sales Forecast Variance
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<b>Default Delivery Method</b>	SEA
<b>Lead Time</b>	3
<b>Safety Stock</b>	6,937
<b>EOQ</b>	35,000
<b>MOQ</b>	
units/pallet	3,240
units/layer	1,080
units/shipper	120
□ <b>OQ above MOQ based on ?</b>	
<b>Current BIX Article No</b>	418327
<b>New BIX Article No</b>	
<b>Start Month New BIX Article No?</b>	
<b>Start Year New BIX Article No?</b>	

Forecast Rating & Product Master Data



# Net Requirements Plan (Stock Demand Planning)

Forecast Rating		Product Master		Net Requirements Plan		Sales Forecast Variance					
1180											
	Act. Last Mth	Current Mth	Fcst 2	Fcst 3	Fcst 4	Fcst 5	Fcst 6	Fcst 7	Fcst 8	Fcst 9	
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
Related Month	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
Related Year	2008										
<b>OPENING STOCK</b>	<b>21,238</b>										
Sales 3rd Party	5,899										
Samples	5										
Bonus Stock											
Stock Write-Off / Quarantined Stock											
Transfers / Returns											
Ordered Qty											
Confirmed Qty											
Receipt Qty											
<b>SYSTEM ORDER REQUIREMENT</b>											
Order Requirement Last Forecast											
Override Method?											
Manual Override Order Req.											
<b>OVERRIDE ORDER REQUIREMENTS</b>											
Adjustments											
<b>FINAL ORDER REQUIREMENT</b>							<b>35,000</b>				
<b>CLOSING STOCK</b>	<b>15,334</b>	<b>34,564</b>	<b>28,055</b>	<b>21,625</b>	<b>18,163</b>	<b>9,891</b>	<b>38,202</b>	<b>33,524</b>	<b>25,191</b>	<b>19,979</b>	
<b>MTH SOH</b>	<b>2.4</b>	<b>5.9</b>	<b>4.6</b>	<b>3.5</b>	<b>3.1</b>	<b>1.4</b>	<b>6.1</b>	<b>5.6</b>	<b>4.3</b>	<b>3.4</b>	
Product Code	418327	418327	418327	418327	418327	418327	418327	418327	418327	418327	

Act Last Mth is Actual data, while Current Mth forward shows BIFuturcast forecasted data for Sales, Samples & Bonus. The Ordered & Confirmed Qty lines represents all current Open Stock Purchase Orders in the ERP system. The MAIN assumption is that the System Order Requirement will calculate a requirement to ensure that stocks do not go below the Product Safety Stock Level in units. You can either use the system generated requirement or do a Manual Override / Use Last Forecast and then add adjustments. For MOQ products, it will add increments to the order requirement based on a user selection, until SOH > Safety Stock Level

# Net Requirements Plan (Stock Demand Planning)

Forecast Rating		Product Master		Net Requirements Plan		Sales Forecast Variance									
118		2													
	Related Month	Related Year	Fcst -12	Fcst -11	Fcst -10	Fcst -9	Fcst -8	Fcst -7	Fcst -6	Fcst -5	Fcst -4	Fcst -3			
Related Month			Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Related Year			2007	2007	2007	2007	2008	2008	2008	2008	2008	2008			
20 Months back	Jan	2007	8,872	5,694	6,556	5,960	7,087	6,624	6,691	7,089	6,228	5,964			
19 Months back	Feb	2007	9,178	5,896	6,795	6,183	7,359	6,884	6,960	7,381	6,491	6,221			
18 Months back	Mar	2007	9,170	5,891	6,787	6,175	7,348	6,873	6,948	7,367	6,477	6,207			
17 Months back	Apr	2007	9,049	5,810	6,691	6,086	7,238	6,768	6,839	7,248	6,370	6,102			
16 Months back	May	2007	9,387	6,034	6,956	6,333	7,540	7,057	7,138	7,574	6,663	6,389			
15 Months back	Jun	2007	9,213	5,919	6,821	6,207	7,387	6,911	6,987	7,410	6,516	6,246			
14 Months back	Jul	2007	9,233	5,932	6,837	6,222	7,405	6,928	7,005	7,429	6,534	6,263			
13 Months back	Aug	2007	9,202	5,916	6,821	6,211	7,396	6,924	7,004	7,433	6,540	6,272			
12 Months back	Sept	2007	8,924	5,728	6,595	5,996	7,130	6,664	6,732	7,133	6,267	6,001			
11 Months back	Oct	2007		5,580	6,424	5,840	6,943	6,489	6,554	6,943	6,099	5,840			
10 Months back	Nov	2007			6,457	5,870	6,978	6,522	6,587	6,978	6,130	5,870			
9 Months back	Dec	2007				6,159	7,335	6,868	6,949	7,375	6,491	6,226			
8 Months back	Jan	2008					6,756	6,314	6,377	6,756	5,935	5,683			
7 Months back	Feb	2008						6,463	6,527	6,915	6,075	5,817			
6 Months back	Mar	2008							6,369	6,747	5,927	5,675			
5 Months back										9,362	5,882	6,317			
4 Months back											5,830	6,259			
3 Months back												7,158			
2 Months back															
1 Months back															
Current Month															
Predicted Sales			9,213	5,932	6,821	5,996	6,943	6,522	6,949	6,756	6,075	5,675			
Actual Sales			7,245	6,719	6,473	4,937	7,561	6,153	12,145	4,162	4,193	6,770			
% Variance			(21%)	13%	(5%)	(18%)	9%	(6%)	75%	(38%)	(31%)	19%			
Quantity Difference			(1,968)	787	(348)	(1,059)	618	(369)	5,196	(2,594)	(1,882)	1,095			

Last 20 months forecasts reviewed  
Consistency of forecast assessed, together with accuracy to determine reliability of sales forecast

## About PMSquare Pty Ltd



Sydney based IT consulting company specialising in Corporate Performance Management (CPM) solutions.

PMSquare provides expert advice around the entire software implementation process from Scoping, Design, Implementation, Training and Project Management.

We work with IBM Cognos every day. We are IBM Cognos specialists and by helping you avoid costly trial-and-error, we deliver the best potential based on your requirements, timeframe and budget.

Consistently successful high quality deliveries are the basis for PMSquare's reputation in the market as an exceptional solution provider.

