



4-Step Guide: From Spreadsheets to Integrated BPM

How to Make the Leap from Spreadsheet Budgeting to a Business Performance Management System (BPM/CPM/EPM) for Budgeting, Planning, and Reporting

From Spreadsheets to BPM



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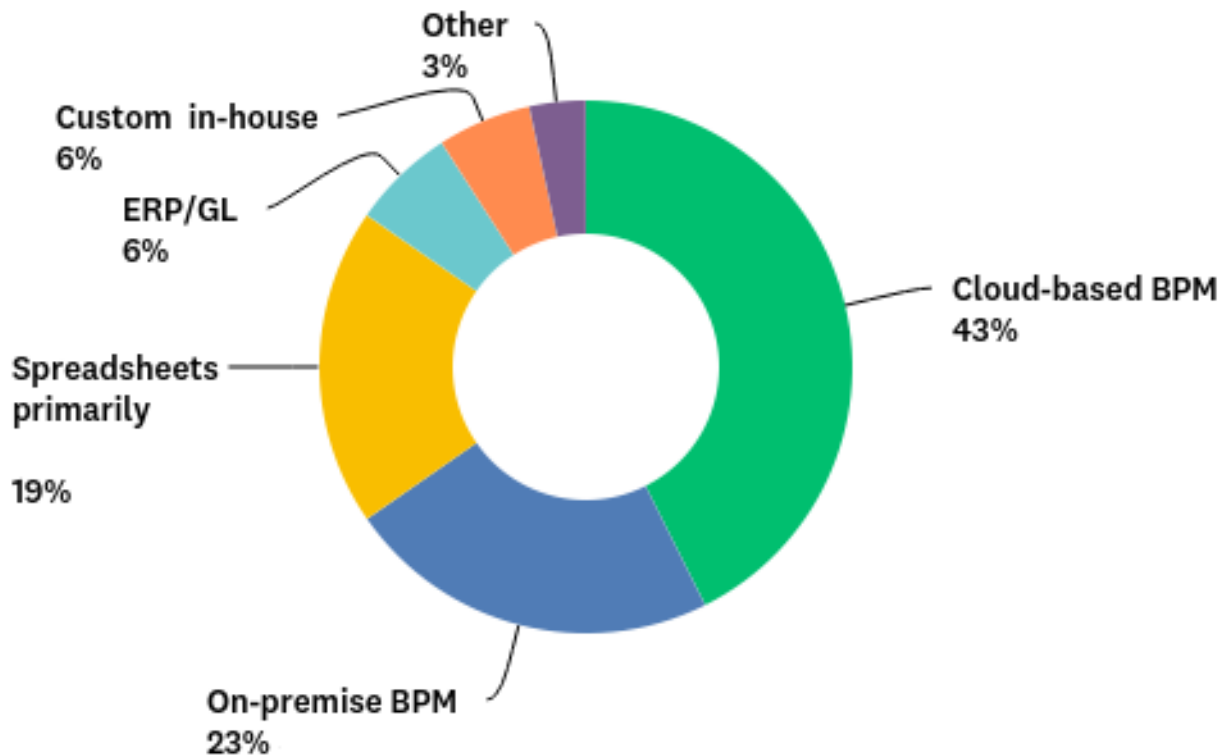


Why Make the Move?

- Spreadsheet Budgeting Has Many Drawbacks
 - Labor intensive
 - Time consuming
 - Error-prone
 - Lack of workflow and collaboration
 - Manual process to create actual vs. budget reports
 - Little time left for analysis
- Result: A budgeting process that takes too much time and effort for too little return
- BPM Partners Research:
 - Many companies have already made the move to a Business Performance Management system
 - Those that have are far more satisfied than those still relying on spreadsheets as their budgeting 'system'

Current Budgeting Solution

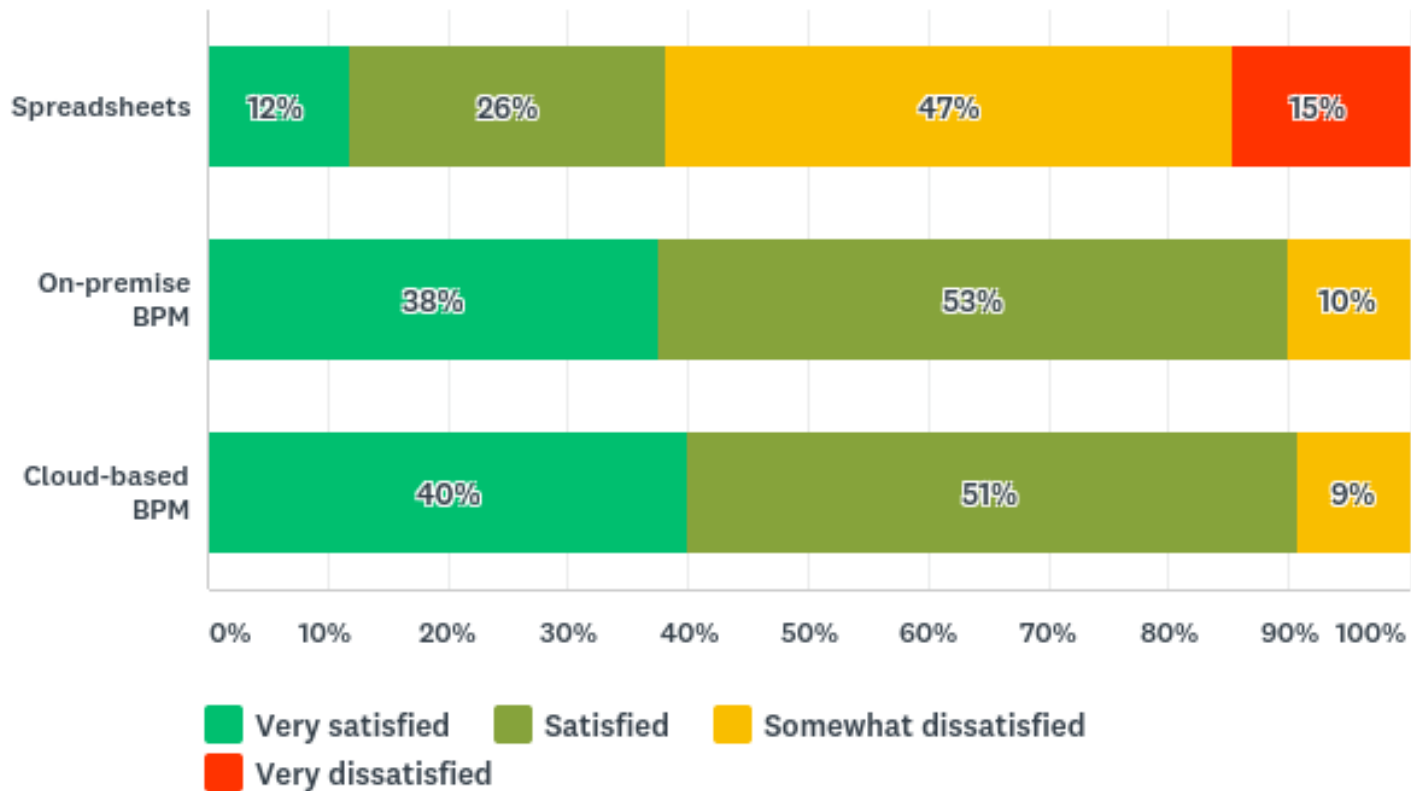
What are you currently using as a budgeting system?



Source: *BPM Partners 2019 BPM Pulse Survey*

Budgeting Satisfaction by Solution

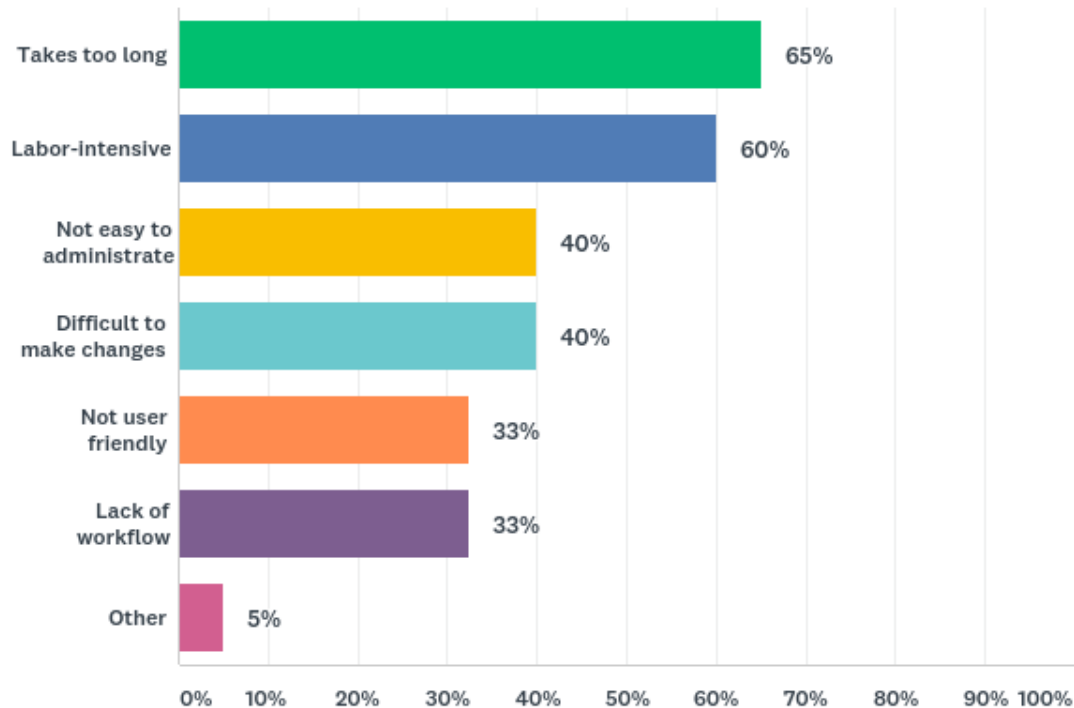
How satisfied are you with your current system and budgeting process?



Source: *BPM Partners 2019 BPM Pulse Survey*

Dissatisfaction with Standalone Spreadsheets

Why are you dissatisfied? (select all that apply)



Source: *BPM Partners 2019 BPM Pulse Survey*



From Spreadsheets to BPM

4-Step Guide to Move From Spreadsheet Budgeting to a Performance Management System

4-Step Guide

- BPM Best Practices
 - Involve the right people, set goals, understand short and long-term requirements, thoroughly evaluate solutions, move forward with a phased approach
- 4 Key Steps that Implement BPM Best Practices
 - #1 Initiation: assemble and educate the team, define scope, create a phased roadmap
 - #2 Analysis: gather business requirements, convert to list of product capabilities needed to address those requirements
 - #3 Evaluation: identify potential vendors, compare their performance against a consistent demo script tied back to your requirements
 - #4 Selection: services scoping session, proof steps, reference checking, software and service pricing and terms negotiation

Best Practices for BPM Project Success

- Create the vision
- Establish objectives
- Initiate and enable change
- Sets the cultural tone
- Make tough decisions

Establish Appropriate and Active Executive Sponsorship



- What are the primary goals of the BPM initiative?
- Start small with multi-phased project
- Build on foundation of successful “quick wins”

Define Project Objectives and Measures of Success



- Corporate and Business Unit stakeholders
- Finance and IT
- Establish and promote enterprise wide “buy in”
- Effective communication

Involve Key Stakeholders



- Corporate KPIs supported by business unit KPIs
- Differentiate KPIs from Metrics
- Key business driver focus

Determine KPIs Using “Top-Down” Approach



- High-level roadmap first
- Functional requirements
- Technical requirements
- Corporate / Business Units
- Cross functional requirement prioritization

Define Requirements



- Require customized demos
- Focus on “how”, not “if”, requirements are met
- Understand ongoing maintenance requirements
- Prioritize ease of use

Thoroughly Evaluate Solutions



- Were goals achieved?
- Are users using system?
- What’s next?

Continually Analyze Results





Step #1
Initiation

Analysis

Evaluation

Selection

- Assemble the Team
 - Key stakeholders across the company
 - Senior executive representation
 - Finance and IT
- Engage an Expert
 - Saves time, money; reduces risk
- Avoid RFPs
 - Ineffective
 - Slows down the process
 - Negatively impacts price negotiations



Step #1
Initiation

Analysis

Evaluation

Selection

- Educate the Team
 - Get everyone on the same page with BPM knowledge
- Agree on Scope
 - Budgeting, Forecasting, Reporting, Dashboards
 - Operations, Consolidation, Profitability ...
- Develop a Roadmap
 - 2 - 3 year outlook
 - Phased approach
 - Key to selecting the right software that not only meets today's needs, but future phases as well



Initiation

Step #2
Analysis

Evaluation

Selection

- Gather Requirements

- Interview senior execs, Finance, IT, business unit teams, international operations
- 1 - 2 hour sessions focused on business needs (and technical requirements from IT)
- Eliminate ‘blue sky’ items, prompt for potential missed benefits

- Prepare Application Requirements Report

- Consolidate and prioritize raw interview data
- Translate to functional capabilities needed



Initiation

Analysis

Step #3
Evaluation

Selection

- Identify Vendors

- Select several that appear to meet business/functional, technical, and project budget requirements
- Keep a focus on ease of use or adoption will suffer
- Based on preliminary research/expert guidance develop shortlist of 3 - 4 vendors

- Develop Custom Proof Of Concept Demo Script

- Focus on your specific requirements
- End user view and administrator view



Initiation

Analysis

Step #3
Evaluation

Selection

- Evaluate Vendors with On Site Demos

- Half-day sessions utilizing custom demo script
- Create a scoring tool tied back to (weighted) requirements
- Scoring done by the original team

- Analyze Results

- Identify highest scores overall and in key areas; watch out for significant scoring variances across the team
- Select the winner and a backup



Initiation

Analysis

Evaluation

Step #4
Selection

- Finalize Vendor Selection

- Bring one or both vendors back on site for a services scoping session and any required product proof steps (complex calculations, integration with existing systems, processing speed)
- Perform *thorough* reference checks
- Request software and services proposals



Initiation

Analysis

Evaluation

Step #4
Selection

○ Review Proposals

- Software: check for modules/user types, compare to recent similar sales for discounting, check contract for future year price protections
- Services: check for industry standard rates, days by consultant title, reasonableness of estimate, check contract for overrun protections

○ Purchase the Best Fit BPM Solution, at the Best Price, and Say Goodbye to ‘Excel Hell’!

Learn More

- **Contacts Us For:**

- Questions about any of the material in this guide
- Specific questions about your own project or vendors you are considering
- Additional tips for BPM success

- **How to Reach Us:**

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Even if you are not planning to engage an expert consultant such as BPM Partners, we'd still be happy to speak with you and answer your questions.

Next Steps ...

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