



# ONE EIGHTY

A new perspective for your enterprise performance

February, 2012

## Planning: Series Summary

### Upcoming Events

- Let it Roll Beyond Budgeting Conference  
April 18-20  
Houston
- APQC 2012 KM Conference  
April 23-27  
Houston
- CAM-I Third Quarter Meeting  
June 3-6  
Alexandria, VA

### Person in the News

- Joseph S. Compofelice, appointed CEO for Hunt Global Resources. Congratulations Joe!

### Links

[Planning and Budgeting](#)

[Rolling Forecasts](#)

[Predictive Analytics](#)

This One Eighty is written to summarize and bring together all of five segments in a series of One Eighties devoted to improving an organization's planning, forecasting, and budgeting capability. Each of the five segments is summarized below, in the order published.

[Relief from Budget Pain](#), carrying the tag line ***Plan ahead, start now***, was written by Steve Player, the co-author/editor of five books and author of a monthly "Finance Transformation" feature for Business Finance Magazine. In this segment Steve suggests seven simple steps to get started on improving your planning and budgeting process.

[Driver-Based Planning](#), carrying the tag line ***Make your planning efforts actionable...unit driven***, was written by Ben Lamorte, Vice President of Marketing and Sales for Aight Planning Software. Ben holds a Master of Science degree from Stanford University. In this segment, Ben makes the case for using planning models based on units as drivers.

[Planning Response Functions](#) and carrying the tag line ***Maximize the profit of your unit-based plan by relaxing the assumption of a fixed forecast with planning response***

***functions***, was written by Glenn Sabin. Glenn is a Principal with ZS Associates a consulting firm specializing in sales and marketing. Glenn has a PhD in Operations Research from Johns Hopkins University. In this segment Glenn advocates the use of Planning Response Functions as the means by which the assumption of a fixed sales and marketing forecast is relaxed.

[Cost Function Curves](#), carrying the tag line ***The future is here: Isn't it time to act***, was written by Alan Dybvig, founder and principal of Dybvig Consulting. In this segment, Alan makes the case for the necessity of understanding how cost changes with the level of an activity or volume related to that cost (fixed, linear, or piece-wise linear).

[Forecast for Maximum Actionable Profit](#), also carrying the tag line ***The future is here: Isn't it time to act?***, was jointly written by Alan Dybvig and Jeff Karrenbauer, president and founder of INSIGHT, a provider of software used for optimizing the supply chain. In this segment, Jeff and Alan make the case that by simultaneously relaxing a unit-based plan's assumption of both a fixed forecast **and** a fixed supply chain a next generation Financial Planning and Analysis capability is created. What makes the forecast uniquely actionable is the operational supply chain detail underlying the forecast.

***Don't wait until 2013 to fix your planning and budget process...***  
***John A. Miller***