Implementing enterprise business planning

In September 2020, Deloitte hosted a finance executive-focused D之道 webcast, “Implementing enterprise business planning: Practical considerations” during which the audience was polled about their business planning capabilities. Here are the highlights:

**How would you rate your maturity in terms of enterprise business planning capabilities?**

- Are you struggling to execute a predictable process?
- Can you execute, but inefficiently?
- Can you execute predictably, but mainly within each, individual function?
- Can you execute effectively and efficiently across all functions?
- Don’t know/not applicable

*Top findings across industries and organizational levels:

- Among industries represented*, individuals representing Financial Services companies were most likely to cite “we can execute effectively and efficiently across all business functions” (25%), compared to the 13% of individuals representing Financial Services respondents that indicated the same.
- C-suite and executive-level individuals were more likely to indicate “we can execute, but inefficiently” (22%), whereas managerial-level individuals were more likely to indicate “we can execute predictably, but mainly within each, individual function” (27%).

**What’s the biggest barrier you face in taking the next step in maturing your business planning capabilities?**

Poll respondents were asked what effective information systems and getting access to high quality data in their decision making on the biggest barrier to maturing their business planning capabilities.

- Functions are comfortable with their current practices and do not see a need for change.
- Getting access to high quality data to drive decision making.
- Implementing effective information systems.
- Getting a clearer understanding of the future state and the corresponding timeline.
- Don’t know/not applicable

*Top findings across industries and organizational levels:

- Among industries represented*, individuals representing Consumer companies were most likely to cite “we are struggling to execute effectively and efficiently across all business functions” (26%), compared to the 22% of individuals representing Consumer respondents that indicated the same.
- C-suite individuals were more likely to indicate “we can execute, but inefficiently” (27%), whereas managerial-level individuals were more likely to indicate “we can execute predictably, but mainly within each, individual function” (29%).

**What do you perceive to be the greatest value that fully integrated enterprise business planning can provide?**

Nearly 60% of poll respondents saw effectiveness when making decisions as the most important benefit to be had from enterprise business planning.

- We can execute, but inefficiently.
- We can execute predictably, but mainly within each, individual function.
- We can execute effectively and efficiently across all functions.
- Don’t know/not applicable

*Top findings across industries and organizational levels:

- Among industries represented*, individuals representing Energy, Resources and Industrials companies were most likely to cite “effectiveness” (37%) as the greatest value; compared to the 31% of individuals representing Technology, Media, and Telecom respondents that indicated the same.
- C-suite individuals were more likely to indicate “we can execute, but inefficiently” (27%) as the biggest barrier, whereas 22% of manager-level individuals indicated the same.

**Who is the best suited executive in your organization to lead the implementation of these transformational capabilities?**

Poll respondents identified the Chief Financial Officer and the Chief Operating Officer as the best suited executives to lead the implementation of enterprise business planning capabilities.

- C-suite-, executive-, and manager-level individuals were more likely than other individuals to indicate “Chief Financial Officer” (41%) as the best-suited executive to lead business planning process transformation efforts; compared to the 30% of individuals representing Financial Services companies that indicated the same.
- Among industries represented*, individuals were more likely to indicate “Chief Information Officer” as being the best suited executive (11%, 13%, and 7%, respectively).

*Top findings across industries and organizational levels:

- Among industries represented*, individuals representing Life Sciences and Health Care companies were most likely to cite “effectiveness” (43%) as the greatest value; compared to the 34% of individuals representing Energy, Resources, and Industrials respondents that indicated the same.
- C-suite, executive-, and manager-level individuals were in alignment on “effectiveness” being the greatest value (43%, 37%, and 33%, respectively).

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**What can you do to improve your maturity in terms of enterprise business planning capabilities?**

- Agility: Faster time to respond to changes.
- Effectiveness: Successfully executing better; adapting faster.
- Efficiency: Getting more done with a fixed amount of resources.
- Don’t know/not applicable

*Top findings across industries and organizational levels:

- Among industries represented*, individuals representing Energy, Resources, and Industrials companies were most likely to cite “shorter time to market” (29%) as the biggest barrier to maturing their business planning capabilities.

**Implementing enterprise business planning: Practical considerations**

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*Industries represented in the webcast include: Consumer; Financial Services; Energy Resources & Industrials; Life Sciences & Health Care; Technology, Media, & Telecom; and Government & Public Services (GPS); however, GPS respondents were excluded from the industry-specific results but they represented in the aggregate results.

Learn more: www.deloitte.com/us/ebp