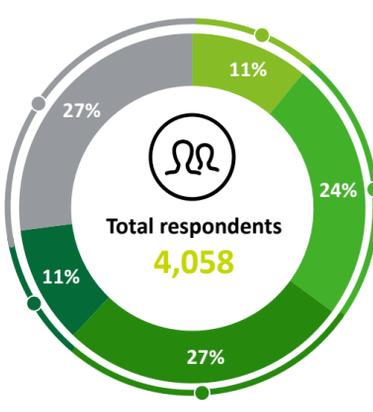


## Implementing enterprise business planning

In September 2020, Deloitte hosted a finance executive-focused Dbriefs 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?**

Roughly half of poll respondents indicated that they either can **execute enterprise business planning, but inefficiently**, or can **execute predictably, but mainly within each individual function**.



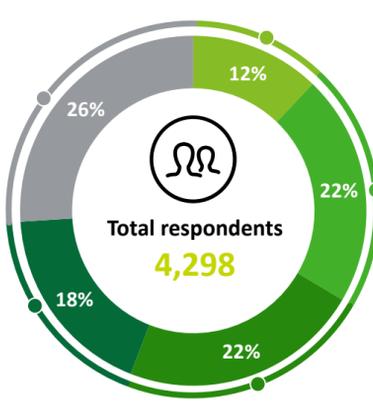
- We are struggling to execute a predictable process
- We can execute, but inefficiently
- We can execute predictably, but mainly within each, individual function
- We can execute effectively and efficiently across all functions
- Don't know/not applicable

**Top findings across industries and organizational levels**

- Among industries represented\*, individuals representing **Financial Services** companies were most likely to cite “we can execute effectively and efficiently across all functions” (14%); compared to the 10% of individuals representing **Consumer** companies that indicated the same.
- C-suite** individuals were more likely to indicate “we can execute, but inefficiently” (32%), whereas **manager-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 saw **implementing effective information systems** and **getting access to high quality data to drive decision making** as the biggest barriers to maturing their business planning capabilities.



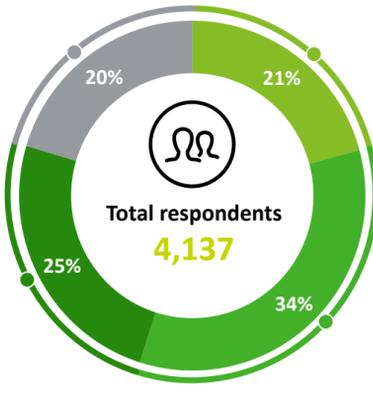
- Functions are comfortable with their current practices and do not see a need to change
- Getting access to high quality data to drive decision making
- Implementing effective information systems
- Getting a clear understanding of the future state and the corresponding benefits
- Don't know/not applicable

**Top findings across industries and organizational levels**

- Among industries represented\*, individuals representing **Life Sciences and Health Care** companies were most likely to cite “implementing effective information systems” as their biggest barrier (27%); compared to the 22% of individuals representing **Technology, Media, and Telecom** companies that indicated the same.
- C-suite** individuals were more likely to indicate “getting access to high quality data” (27%) as their biggest barrier, whereas 22% of **manager-level** individuals indicated the same.

**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** and **efficient use of resources** as the greatest value to be had from enterprise business planning.



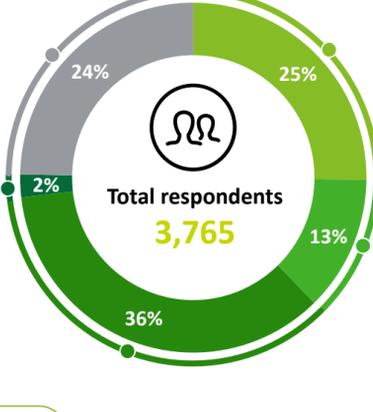
- Agility:** faster time to respond to changes
- Effectiveness:** consistently making better decisions
- Efficiency:** getting more done with a fixed amount of resources
- Don't know/not applicable

**Top findings across industries and organizational levels**

- Among industries represented\*, individuals representing **Energy, Resources, and Industrials** companies were most likely to cite “effectiveness” (37%) as the greatest value; compared to the 31% of individuals representing **Technology, Media, and Telecom** companies 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).

**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.



- Chief Operating Officer
- Chief Information Officer
- Chief Financial Officer
- Chief Supply Chain Officer
- Don't know/not applicable

**Top findings across industries and organizational levels**

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

\*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 analysis (but they are represented in the aggregate results)