



"The software automates so many of our monthly reporting processes that it gives us more time to spend on analysis as well as the ability to quickly respond to management inquiries."

—RENEE MARTIN, MANAGER,  
CORPORATE ACCOUNTING,  
VF CORPORATION

## INFOR PM FOR MANUFACTURING

### DO BUSINESS BETTER.

In today's global market, manufacturers face difficult challenges such as increased competition, downward pricing pressure, rising commodity and energy costs, regulatory mandates, and demands from customers for rapid turnaround. These challenges make it harder for both discrete and process manufacturers to improve revenue and profitability.

Many manufacturers struggle as they use outdated, spreadsheet-based approaches to report and analyze operational and financial data—which is a fundamental part of measuring and improving overall performance. Without a dedicated system for performance management, manufacturers find themselves reacting to, rather than proactively managing, their operational and financial performance.

### LEVERAGE EXPERIENCE.

Infor™ PM helps manufacturers like you improve operational and financial performance by:

- ▶ Gaining insight into performance at the plant and corporate levels
- ▶ More accurately forecasting future performance
- ▶ Decreasing the time it takes to consolidate financials from disparate global business units

Infor PM provides solutions for planning, budgeting, forecasting, financial consolidation, strategy management, and reporting and analysis. With Infor PM, you can get a clear line of sight from strategy to execution. Plus, the Infor PM design allows you to start with any aspect of performance management and then expand into other areas as your business needs change or business grows.

**INFOR**™

## GET BUSINESS SPECIFIC.

In order to know where project execution stands at any point in time, organizations must provide line of sight—by activity—through the alignment of:

- ▶ Strategic direction and objectives
- ▶ Business processes
- ▶ People and responsibilities
- ▶ Technology

This concept is known as closed-loop performance management. In the same way your company works toward continuous improvement, closed-loop performance management follows a cycle from strategy to execution and incorporates the results of the strategy into the next cycle.

Closed-loop performance management includes:

- ▶ Strategy—direct the focus and actions of your organization
- ▶ Planning—prepare realistic financial and operational plans
- ▶ Budgeting—allocate resources
- ▶ Consolidation—close the books
- ▶ Forecasting—predict future performance

That doesn't mean you must have all your business processes in place on day one.



In fact, most performance management solutions are implemented starting with the most significant pain point, such as budgeting or financial consolidation. While a performance management initiative typically begins with a specific pain point, the ability to work toward and quickly expand beyond your starting point exponentially adds value to your business. When you use all these business processes together, you achieve true closed-loop performance management.

Infor PM helps you integrate actual, budget, and forecast data in a single application, and then perform side-by-side comparisons of data from multiple plants around the world. You can adjust forecasts mid-cycle, which is critical for providing better guidance to investors based on changes in the business environment. Infor PM also provides you with more visibility into—and control over—your financial consolidation process, while ensuring compliance with generally accepted accounting principles (GAAP), international financial reporting standards (IFRS), Sarbanes-Oxley, the Financial Accounting Standards Board (FASB), Basel II, and eXtensible Business Reporting Language (XBRL).

*Infor PM includes the following solutions:*

### Strategic management.

A cause-and-effect framework links strategic plans to operational plans, performance measures, and people, so you gain an intuitive, visual method of reporting on how the actions of operating units and individuals are contributing to the success of strategic goals. Not only will you understand the business events and source of revenue in a given period, but also how well—and to what degree—your strategic plan was implemented, as well as why some actions were successful while others were not.

### Planning and budgeting.

Easily create and compare multiple “what if” scenarios, test assumptions, assess the impact of events, and model your business to meet targets and high-level objectives.

You can model your business using key drivers and view it from multiple perspectives—for example, organization, product, market, distribution channel, and time—to support effective decision making. At the same time, you can design any number of zero-based, historical-based, and rolling budgets and plans. Use this application to improve the speed and accuracy of calculations, allocations, phasing, and currency translations. Because Infor PM's Microsoft® Excel® interface sits on top of a single database, you retain the familiar look and feel of spreadsheets, but eliminate problems with accuracy and version control. When a business change occurs, Infor PM automatically updates the affected numbers and reports throughout the system.

### Forecasting.

Create statistically accurate forecasts that help you manage performance expectations, make tactical adjustments, and achieve performance goals. Generate rolling forecasts, check the accuracy of submitted plans, and receive automatic alerts that allow you to easily spot issues as they arise—and quickly take action. By combining the software's statistical benchmark engine and analytic capabilities with your own experience, you gain a more accurate picture of future performance.



### Infor PM: Delivering proven value worldwide.

- ▶ Implemented in more than 100 countries
- ▶ Available in multiple languages
- ▶ Developed with 30+ years' industry domain expertise
- ▶ Supported by a dedicated global support staff
- ▶ Based on open standards
- ▶ Supporting lower total cost of ownership
- ▶ Scalable to grow as your business grows

### Financial consolidation.

Improve corporate accountability, increase financial transparency, and meet government mandated reporting deadlines confidently. Even global companies with multiple general ledgers, charts of accounts, and enterprise resource planning systems use this solution to automate data loading, consolidation, and validation.

With financial consolidation, you can collect, process, report, and analyze data in multiple currencies, as well as report on the effects of currency fluctuations. You can also consolidate data according to local and international standards, and view it from many business perspectives—for example, geographic region and product line. Plus, you can view it from different structure versions—for instance, this year's results and last year's results.

### Reporting and analysis.

Automate the generation, formatting, and distribution of book-quality financial statements and management reports. Present your data in the most useful format—dashboards, scorecards, spreadsheets, color-coded tables, bubble charts, pie charts, bar charts, and line graphs—and even receive early-warning alerts when results deviate from expected performance. Use this solution to compare actual numbers against budgets and forecasts, drill down into details, evaluate trends, and see the results of currency fluctuations.

Plus, take advantage of online analytical processing that provides you with fast access to large volumes of summarized data you can use to facilitate analysis and extend Infor's application for planning. You can browse your data from any angle and level of detail in the familiar Microsoft Excel environment without experiencing the typical drawbacks of spreadsheets.

## CUSTOMER TESTIMONIALS.

### Manufacturing services company.

A US-based manufacturing services company used Infor PM to gain better control, data accuracy, and efficiencies in its budgeting and forecasting processes, and to eliminate the use of spreadsheets. With a dedicated application for performance management, the company was able to produce financial reports in days instead of weeks. In addition, the manufacturer has improved insight into plant and customer metrics across the globe for all information users, ranging from customer account managers to the CEO. As a manufacturing services company, this organization has a need to view performance at the customer account level. And with Infor PM, the company is able to serve its customers better through weekly customer profit and loss statements as well as corporate cost center budgeting with extensive variance analysis.

### Apparel manufacturing company.

A US-based manufacturing company with a large portfolio of apparel brands uses Infor PM to manage its financial consolidation process across multiple manufacturing sites around the globe. With Infor PM, the company has been able to close the books faster while adhering to global and local accounting standards and reporting requirements. In addition, Infor PM has provided the manufacturer with more visibility into—and control over—its financial consolidation process by reducing the company's number of databases from 37 to 1, decreasing data-loading time from four hours to "on demand," and introducing database-level security. The solution also allows the company to consolidate results into multiple currencies, multiple hierarchies (for example, legal, management, and geographical), and multiple versions of the same structure.



Now, the apparel manufacturer can look at results from different views to better manage manufacturing performance.

### Filtration/separation solutions manufacturer.

A US-based manufacturer of separation and filtration solutions operates globally with ten manufacturing facilities in North America, Europe, and Asia. Using Infor PM, the company overlaid each of three subsidiaries' enterprise resource planning (ERP) systems and tied them together in a common database. This eliminated a cumbersome process that required loading independent financial reports from all three ERP systems into a spreadsheet and consolidating them for a top-level view of the company's results. With Infor PM, the manufacturer's finance group was able to spend less time finding and consolidating data, and more time analyzing the data and advising on critical decisions. Plus, Infor PM helps the company analyze financial and non-financial data such as head count, capital expenditures, schedules, announcements, customer satisfaction ratings, and incidents that require reporting to the Occupational Safety & Health Administration. In short, the solution provides the company with a true performance management application that allows it to take a proactive—rather than reactive—approach to improving performance.

## INFOR PM HIGHLIGHTS.

Leverage the following functions across Infor PM solutions:

### Infor PM.

- ▶ Process and data audit trails
- ▶ Gauges and dashboard builder
- ▶ Status monitors
- ▶ Drag-and-drop navigation
- ▶ Automatic data scaling and formatting
- ▶ Alerts when performance gaps are detected
- ▶ Side-by-side comparisons
- ▶ Changes replicated throughout system
- ▶ More than 50 report templates
- ▶ Web and Excel-based interfaces
- ▶ Centralized, web-based deployment and maintenance
- ▶ Open, standards-based architecture
- ▶ Open automated extract, transform, and load (ETL) management for metadata and data
- ▶ Single database
- ▶ Role-based security
- ▶ Direct table access
- ▶ Access to multiple source systems
- ▶ Pre-built integration to Infor systems



Infor PM provides specific functions to help manufacturers gain insight into performance at the plant and corporate levels.

### Strategic management.

- ▶ Strategy status monitor
- ▶ Graphic representation of strategy and actions
- ▶ Collaborative cause and effect framework
- ▶ Balanced Scorecard certified
- ▶ Management methodologies: Economic Value Added (EVA), Hoshin, Six Sigma, and others
- ▶ Financial and non-financial measures

### Planning and budgeting.

- ▶ "What if" scenario planning
- ▶ Models using calculations, allocations, phasing, market factors, seasonality
- ▶ Top-down and driver-based planning models
- ▶ Model synchronization
- ▶ Work backward from a financial goal
- ▶ Zero-based, historical-based, and rolling budgets and plans
- ▶ Budgeting status monitor
- ▶ Budget collection, tracking, and process workflow
- ▶ Budget submission and approval tracking
- ▶ Budget version tracking
- ▶ Currency translations
- ▶ Detailed employee, salary, and asset budgets and plans
- ▶ User-driven ad hoc account item detail worksheet lines



- ▶ Actual to budget comparisons

### Financial consolidation.

- ▶ Consolidation status monitor
- ▶ Complex group accounting
- ▶ Inter-group ownership
- ▶ Inter-company eliminations
- ▶ Post-closing journal entries across multiple locations and legal entities
- ▶ Built-in currency conversions
- ▶ Third currency reporting and comparisons
- ▶ Exchange gains and losses
- ▶ Centralized audit, controls, and information access points
- ▶ Comprehensive audit reports
- ▶ Incremental and full consolidation
- ▶ Multiple reporting hierarchies
- ▶ Automated financial data collection and validation

### Forecasting.

- ▶ Forecasting status monitor
- ▶ Forecasting submission and approval tracking
- ▶ Forecasting collection, tracking, and process workflow
- ▶ Summary and detailed level forecasting
- ▶ Rolling forecasts

- ▶ Forecasting collection, tracking, and process workflow
- ▶ Summary and detailed level forecasting
- ▶ Rolling forecasts
- ▶ Trend analysis
- ▶ Support for "what if" scenario planning
- ▶ Statistical benchmark engine: Holt-Winters, exponential smoothing, Box-Jenkins, and others

### Reporting and analysis.

- ▶ Management and statutory reporting
- ▶ Multiple data presentation formats: dashboards, scorecards, spreadsheets, color-coded tables, bubble charts, pie charts, bar charts, and line graphs
- ▶ Memory-resident OLAP
- ▶ Links to semi-structured files
- ▶ Information delivery to PDF and Excel
- ▶ Email-delivered alerts

### Compliance.

- ▶ Basel II
- ▶ FASB
- ▶ GAAP
- ▶ IFRS
- ▶ Sarbanes-Oxley
- ▶ XBRL

### SEE RESULTS NOW.

Infor PM is designed for manufacturing companies that seek to better monitor, measure, and manage their business performance in real time to improve competitive advantage. With Infor, you can harness your data—wherever it resides—to better understand your business environment, streamline and improve the effectiveness of your financial processes, and prepare options for competing successfully.

With Infor's proven, best-practice methodology guiding the process, your implementation will be smooth, fast, and accurate, reducing the time necessary to see a return on investment.

Infor delivers business-specific solutions with built-in experience, and provides the most out-of-the-box functions of any enterprise software vendor—reducing the need for time-consuming customizations.

Our solutions are implemented by domain experts whose skills and knowledge are unmatched in the industries we serve, further reducing implementation time.

With Infor PM, you gain fast ROI through:

- ▶ Aligned goals and resources
- ▶ Improved data integrity and quality
- ▶ Shortened process cycle times
- ▶ Increased time for analysis
- ▶ Enhanced operational insight
- ▶ Increased financial transparency
- ▶ Improved business agility and responsiveness
- ▶ Strengthened process and compliance controls

## **THERE IS A BETTER WAY.**

At Infor, we work with a core belief. We believe in the customer. We believe that the customer is seeking a better, more collaborative relationship with its business software provider. And a new breed of business software: created for evolution, not revolution. Software that's simple to buy, easy to deploy and convenient to manage. Our 70,000 customers in more than 100 countries stand with us. We look forward to your sharing in the results of our belief. There is a better way. For additional information, visit [www.infor.com](http://www.infor.com).

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The Infor logo consists of the word "INFOR" in a bold, sans-serif font. The letters "I", "N", "F", and "O" are black, while the letter "R" is red. A small trademark symbol (TM) is located to the upper right of the "R".