



Integrated Performance Management

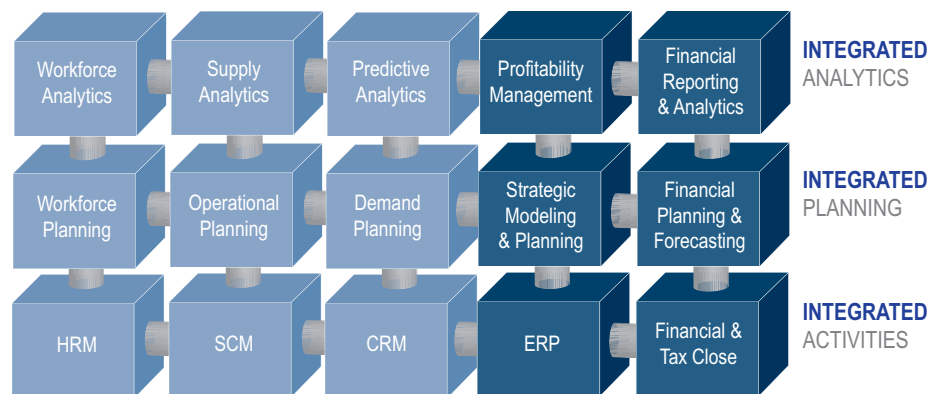
Where EPM meets BI



Integrated Performance Management is critical to improving an organization's real-time analysis of performance and providing insights for decisions across the enterprise. From strategic modeling and planning, and budgeting and forecasting to financial close, tax provision and external reporting, finance organizations need to be integrated. Likewise companies must integrate to drive product and customer profitability, optimize workforce performance, and improve demand planning in operational areas such as sales, marketing, human resources and supply chain management. However, no matter how sound the strategy or advanced the technology, solutions that do not prioritize integration fail to meet expectations.

Whether you call it BPM, CPM, EPM, BI, or Analytics, when it comes to performance management and business intelligence disciplines, the acronyms used to describe it are outnumbered only by the methodologies used to implement it. As a leader in Integrated Performance Management (IPM), A&M knows that at the core of management excellence is integration: integration of processes, integration of organizational functions, and integration of technologies.

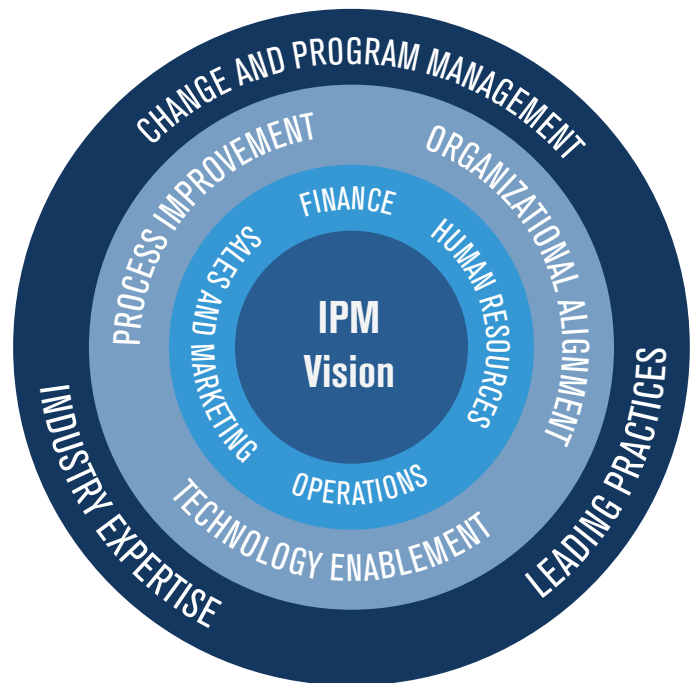
IPM integrates the entire spectrum of operational and financial performance management.



That's why we call our services Integrated Performance Management (IPM). IPM removes the boundaries associated with previous performance management frameworks and provides a holistic approach that addresses the entire spectrum of both operational and management processes in an integrated manner.

IPM identifies, prioritizes and manages the drivers most critical to a successful performance management solution. Refined by more than 25 years of implementation experience, IPM ensures a vision that incorporates business intelligence and data discovery into analytics across all functional areas. At the same time, it preserves foundational elements of finance including strategic modeling and planning, budgeting, forecasting and reporting.

Our framework is adaptable and encapsulates process improvement, organizational alignment, and technology enablement with world-class change and program management as well as leading practices and industry expertise. The result: an IPM solution that provides insight into performance in order to accelerate decision making, address challenges, and align operational activities.



Tap the power of IPM to:

<p>CREATE A VISION Ensures the organization develops a clearly defined vision and approach to deliver IPM capabilities prior to implementation.</p>	<p>Case-in-point: A publicly held Energy company with operations in the Middle East, North America, Europe, South America, Africa and Asia Pacific engaged A&M to develop an IPM vision and road map. The company then aligned their organization around this vision to redesign an integrated financial consolidation, planning and forecasting, and reporting capabilities strengthened the accountability, flexibility, and ownership of reporting within each division.</p>
<p>IMPROVE PROCESSES Design, develop and create an environment for continuously improving business processes essential for supporting the vision.</p>	<p>Case-in-point: \$16+B global corporation turned to A&M to improve financial reporting processes spanning across international operations and multiple systems. This solution included new financial reporting processes and functional responsibilities, as well as a new technology solution sustainable to meet the evolving needs of the company.</p>
<p>ALIGN THE ORGANIZATION Align organizational goals as well as redesign processes and responsibilities to meet company expectations.</p>	<p>Case-in-point: A&M helped a \$3.5B Consumer Packaged Goods company align finance and IT organizations with business unit structure. Finance and accounting processes, as well as performance metrics and KPIs, were standardized. Inaccuracies drastically decreased and overall performance visibility improved as a result.</p>
<p>ENABLE TECHNOLOGY Identifies and implements the appropriate technology to effectively support the defined processes.</p>	<p>Case-in-point: A \$7B Retailer engaged A&M to design and roll out technology best suited to support its external financial reporting and planning processes in conformance with GAAP and IFRS—while concurrently completing an initial public offering (IPO).</p>



Our IPM services will help you:

- Align strategy and execution by removing boundaries and connecting people and processes.
- Improve decision-making, with real-time analysis of more accurate, timely and transparent information.
- Reduce costs and risks and comply with regulations quicker, by incorporating business intelligence and data governance across all functions of the organization.
- Leverage innovations in technology, suitable for your organization to effectively support defined processes.

The A&M Difference:

- Managing Directors and Senior Directors with an average of 20 years of hands on experience in delivering high impact solutions.
- Industry domain focus within Energy, Retail, Manufacturing and Distribution, High Tech, Engineering and Construction, Transportation, and Consumer Products sectors Expertise at working through complex strategic and organizational issues.
- Holistic design and build methodology with organizational, process, and technology alignment.
- Proactive approach that ensures business process and technically appropriate data governance, as well as system sustainability and scalability.
- Specialists in transformational technology deployments with the industry leading Oracle software solution suite.



Arthur Forbus has 25+ years of experience in consulting, sales, marketing and delivery of performance management solutions to clients including AT&T, Verizon, University of Texas System and Pactiv/Reynolds.

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John Henry has 20+ years of consulting and operational experience in industries including insurance, financial services, and professional services. Some clients include Aon Corporation, State Farm, CNA, and the state of Ohio.

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Malcolm McKenzie has 25+ years of experience and has completed more than 60 transformation, merger and acquisition, and carve-out engagements across corporate and private equity-owned businesses.

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Tom Phelps has 25+ years of consulting and management experience helping organizations achieve greater alignment of strategy with operational execution through performance management solutions.

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Dean Tarpley has worked with more than 150 global retailers at all organization levels and across all industry segments. He has led EPM initiatives at companies including McDonalds Corporation, FOCUS Brands and Sonic.

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ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to activate change and achieve results.

Privately-held since 1983, A&M is a leading global professional services firm that delivers performance improvement, turnaround management and business advisory services to organizations seeking to transform operations, catapult growth and accelerate results through decisive action. Our senior professionals are experienced operators, world-class consultants and industry veterans who draw upon the firm's restructuring heritage to help leaders turn change into a strategic business asset, manage risk and unlock value at every stage.

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