



# Global Planning, Budgeting and Forecasting Survey: Irish Insights

#MakItHappen

We are living in a world with a proliferation of data and accelerated computing power, along with an abundance of applications that continue to streamline and optimise our personal lives. However, in our working life many organisations are still using the same spreadsheets that have evolved year-on-year, to plan for a future of multimillion euro businesses.

Outdated planning systems lead to work duplication as well as process bottlenecks across the organisation. Linger with these old ways of working points towards an inefficient utilisation of capital, and ultimately, costs organisations time and money.

Connected, cloud-based forecasting, not only uses the latest technology advancements, but also drives a connected planning process. It links functions including finance, logistics, commercial and human resources together, instead of working off separate plans that don't provide meaningful insights in unison.

When it comes to organisations still relying on spreadsheets to plan, we can see the necessary winds of change, with larger organisations expectedly leading the way. **Yes, the spreadsheet still dominates, but that trend is beginning to decline.**

Modelling scenarios based on data-fuelled predictive algorithms to connect plans across organisations is difficult to achieve with stand-alone spreadsheets.

**As organisations look to standardise and connect finance to non-finance functions, other tools and technologies are proving more suitable.** The

increasing utilisation of scenario planning and real-time reporting, as well as a move towards predictive planning, are all driving the adoption of more sophisticated tools.

**Planning, Budgeting and Forecasting systems are no longer just for large businesses with big budgets and long implementation**. Advancements in technology, particularly cloud computing and Software as a Service (SaaS) Platforms/products/technologies, have made these tools more accessible than ever, with bespoke solutions available to organisations of all sizes with reduced costs and faster implementation times.

#### About the Planning, Budgeting & Forecasting Survey

For the 2021 survey, Deloitte received over 750 responses from a wide range of organisations across all industries from more than 55 countries, including Ireland. The organisations varied in size from those with annual sales revenue under \$1 billion to those with over \$10 billion or more. The majority of responses were from people accountable for planning, budgeting and forecasting activities within their organization such as the Chief Financial Officer (CFO) and the Head of Financial Planning and Analysis (FP&A). The survey was conducted between January and mid-May 2021.

#### Survey insights



The majority of organisations with less than €1 billion revenue, rely solely on spreadsheets for their planning, budgeting and forecasting. However, **only 9% of organisations with greater than \$10 billion revenue still rely primarily on spreadsheets.**



Overall, 30% of organisations are using only spreadsheets to prepare plans, budgets and forecasts – this has fallen from 37% in 2014. This indicates that spreadsheets are still the most widely used tool, although there is a downward trend in their usage.



We are also seeing an increasing use of SaaS tools from vendors such as Anaplan, SAP and Oracle. These tools have the added benefit of regular updates to features and functionality without the need to undertake expensive and time-consuming upgrades.



In Ireland, we are already seeing tools such as SAP BPC, SAC, Oracle Hyperion Planning, Workday Adaptive Insights and IBM Planning Analytics being implemented and utilised in the Planning, Budgeting and Forecasting process across all major industries.

### The impact of COVID-19 on planning methods

COVID-19 highlighted the many problems of organisations employing out-dated planning methodologies and technologies.

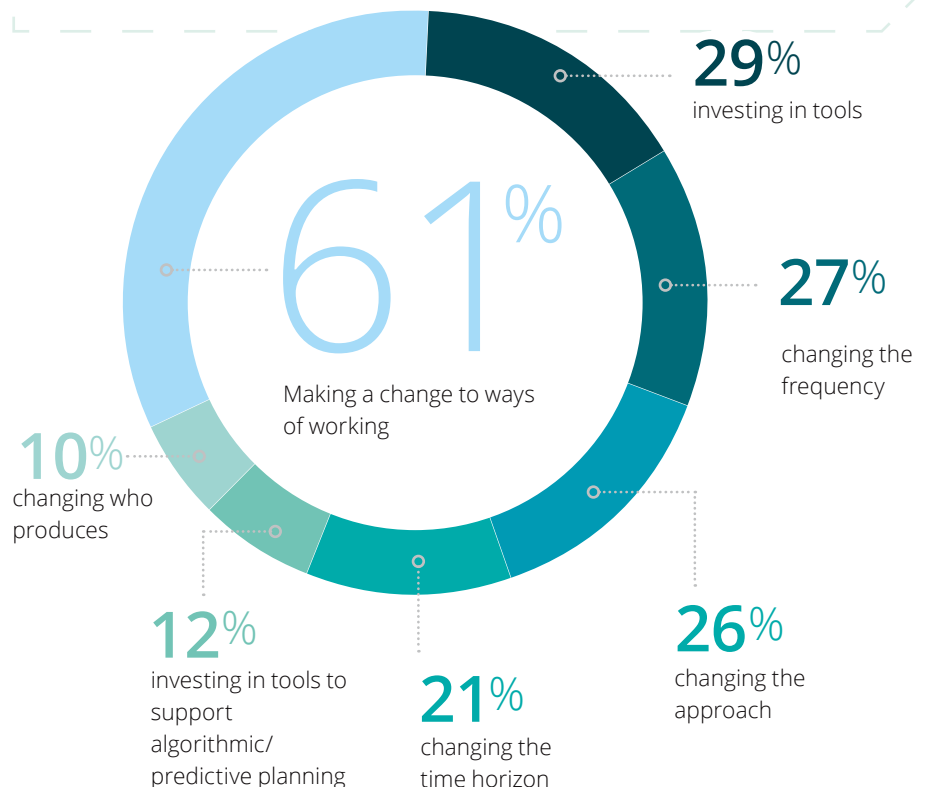
We've learned from clients that **it is almost impossible to provide accurate financial models or effective scenario planning in such an uncertain world, using spreadsheets alone.** Of course, this was only exacerbated in the Irish market where teams and individuals continued to work remotely for a longer

period compared to many, due to harsher lockdown restrictions than most other EU nations. Not only were teams trying to perform these analyses on offline spreadsheets, but they were doing so while working from home. This made collaboration and the provision of accurate and timely insights even more difficult. For many, **COVID-19 has been an instigator for change and has shone a light on the need to implement connected, cloud-based planning.**

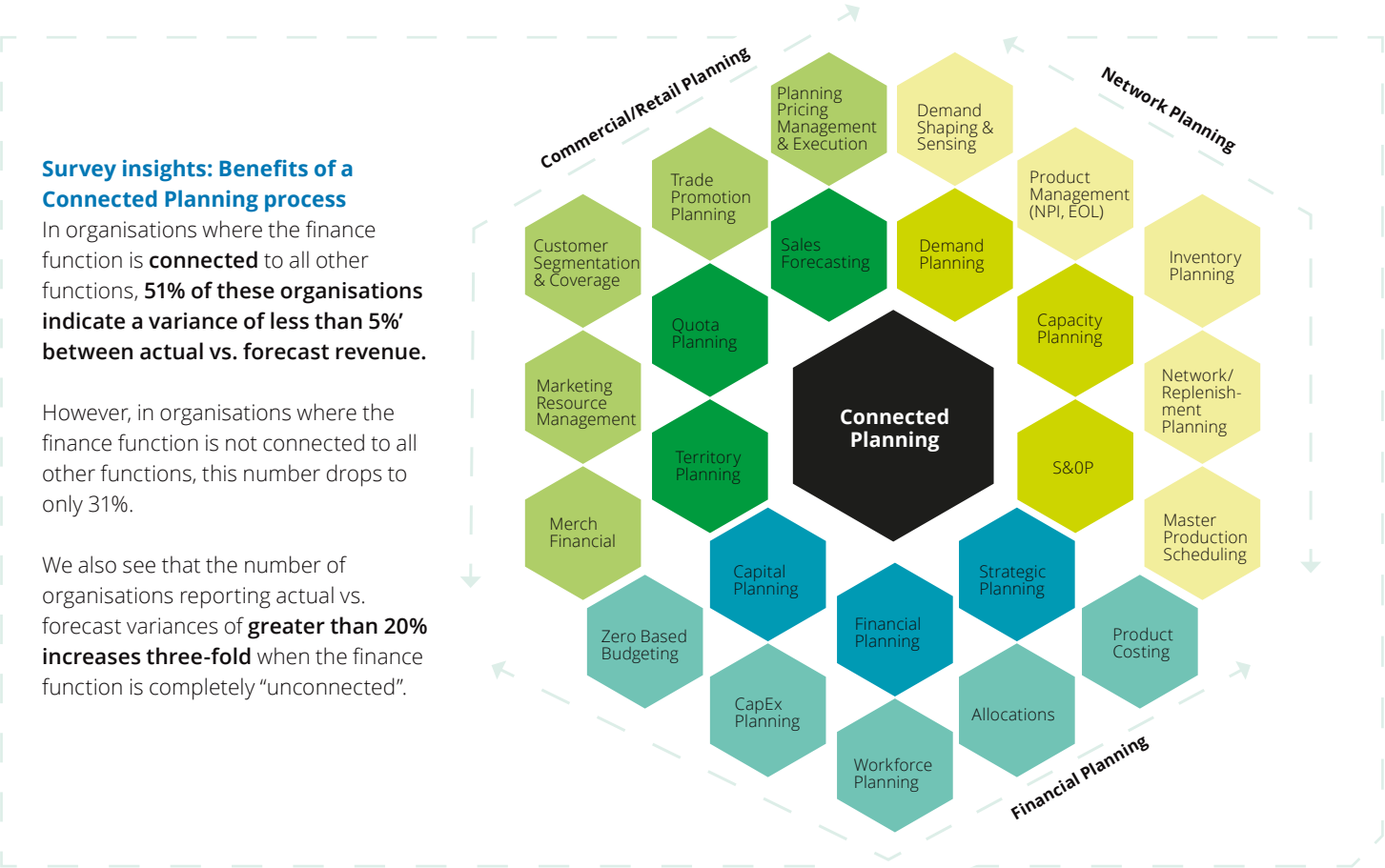
#### Survey insights

Globally, 61% of organisations are considering changes to ways in of working in their PBF process, because of COVID-19.

This number jumps to over 71%, when looking at organisations within Ireland.







### How can we help you on your Connected Planning journey?

At Deloitte, we run **Connected Planning Labs**, designed to equip cross-functional leaders with the knowledge required to define a “preliminary roadmap” to tackle current state planning challenges and achieve a vision for the future.

We work together to help participants understand the breadth and power of connected planning and identify next steps on the journey to implement a connected planning platform.

By starting your journey to cloud-based planning, you will benefit from:



Increased **transparency** across the enterprise and across supply chain partners, including changes in supply chain, commercial and financial plans and risk



Improved **speed** and **agility** in decision making, go-to-market and supply chain execution, to deliver optimal business results



Advanced **alignment** and **accountability** across the organisation, enabling end-to-end collaboration within and outside the organisation



Contact our team to unlock the exponential value of connected planning.



**Alan Flanagan**  
**Consulting**

Partner  
+353 1 417 2873  
aflanagan@deloitte.ie



**Daniel Gaffney**  
**Consulting**

Partner  
+353 1 417 2349  
dgaffney@deloitte.ie



**Shane Mohan**  
**Consulting**

Partner  
+353 1 417 2543  
smohan@deloitte.ie



**David Brady**  
**Consulting**

Director  
+353 1 417 2502  
dabrady@deloitte.ie



**Tom Hynes**  
**Consulting**

Managing Director  
+353 1 417 2879  
thynes@deloitte.ie



**Jack Murphy**  
**Consulting**

Manager  
+353 1 417 1236  
jacmurphy@deloitte.ie

# Deloitte.

At Deloitte, we make an impact that matters for our clients, our people, our profession, and in the wider society by delivering the solutions and insights they need to address their most complex business challenges. As the largest global professional services and consulting network, with over 312,000 professionals in more than 150 countries, we bring world-class capabilities and high-quality services to our clients. In Ireland, Deloitte has over 3,000 people providing audit, tax, consulting, and corporate finance services to public and private clients spanning multiple industries. Our people have the leadership capabilities, experience and insight to collaborate with clients so they can move forward with confidence.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte Ireland LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte Ireland LLP is a limited liability partnership registered in Northern Ireland with registered number NC001499 and its registered office at 27-45 Great Victoria Street, Lincoln Building, Belfast, BT2 7SL, Northern Ireland.

Deloitte Ireland LLP is the Ireland affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.

© 2022 Deloitte Ireland LLP. All rights reserved.