

valantic

Avolta

VALANTIC - SUCCESS STORIES OF THE DIGITAL NOW!

Global budgeting
and forecasting
for thousands of
stores worldwide
at Avolta





Avolta

Avolta was established in 2023 as a result of the business combination between Dufry and Autogrill, creating the largest travel retail, convenience and F&B company on the Swiss stock exchange, headquartered in Basel. The company operates more than 5,100 points of sale worldwide, spanning 73 countries. These shops are located at airports, motorways, cruise ships, ferries, at train stations, and border crossings. The corporate holding includes well-known brands such as Dufry, Autogrill, HMSHost, Hudson, World Duty Free, Nuance Group and others.

The challenge

Establishing a global, **high performance, comprehensive and sophisticated forecasting and budgeting solution.**

The previous solution was slow in data processing and complicated due to a lot of manual work required to operate and maintain. Key components such as visibility in the form of dashboards, driver model capabilities and predictive features were missing.

Modernizing the old system would have required an even more significant investment than the current project. Doubts regarding feasibility arose within the management. Therefore, Anaplan was selected to transition towards a newer and state-of-the-art technology.

The results according to **Avolta management**

1. The automated integration of the solution into our system landscape has led to significant cost savings in operating the planning platform.
2. Real-time calculations throughout the application elevate the planning experience and impact analysis to a completely new level.
3. Previously, we had to wait for an overnight load to see the impact of plan changes. This is now over, and we have significantly accelerated our planning cycle execution.
4. A driver-tree approach enables planning based on macro-business factors, which has resulted in a much more precise budget plan.
5. Additionally, the suggestion values for the planning horizon allow efficiency gains and effort reductions.

Solutions and results in detail

The central data source for accounting data is the SAP Central Finance Group Reporting Module (CFIN GR). Additional data sources for OPEX & CAPEX planning, as well as workforce planning, are connected. A data warehouse (DWH) serves as a middle layer for interfacing to and from Anaplan. Forecast and budget results are exported from Anaplan to the DWH after every planning cycle iteration for reporting purposes in Microsoft Power BI.

The planning model itself is designed as a driver tree model, where defined building blocks such as net sales, COGS, CAPEX, OPEX, etc., feed as financial statement items into the profit & loss, the balance sheet and the cash flow.

This calculation flow is highly automated by a set of business rules, defined for each building block. For example, the moment you change a CAPEX project value, you see the immediate impact on the depreciations in the P&L and the effect on the cash flow.

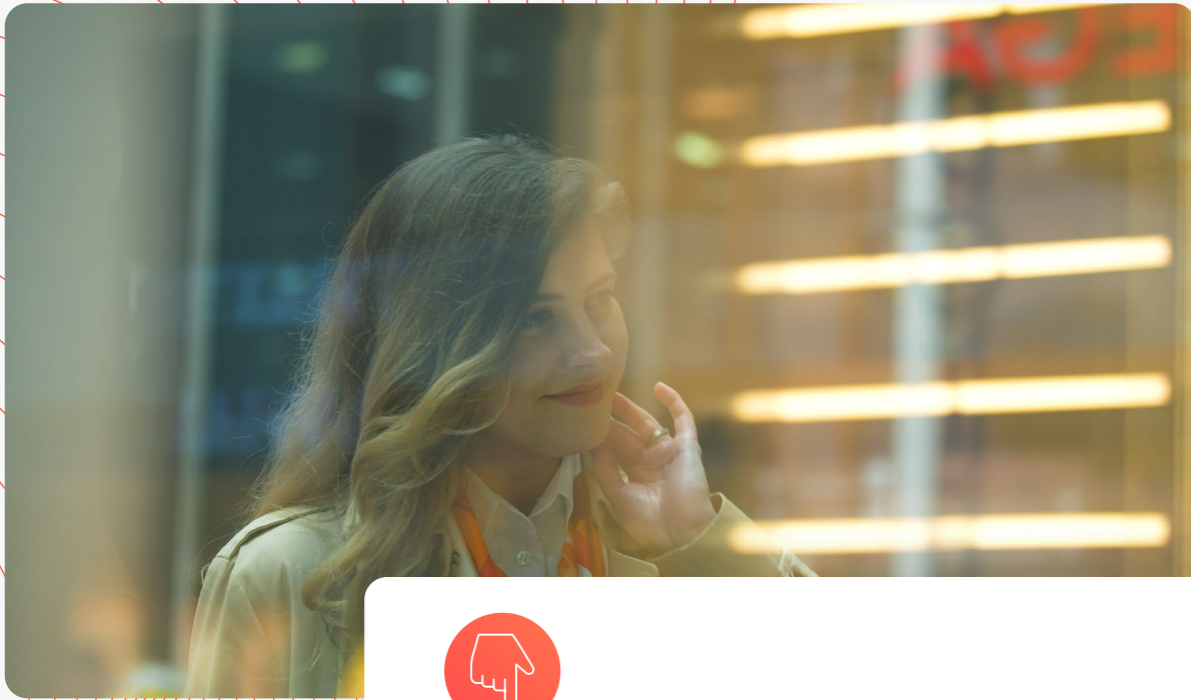
Same is valid for the intercompany resolution. A receivable from a ruling entity is automatically considered on the payable side of the counterpart entity.

The driver model is complemented by suggestion values for the planning horizon, which can be overwritten, and what-if and scenario capabilities.



This setup results in significant effort savings, increased agility, scalability and higher planning quality throughout the entire forecasting and planning processes.

Customer feedback: High satisfaction among management because the planning solution realized by valantic enables better and more successful business decisions.



„Through a complex pipeline and tight timelines, the team’s collaboration was the cornerstone of delivering the solution on time and within budget.“

David Mandl

Senior Manager
at valantic



Advantages at a glance

- Precise, targeted forecasts
- Powerful, high-performance planning
- Significant time and cost savings, with considerably lower effort
- Smart, successful business decisions



Project history

In the first foundation phase, we established the project management framework, started with deep dives on the building blocks, and worked on the automated data integration in parallel. The size of the core team was six people. The extended team included around 15 people, though with varying levels of intensity. As is typical in agile project setups, the core team met in daily stand ups to align and resolve impediments. A sprint length was two weeks, concluding with a review / retrospective planning session.

The project was clearly and tightly conceived from the very beginning to meet expectations, resource and time constraints. For this, the valantic project implementation framework was used, providing flexible guidance throughout the entire project lifecycle.

In the second main implementation phase the valantic team was closely working with the Avolta product owner and subject matter experts to align on all details of the build activities.

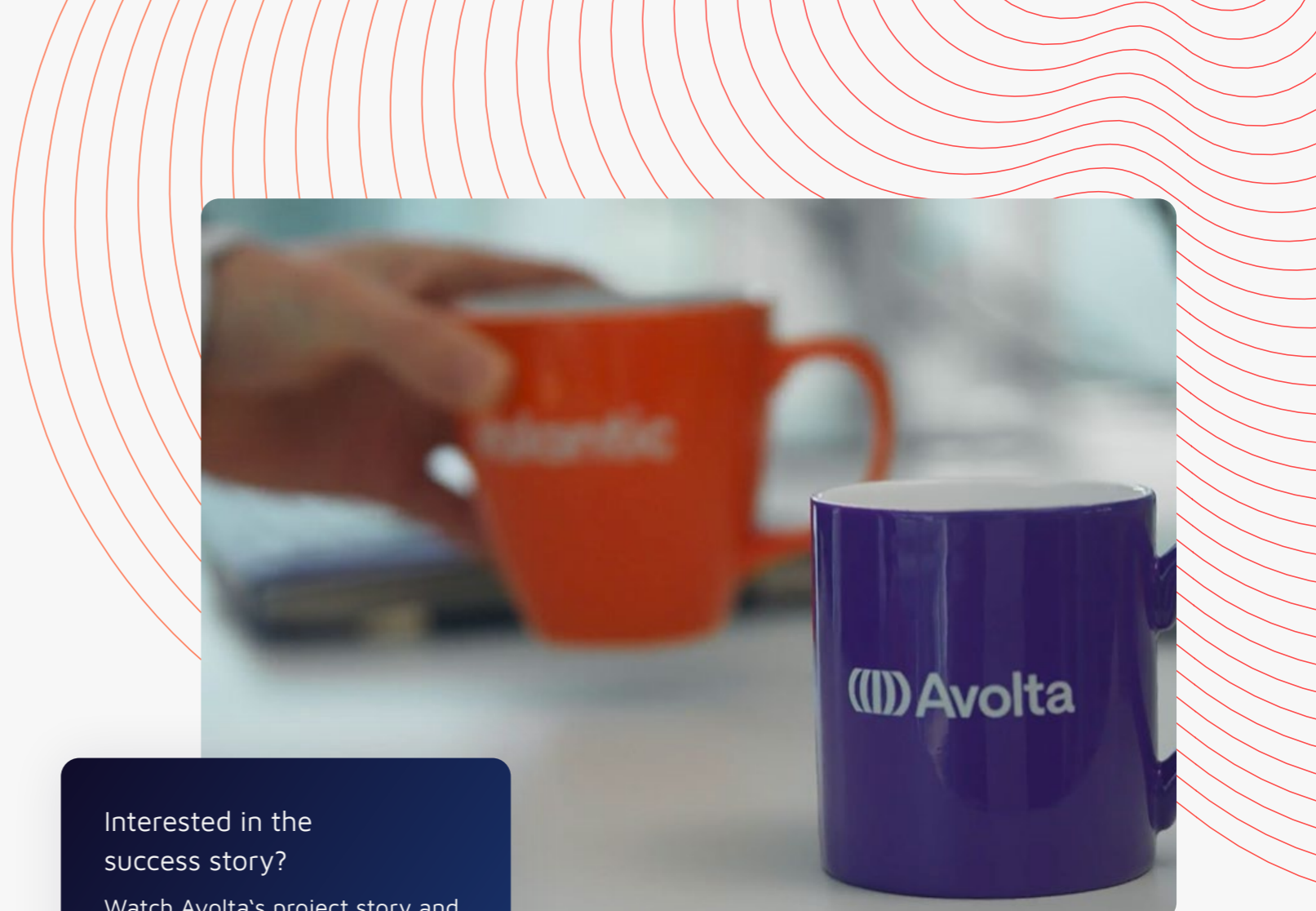


The application's user acceptance testing was conducted in parallel as building blocks were completed by the designated champions on the Avolta side.

After a few months, a first minimum viable product (MVP) was deployed and tested under real-world conditions to validate assumptions and gather end-user feedbacks. These were then subsequently considered during the further work towards a marketable product.

After around seven months, the second version of the application was used for the budget 2024 exercise. Approximately 170 Avolta controllers around the world now use the Anaplan application for planning.

A particular challenge was that the initial project scope focused only on the Avolta travel retail business. An additional request came in at short notice to also cover the Food & Beverage (F&B) part, including ad hoc data loads and combined analysis at the group level.



Interested in the success story?

Watch Avolta's project story and experience with Anaplan in the exclusive customer reference video.



The strong cooperation with valantic was decisive for the great success of the project, not only on a professional, but also on a human level. Everything came together perfectly.

Sophie Hälg

Director of Global Controlling
at Avolta



Together with valantic, we achieved our project goal from project budgeting to roll-out within seven months. 170 employees in 73 countries are already working with the financial planning solution Anaplan, achieving significant time and cost savings.

Sohan Panta

Head of Business Controlling
at Avolta



At a glance: Advantages of the Avolta solution

The integrated financial planning solution introduced by valantic generates many clear, quantifiable advantages. These include high efficiency gains, significantly reduced manual efforts through automation, clear time advantages, higher agility and scalability, and more precise forecasts. According to feedback from Avolta, the planning application is user-friendly and quickly understood by specialist users.



You want to know more?

Further information can be found on
our website at: www.valantic.com

Contact us now!

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