Digitization in Controlling: Fully Integrated Planning ("xP&A") at List GC

Having all financial data in one system, data reliance and scenario-based thinking are of paramount importance for the project-driven List GC. The new integrated planning solution, implemented by smartPM.solutions, saves the company at least 2,5 FTE - allowing the List FP&A team to focus on initiatives and management recommendations instead of data preparation and "spreadsheet tourism" via Excel.

About List GC

List General Contractor is an Austrian family-owned company, specialized in tailored luxury Interieur of yachts and apartments. List GC is an internationally operating company with exclusive design-ideas, high-quality craftmanship, elegance and comfort on the highest level. The company has grown strongly during the last years.

Facts: List GC

Foundation: 1950
Employees: 240
Turnover in €: 60 Mio.
Head office: AT

STATUS QUO

List GC's data world was **dominated by Excel** – used for offer calculation, multi project monitoring and budgeting. As a result of the corporate growth, the VBA based project control tool reached its limits, e.g. when performing calculations with 800-900 columns. Reliability and flexibility weren't no longer given.

Excel-formulae weren't comprehensible anymore – resulting in **poor data acceptance** of the FP&A teams and management. Moreover, the employees reached their **workload and mental stress limits**. List GC wanted their FP&A experts to deal with initiatives and management recommendations, instead of wasting their time cross-checking Excel formulas.

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Arbi Araks, Head of Finance & Controlling; Ronald Morawetz, Head of Engineering & QM, LIST GC:

'Thanks to the integrated way of working, we collect data only once, offer calculations are passed on in the workflow to project management, all reports are generated automatically and connected planning no longer requires manual intervention. Processes have turned lean, quality has increased significantly, and our team focuses on the essential, result-producing work. Within one year, we see a saving of time of at least 2,5 FTE across the entire company.'

PROJECT GOALS OF LIST GC

〉 **Fully integrated, streamlined project workflows** from (offer/project-) calculation to project portfolio/program management and integrated financial planning

〉 Support for projects spanning over several years,

〉 One **Single-Point-of-Truth,** accessible for all employees from anywhere with real-time data and without any limitations

〉 **Easy and transparent scenario planning**

〉 Timeliness, reliability resulting in **high data acceptance**

〉 **Agile decision making**

〉 **Replacement of Excel** – no manually imported, exported or transferred data

Arbi Araks, Head of Finance & Controlling LIST GC:

'We need a high level of granularity in our subplans, i.e., project calculation, project management und integrated financial planning, but on the other hand we also wanted to keep the system lean and ensure to store master data only once. This for sure was a challenge, but in coordination with smartPM we managed to achieve our "one single point of truth" target. We have a lot of details in the individual areas, but also aggregated data in the system and especially in the financial planning. A challenge, which we were very afraid of, but which has been solved very well by smartPM.solutions, is the calculation of our semi-finished and finished goods at the end of the year. That is very demanding, because many of our projects span over multiple years.'

PROJECT IMPLEMENTATION: 3 STREAMS IN PARALLEL

〉 **Integrated Financial Planning, Project-Portfolio/Program Performance Management and Project Calculation** – all streams have been seamlessly connected

〉 Autumn 2019 – Decision to implement a CPM & BI solution

〉 Pre-selection of 15 provider, long list of 8, shortlisted to 5 based on **use cases and an evaluation matrix**

〉 **March 2020: Decision for smartPM.solutions based on the software technology UNIT4 FP&A (prevero)**

〉 **April 2020: Start of Implementation** – first step was integration of all data sources (proAlpha, Sage), simultaneous implementation of 3 streams: project calculation, multi-project/program performance management and integrated financial planning. Major parts of the system could already be used by List GC throughout implementation. Tailored solutions for project calculation and comprehensive role and authorization concepts have been implemented.

〉 **January 2021: Completion of implementation of all 3 streams.** List GC team works autonomously with the integrated planning system

SUMMARY & LEARNINGS

〉 **Increased efficiency** in Project-Portfolio/Program Performance Management

〉 **Reductions / elimination of planning errors**

〉 Employees keep their **data up to date,** which means **reliable and safe decision making** for the management

〉 **The way of thinking has changed in the company to scenario driven decision making**

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Arbi Araks, Head of Finance & Controlling LIST GC:

'We strongly felt that this project shifted the focus of the discussion. We do no longer discuss the formulae, but recommendations to take action - and targets which need to be achieved. We can leverage ad-hoc analysis, and standard reports keep the team on track. Our data is always up to date, which allows for safe decision-making. We can now easily and fast create flexible ad-hoc scenarios in-house. The team quickly embraced thinking in "what if" scenarios, which makes us more agile. Company data is instantly available from anywhere. You can work at the data together and don't have to send Excel spreadsheets back and forth. This leads to a high level of acceptance and trustworthiness.'

HOW DIGITIZATION IN FP&A WILL CONTINUE AT LIST GC

Arbi Araks, Head of Finance & Controlling, LIST GC:

'Throughout the last years, we **invested heavily in professional trainings for our employees,** introducing **appropriate state-of-the-art CPM & BI-software**. We are happy to continue this journey with smartPM.solutions as our highly valued partner. We definitely don't want to rest; stagnation is a big step backwards. We want to **continue the automation**, **expand dashboarding** and, most importantly, **recognize future requirements on the market** or in projects **at an early stage** and **keep the system lean**, **clear and transparent**. We have the goal to save time in our processes and focus on our main topics and being on top of digital transformation is seen as essential in our company.'

HOW DOES PLANNING WORK AT LIST GC DIRECTLY IN THE CPM & BI TOOL?

〉 **Project (Offer) creation & -report**

〉 **Project calculation** incl. allocation of cost categories and prices

〉 **Capacity- and resource-planning** & overview reports of materials and HR

〉 **Project-portfolio/Program Performance Management** workflow and project reports with role and authority concepts

〉 **Project structure planning including Gantt Charts & WBS**,

〉 **Initiative Planning** defining milestones, risk register with automated **handover to cost-planning and risk mitigation**

〉 **COR** (change order request)

〉 **Status reports covering all** project topics, kick-point-**overview with progress bar** of programs

〉 Rolling **monitoring of contribution margins across projects & programs** – Top-/Flop analysis, drill-down into project cockpits with contribution margin development of the respective project, progress, project risks, forecast and commitment monitoring in waterfall diagram

〉 **native** project results link **into integrated financial planning**

〉 reliable information for all relevant stakeholders with **standard reports**

〉 **Initiative planning & tracking**

〉 Monthly standard **project status reports**

〉 **Graphical presentation of Balance Sheet, P/L statement, Cash Flow** incl. variants/ scenario comparisons, advanced role and authority concepts

You want to learn more about xP&A – extended Planning & Analysis? Just specify the day directly in our calendar for an expert talk >>