

WHITE PAPER

Financializing supply chain decision-making

How to link every supply chain decision to financial impact — translating volume into value



Anaplan

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The **financial** supply chain

Every operational decision is a financial decision. But in too many organizations, supply chain planning is executed in isolation with a focus on units and not on financial impact.

While commercial teams make fast-moving strategic decisions on promotions, inventory targets, and distribution channels, supply chain teams are expected to achieve those goals with urgency and without broader visibility into the financial ramifications.

They're left unable to answer questions such as: Is the effort required to achieve this goal truly worth the impact or will it increase waste, write-offs, and lead to an unprofitable outcome?

In this white paper we will show you how to go beyond siloed supply chain planning to make smarter, more profitable decisions and support business growth objectives.

A **shift in mindset** requires a shift in planning tools

Efforts to get the answers to these critical questions — and break down silos between supply chain teams and the wider business — tend to falter. The problem is a lack of data granularity combined with a focus on functionally siloed metrics, as well as the limitations of traditional planning tools.

Vitality, incorporating financial implications into supply chain decisions requires clear visibility of the impact on broader strategic objectives.

For example, carrying excess safety stock to hit service levels may create staler inventories, slowing introduction of newer offerings, reducing agility to pivot in the face of shifting demand and supply, and leading to costly write-offs.

While supply chain professionals understand these trade-offs, the singular focus of legacy supply chain technologies on volumetric objectives fails to illuminate the impact on both top-line revenue or operating margin beyond a simple averaging translation.

The result: Supply chain teams undertake massive operational efforts to achieve business goals that ultimately can erode profitability, drive up operating costs, and pull resources from more strategic priorities — while also adding stress to the supply chain team and potentially harming morale.

Siloed planning leads to suboptimal decisions

In today's volatile environment, the cost of siloed planning isn't just inefficiency — it's a direct hit to profitability and competitiveness. The longer you plan in silos, the more difficult it becomes to close the gap.

Most organizations fall into one of these traps:

- 1. Over-reliance on spreadsheets:** Spreadsheets allow for ad hoc analysis but are inherently static. They can't run multi-dimensional scenarios or incorporate live financial data. At best, they provide a snapshot; at worst, they create blind spots.
- 2. Over-commitment to ERP planning:** ERPs are built for transaction execution, not for strategic scenario modeling. They can't assess trade-offs across SKUs, channels, or geographies in real time — nor can they factor in the full P&L impact.
- 3. Financial data gaps:** Even when detailed cost and margin data exists, legacy planning systems often can't handle the granularity required, making it nearly impossible to integrate.
- 4. Limited integration with FP&A processes:** Supply chain leaders are not engaged with their FP&A business partners to understand supply chain impact on the P&L and working capital.

Without a platform that unites operational and financial views, you are forced to make high-stakes decisions with incomplete information — and without the flexibility to change course when needed.

What a **modern supply chain** planning platform should deliver

To plan strategically, supply chain teams need more than spreadsheets, ERP reports, or traditional supply chain planning approaches. A modern platform should enable you to:



Unify operational and financial data for a single, trusted view of the supply chain.



Automate manual work by replacing spreadsheet-heavy processes with intuitive, streamlined workflows that are quick to adopt.



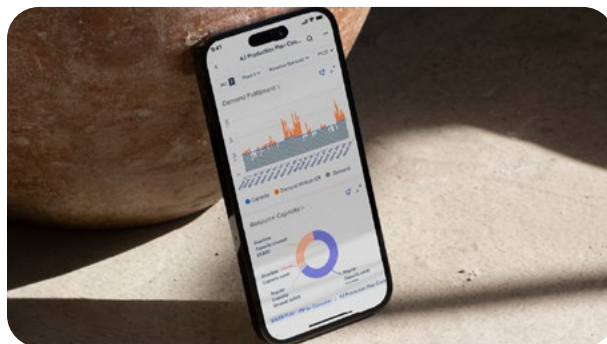
Model scenarios at speed to run multidimensional “what-if” analyses, navigate volatility, and assess trade-offs in real time.



Leverage AI and analytics to make data-driven decisions with transparent, explainable intelligence based on synchronized assumptions.



Collaborate without friction by connecting supply chain, finance, marketing, and sales in one environment to align on the most profitable path forward.



With these capabilities, every operational move can be tied directly to measurable business impact — transforming day-to-day planning into a competitive advantage.



From reactive to strategic planning

With a financialized supply chain planning platform, every operational decision is also evaluated through a financial lens. To get there, start by asking the right questions — not just about output, but about profitability, cost, and risk.

Can your platform answer these critical business questions?

- What is the true financial cost of this **expedited production run**?
- Are we making or losing money on this **SKU or product line**?
- What is the margin impact of this expedited **order or rush shipment**?
- Will this promotion be incremental or **just shift volume**?
- What is the risk of write-off or waste **from this opportunity**?
- What's the working capital impact of changing safety stock or **days-on-hand targets**?
- What is the total landed cost of this **product across regions**?
- What is the true cost-to-serve each **customer/channel/SKU**?
- What scenario delivers the best financial **outcome with the least risk**?

If the answer is no, your supply chain planning is reactive, not strategic.

Financialize your supply chain planning with **Anaplan**

To move from reactive to strategic supply chain planning, you need a unified operational and financial planning platform to assess trade-offs and optimize profitability.



Anaplan uniquely enables the financialization of the supply chain by connecting operational decisions with dynamic financial insights in a single platform — without having to export to spreadsheets or rely on static snapshots.

Unlike traditional planning tools, Anaplan empowers planners and supply chain leaders to:

- Model volume-based decisions side-by-side with financial outcomes in local currency.
- Run dynamic, multi-dimensional scenarios across units, SKUs, channels, and geographies.
- Assess full P&L impact — revenue, COGS, OpEx, inventory holding costs, margin, and profit.
- Harmonize cross-functional planning across supply chain, finance, marketing, and sales.
- React at the speed of business while remaining focused on business objectives and targets.

This isn't just better planning — it's intelligent orchestration of your supply chain with full financial transparency. Decisions can be tested, validated, and optimized in real time, ensuring that operational moves always serve broader business objectives.

80% faster forecasting cycles leave more time for analysis

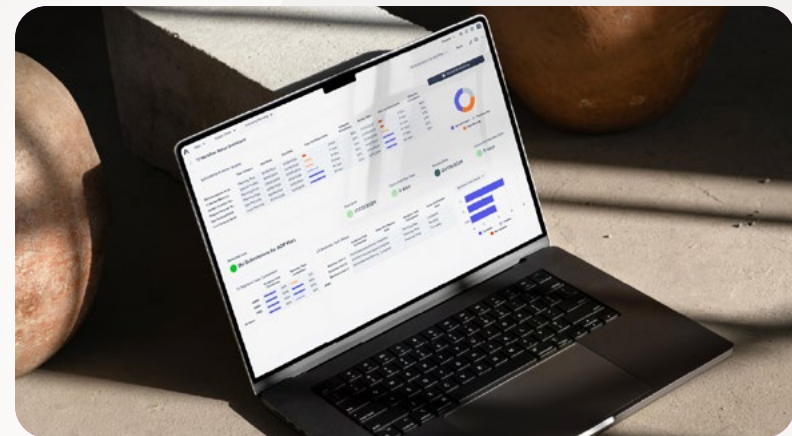
Umicore, a global materials technology leader, operates in an unpredictable metals market where inflation and price volatility are constant pressures. Before Anaplan, forecast cycles were lengthy and reactive, limiting the company's ability to pivot quickly.

With Anaplan, the company embedded scenario planning into everyday workflows. Forecast cycles that once took a week now take less than a day, giving planners the agility to respond to sudden price shifts and demand changes.



Before Anaplan, a full forecast cycle took us a full week of work. Now we can do it in less than a day

— CFO, Umicore Business Group Recycling



Short-term **forecast accuracy** increases confidence in decisions

Jaguar Land Rover (JLR), the iconic British automaker, needed to unify planning across five global regions while maintaining local agility.

Using Anaplan, JLR centralized governance and integrated demand and supply planning, extending into S&OP, compliance, sales forecasting, and pricing. Planners now spend 80% of their time on strategic scenario analysis rather than manual processes.



We've been able to increase our short-term forecast accuracy to more than 90%

— Head of Anaplan CoE, JLR

Make your next **supply chain** move a strategic one

Macroeconomic pressures including inflation, volatile demand, increased competition, and geopolitical shifts make siloed planning riskier than ever. And the price of getting supply chain planning wrong is severe, leading to:

- **Missed margin targets**
- **Rising cost-to-serve**
- **Excess waste or write-offs**
- **Delayed or overly conservative planning cycles**
- **Frustrated cross-functional teams**

If you want to avoid these negative impacts, make your next supply chain move a strategic one. There's never been a better time.

Learn more about Anaplan for Supply Chain



About Anaplan

Anaplan is the only scenario planning and analysis platform designed to optimize decision-making in today's complex business environment so that enterprises can outpace their competition and the market. By building connections and collaboration across organizational silos, our platform intelligently surfaces key insights — so businesses can make the right decisions, right now.

More than 2,500 of the world's best brands continually optimize their decision-making by planning with Anaplan

To learn more, visit www.anaplan.com

