



Scoping Questionnaire

ANNUAL OPERATING PLAN

Organization

SCOPING QUESTIONNAIRE

Organization

- Can you articulate your goals and any major risks you foresee?
- Is your organization going through any major transformations that may impact your financial planning? If so, how (e.g., ERP implementation)?
- How do you currently measure the performance and success of your business process (e.g., quality of analysis, accuracy of forecast, monthly close-out speed target, etc.)?
 - How do you measure the success of the project?
- What is your organization's availability and commitment for project resourcing?
 - Do you have data integration specialist to help build integration needs?
 - Are there any competing projects that could impact resourcing or project timeline (e.g., ERP implementation)?
- What are the most frequent and/or urgent questions from your management that you often have to answer (e.g., hiring, forecast vs actuals gap, "Can we afford to do X?", etc.)?
- What is the typical workflow of finalizing the AOP?
 - To what level are the budgets set? How many layers of approval are needed?
 - How many iterations do you allow (top-down, bottom-up, cross-functional) before finalizing the budgets?
 - How long does the overall process typically take from the first draft to board-approval?
- Do you plan and report across different versions of your organizational hierarchy? If so, how?
- How many years of historical data is available to you?

Process

SCOPING QUESTIONNAIRE

- General
 - Can you describe the overall forecasting process that you currently have?
 - Can you describe the process in which corporate finance negotiates and allocates budget across the business (e.g., meeting cadences, involved personnel, workflow for approval, etc.)?
 - What are your central/corporate drivers vs. regional drivers?
 - What currency do you plan in (e.g., dollar, euro, etc.)?
 - What is your FX conversion methodology?
 - How do you take into account your inter-company eliminations?
 - What elements do you generally do allocation, and what is the methodology for each of those allocations (e.g., overhead)?
 - What are the critical reports that will be required?
 - Do you consider transfer pricing in your forecasting?
- What granularity do you forecast (e.g., cost center, GL, entity, etc.)?
 - For each dimension, can you list the number of items (e.g., number of cost centers, GL, entities, etc.)?
 - Is it at one or multiple levels of hierarchy? Does the granularity differ in different areas of the business?
- What is the time period of your forecast (e.g., weekly, monthly, quarterly, etc.)?

- How many time periods in the future do you forecast for (e.g., 12 months)?
- How frequently do you reforecast?
 - What is the typical cycle time?
 - At any given point, how many versions of your forecast do you want to be able to run a variance analysis between (e.g., current forecast vs. previous month's forecast vs. beginning-of-year forecast, etc.)?
 - Do you have a rolling forecast vs. monthly/quarterly forecast?
- Do you have more than one fiscal year in the business? If so, what are they?
 - What is your quarterly calendar type for each (e.g., 4-5-4, 4-4-5, etc.)?
- Expense planning
 - How do you currently do your OPEX planning (e.g., driver-based budgeting, run rate / statistical growth rate, etc.)?
 - How do you forecast headcount and labor expenses (e.g., by employee, position, etc.)?
 - Do you currently use ZBB or are you planning on implementing ZBB in the future?
 - How do you plan assets for CAPEX planning?
 - What are the asset classes? For each, what is the depreciation / amortization method?

- Revenue
 - How many revenue streams do you have? What is the rough percentage composition of each revenue stream?
 - For each revenue stream, what are the drivers of revenue/COGS planning (e.g., ASP, discounts, units available, etc.)?
 - Are there alternative versions of the revenue forecast you look at (e.g., capacity-based, pipeline-based, run rate, etc.)?
 - Do you plan / measure revenue at the customer level?
 - Do you allocate cost to analyze customer probability?
 - If so, how many customers do you look at?
 - How do you allocate cost?
- Workforce
 - What is your current headcount and anticipated year-over-year growth?
 - Do you manage your workforce at employee/requisition level (e.g., terms, transfers, promotions, new hires, open reqs, etc.)?
 - If so, what kind of monthly reporting / variance analyses do you generally produce?
 - Do you ask the business to manage headcount number or cost envelop?

Data

SCOPING QUESTIONNAIRE

- Meta data: For each of your meta data (accounts, cost centers, products, etc.)
 - What is the source?
 - What is the frequency?
 - How many items are in each list? What are the associated properties?
- Data: For each of your data (e.g., ERP feed, CRM feed, HRIS feed, etc.)
 - What is the source?
 - What is the frequency?
 - How many records do you bring in a month?
- Outbound data: For each of your outbound data (e.g., ERP)
 - What is the frequency?
 - What is the destination?
- Integration methodology
 - What data feeds need to be set up through integration? What data feeds are brought in manually?

Cash Flow

SCOPING QUESTIONNAIRE

Cash Flow

- At what level do you forecast your cash flow?
- At what frequency do you forecast your cash flow?
- Who is responsible for generating cash flow statements in your organization?
- What does the current process for generating cash flow look like?

Balance Sheet

SCOPING QUESTIONNAIRE

Balance Sheet

- At what level do you forecast your balance sheet?
- At what frequency do you forecast your balance sheet?
- Who is responsible for generating balance sheet statements in your organization?
- What does the current process for generating balance sheet look like?

Users

SCOPING QUESTIONNAIRE

- What are the types of roles of the anticipated users of Anaplan?
 - How many users do you anticipate for each type of role?
- How will each role interact with the model?
 - Are there individuals who fit into more than one role?
- How are the users accessing the platform? Via Single Sign-On (SSO)? Or else?
- What level(s) of hierarchies should the permission be granted?

User Interface

SCOPING QUESTIONNAIRE

User Interface Design

- Who are the end users?
- What is their technical aptitude?
- What are some examples of current user interfaces?
- Do the users use PC, Mac, or both?
 - What is the typical resolution of the users' computer screen?
 - What browser(s) are used?
- Are other devices used? If so, what (e.g., mobile, tablet, TV screen, double screen, etc.)?

Other Considerations

SCOPING QUESTIONNAIRE

Other Considerations

- How would you measure success of your project? Which metrics do you need to achieve?
- How are the decisions made in your organization?
 - What are the technical criteria to make a decision?
- Who will sign off on moving forward at each stage?
- Who is in the power base?
- What is the consequence of doing nothing?
- Who is willing to carry the Anaplan flag internally?
- Who is your executive sponsor?
- Who is your project sponsor / business owner?
- Who are the model owner(s)? Model builder(s)?
- Who will attend Anaplan training? How many people?
- Do you have change management resources who will help with training?
- How do you plan to train your end users?
- Users will need to have suitable access to modules, lists, versions and actions. Who will provision users?
- What is your desired go-live timing?