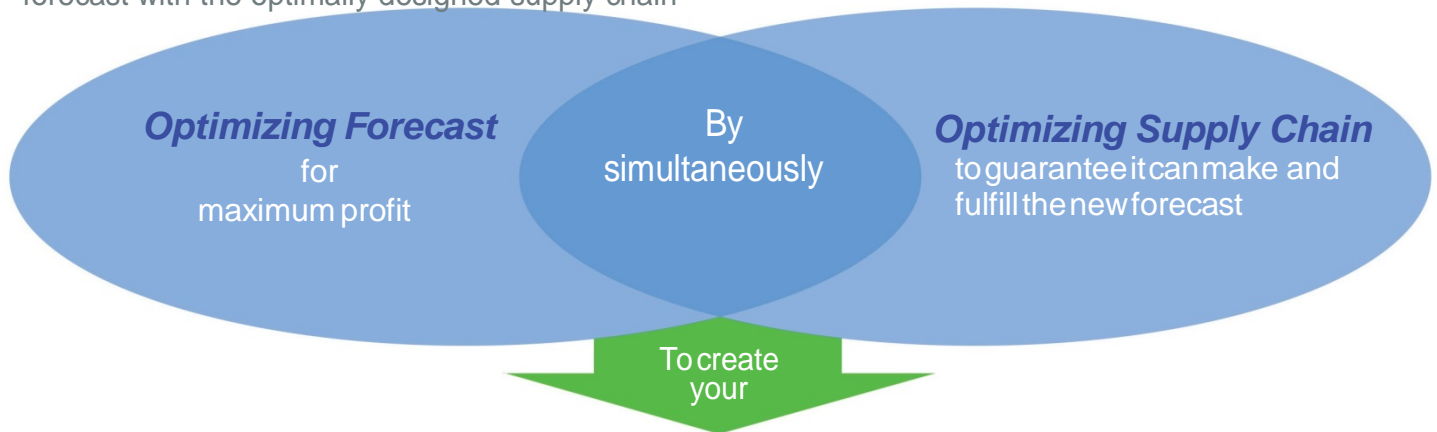


# Enterprise Master Plan (EMP)

The EMP value proposition is simple; by maximizing the ROI of your total sales and marketing expenditures, EMP guarantees the enterprise is always executing to the maximally profitable forecast with the optimally designed supply chain



## ***Enterprise Master Plan (EMP)***

Selected details of the resulting EMP are then passed to the financial (e.g. FP&A), operational (e.g. S&OP) and marketing (e.g., marketing - mix modeling) planning systems for near-term tactical planning and execution. Specifically, the EMP provides monthly detail for:

- The new maximally profitable forecast
- Whatever modifications were made to the supply chain to allow it to optimally make and fulfill the new forecast
- The new projected income statement line item detail

As illustrated above, these results are accomplished by maximizing the ROI of total sales and marketing expenditures by:

- relaxing the traditional planning assumptions of a fixed forecast and a fixed supply chain
- Then, optimizing
  - simultaneously
  - using prescriptive techniques (what is the best possible X) rather than descriptive (what will happen if we do X)

Simultaneity is required because it is perfectly possible individual functions within the enterprise used prescriptive techniques to develop their portion of the total enterprise-wide plan (e.g., marketing, sales, manufacturing). However, it is a mathematical reality that the sum of functional optimizations is necessarily less than the optimization of the sum of the functions.

It is also important to remember EMP does not disrupt any of the user interfaces of your current planning applications (e.g., S&OP, FP&A, marketing-mix modeling). They are all required for nearer term tactical (e.g., weeks, days, hours) and execution purposes.

What this means is that

- while enjoying the benefits of a total enterprise-wide horizontally-optimized plan,
- the current vertical organizational functional structures required for effective management and subject matter skill expertise/development are left in place.