

From Disconnected Forecasts to Unified Financial & Operational Control

CASE STUDY | STRATEGIC PROOF

MANUFACTURING · TEXTILES & INDUSTRIAL GOODS

A multi-market manufacturer faced chronic demand volatility, excess inventory, and misaligned financial and operational planning cycles. Fortis & Peak's Integrated Business Planning transformation delivered measurable, enterprise-wide results — turning reactive decision-making into predictive, synchronized control.



Client Context & The Strategic Problem

Who They Were

A multi-market manufacturer operating across textiles and industrial goods, facing persistent structural challenges in how their sales, operations, and finance teams planned and communicated. Demand volatility was chronic, and planning cycles were fundamentally misaligned across functions.

The Breaking Points

Disconnected planning across the three core functions created a cascade of compounding problems that eroded both operational efficiency and financial performance year over year.

- Forecast inaccuracies exceeding **35%**
- Inventory holding costs increasing year-over-year
- Reactive, not predictive, decision-making across the enterprise

The root cause was not a lack of data — it was a lack of decision coherence. Each function optimized in isolation, creating systemic misalignment at scale.

The Fortis & Peak Intervention

Fortis & Peak deployed a comprehensive **Integrated Business Planning (IBP) transformation** designed to bridge the gap between financial strategy and operational execution. The intervention was anchored in four interconnected pillars, each targeting a specific dimension of the client's planning dysfunction.



Demand Signal Intelligence

Advanced segmentation and demand sensing to replace lagging indicators with forward-looking signals.



Planning Cadence Redesign

Cross-functional planning rhythms rebuilt to ensure sales, operations, and finance moved in lockstep.



Financial-Operational Alignment

Integrated models connecting financial targets directly to operational execution plans and resource allocation.



Scenario-Based Frameworks

Decision frameworks enabling leadership to model, stress-test, and act on multiple future scenarios with confidence.

The Strategic Shift



1

Functional Silos

Sales, operations, and finance each planning independently – optimizing locally while creating enterprise-wide misalignment.

2

IBP Transformation

A unified planning architecture with shared data, synchronized cadences, and integrated financial-operational models.

3

Enterprise Decision Synchronization

Leadership empowered to make coherent, forward-looking decisions across all functions simultaneously – at speed.

Measured Impact

The IBP transformation delivered quantifiable improvements across every critical dimension of financial and operational performance. These results were measured within the engagement period and validated against pre-intervention baselines.

+22%

Forecast Accuracy

Improved from a baseline with over 35% inaccuracy to a significantly more reliable demand signal.

-18%

Inventory Reduction

Excess inventory eliminated through better demand-supply synchronization and segmentation.

+15%

Working Capital Efficiency

Capital freed up and redeployed through leaner, more responsive inventory and procurement cycles.

Days

Decision Cycle Time

Reduced from weeks to days – enabling faster, more confident responses to market changes.

Executive Takeaway

Operational excellence is no longer about efficiency alone – it is about decision coherence at scale.

This engagement demonstrates that the most significant performance gains are not found in isolated process improvements, but in the structural alignment of how an enterprise thinks, plans, and decides together. When financial strategy and operational execution share a common language and cadence, the entire organization moves with greater speed, precision, and resilience.

- ✔ The shift from functional silos to enterprise-wide decision synchronization is the defining capability of high-performing manufacturers in volatile markets.



About Fortis & Peak | Strategic Proof

Fortis & Peak's **Case Study | Strategic Proof** series goes beyond traditional case studies to provide clear, evidence-based validation of our methodologies in action. Each engagement demonstrates how a foresight-driven strategy, when fully aligned with finance and operations, translates into measurable business outcomes.

These are not theoretical perspectives — they are real-world applications that showcase how complex challenges are systematically transformed into scalable growth, operational excellence, and sustained competitive advantage.

Connect With Us

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Ready to transform your planning architecture? Our team is available to discuss how IBP and foresight-driven strategy can unlock measurable performance gains for your organization.

Foresight-Driven Strategy

Every engagement is anchored in forward-looking intelligence, not reactive analysis.

Finance & Operations Aligned

We bridge the gap between financial targets and operational execution at every level.

Measurable Outcomes

All methodologies are validated through real-world results, not theoretical frameworks.

