



Streamlining Financial Consolidation and Reporting, Budgeting and Planning

Yard House, an upscale casual eatery, needed to streamline a consolidation process that used a separate GL at each store – a maintenance nightmare – with reporting done manually in Excel. SAP Business Planning & Consolidation (BPC) provided an enterprise platform for consolidation, reporting, planning and budgeting.

QUICK FACTS

Industry: Food & Beverage
 Headquarters: Irvine, CA
 Website: www.yardhouse.com
 Revenues: Over \$170 million (2008)
 Employees: 2500 (2008)
SAP® Solution(s) and Services:
 SAP Business Planning & Consolidation (BPC)
Implementation Partner:
 Column5 Consulting
www.column5.com

Key Challenges

- Required an effective tool to help manage the challenges of GL consolidation across restaurants
- Needed a comprehensive and flexible system to fulfill external and internal reporting needs, and manage planning and forecasting processes
- Required systematic capability to provide timely and dynamic financial information and gain greater visibility into the business matrix to enhance operations and strategic decision making

Implementation Best Practices

- Automated data consolidation and upload from MAS accounting system across all restaurants
- Used a phased approach:
 - Phase 1a: Evaluated management processes to ensure optimum system design and results
 - Phase 1b: Built the core consolidation and reporting framework, providing immediate value
 - Phase 2: Integrated the Point of Sale system for rich revenue and cost data
- Provided knowledge transfer to ensure Yard House's ownership of the solution

Financial & Strategic Benefits

- Increased accuracy and visibility of company data
- Enabled more detailed reporting for more meaningful analysis
- Enabled the company to accurately and efficiently revise budgets and forecasts to reflect changes in restaurant expansion plans and market conditions

Operational Benefits

- Dramatically sped monthly closing and reporting cycle
- Eliminated laborious manual reporting process
- Consolidated multiple business units resulting in significant time savings

Why SAP Was Selected

- Advanced analytic capabilities
- Ad hoc report writing
- Excel user interface, allowing new users to leverage the application with little or no training
- Expandability and scalability

Why Column5 Was Selected

- Value-added ability to analyze and advise on optimizing management processes
- Depth of experience in implementing consolidation and reporting solutions
- Ability to integrate external systems such as GL and POS

Yard House is an upscale casual eatery known for its extensive menu, classic rock music, and world's largest selection of draft beer. With locations throughout the United States, Yard House needed a solution that would deliver a flexible reporting tool for performance reporting and enhanced analysis, a sophisticated modeling tool to support budgeting and forecasting cycles, and an ability to equip managers with the information they need to make better decisions.

Manual Process Pains

Yard House's MAS 200 accounting system included a separate GL structure for each of 21 stores. Therefore, every change to the chart of accounts had to be replicated 21 times. The system also did not handle consolidation, so to create a simple consolidated report, data had to be extracted individually for each of the stores and manually consolidated in Excel. This tedious task had to be repeated any time a report was needed, or to update budgets or forecasts. Also, as a result of no central location for managers to access reports, there was a great deal of e-mail flow between accounting and operations, especially for entering comments to variance reports.

Success Now on Tap

Yard House chose SAP Business Planning & Consolidation (BPC) to standardize the reporting platform and provide enhanced analysis and reporting. Column5 implemented to solution to provide:

- Data Integration – Automated MAS data upload across restaurants and consolidated them into one database
- Annual planning – Streamlined and enhanced the budgeting process, allowing greater detail

and creation of multiple “what if” multi-year growth scenarios

- Rolling Forecasts – Allowed actual results to roll into an updated plan and forecast on a monthly basis
- Enhanced reporting – Extensive variance, month end close, bank and board reporting

Something on the Menu for Everyone

Yard House now has a consolidation, reporting, and planning system that meets their growing needs.

Users like the ability to customize or even create their own reports and input templates. IT likes the scalability and security of the architecture, the ease of data backup, and the fact that no downtime is required for common maintenance tasks. Consolidations now are automated and don't require maintenance of complex batch processes.

Bottom line: management is better able to understand and manage the performance of the business.

“Comparing it to other tools that I have worked with previously, SAP BPC by far is my favorite for its flexibility, scalability, comprehensiveness, and easy user interface.”

- Manager of Finance, Yard House

About Column5

Column5 is one of the fastest growing consulting organizations in the U.S., and provides top expertise in business performance management. Founded in 2005, Column5 consultants have implemented SAP Business Planning and Consolidation (formerly OutlookSoft) for over 300 customers across the Globe.

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