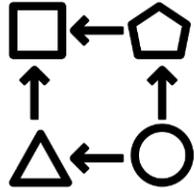




CadDo

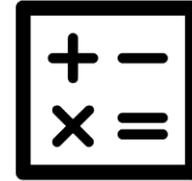
Cost-to-Serve with CadDo Calculate

May 2021



CadDo Transformation

Technical expertise in data integration and business modelling with unique cross-functional skills



CadDo Calculate

Class-leading calculation Software as a Service (SaaS) running on Microsoft's global Azure platform



CadDo Analytics

Helping clients make data-driven decisions and improve performance

Underpinned by:

- 24/7/365 availability on Microsoft's Azure platform, where we've been selected as a "[Preferred Solution](#)" 
- All delivery team of cross-functional experts across all these areas, allowing our 3-step model to be delivered efficiently without separate resources. Setup to work remotely, ensuring resiliency & agility
- World-class delivery partners, in ESRI and Microsoft (co-sell Partner)  

Initiatives

- ✓ Customer & product segmentation
- ✓ SKU rationalisation
- ✓ Route-to-Market optimisation
- ✓ Order behaviour evaluation
- ✓ Truck load and network optimisation
- ✓ Holistic customer investment
- ✓ Benchmarking (e.g. DC, Product, Customer)
- ✓ Sourcing and production option analysis
- ✓ Centralised vs regional servicing

Realised Benefits

10%	0.5%
Reduction in SCC costs	Improvement in inventory turnover
4 Days	0.5 %
Trimmed off sales inventory	Increase in gross margin

What our Customers Say

GROUPE RENAULT *Dragan Gasic*
Revenue Management, Groupe Renault

"CadDo's flexible software, coupled with their expertise in data integration and business modelling, allowed us to put a robust decision-making tool in the hands of the business teams which generates multi-million Euros of annualised savings on an ongoing basis."



Bill Brooks
Director of Finance, DOT Foods

"CadDo's responsive customer service and flexible software enable us to turn things around at speed. We can manage our profitability and reporting rapidly so that we can focus on getting value out of the results. We are looking forward to exploring more of the functionality and enhancing our analytics capabilities."



Adeeb Ali
e-Commerce Finance Manager, Unilever

"We have step-changed our eCommerce business analytics by partnering with CadDo to go from reporting information to driving key business insights. CadDo's fast response times, in-depth business understanding and ability to translate business needs to the required data logic has allowed us to continuously update our analytics in real-time to support decision-making in one of our strategic channels for growth. CadDo has operated as an extension of our team, and we look forward to continuing our partnership with them in further evolving value-added analytics capabilities through their platform."

Realise downstream and upstream cost savings



The Capabilities

-  Rules-based easy-to-change business and costing model
-  Integrated reports with Power BI, Excel and other tools
-  Consume data from any data source
-  Fully traceable flow from source data to results
-  Managed service, allowing business to focus on value and save time

The Benefits

-  Granular financial analysis and P&Ls at any level (DC, SKU, Shift, Customer, Delivery, Order, Team etc.)
-  Customer renegotiations with a focus on changing behaviour using cost and operational metrics
-  Operational metrics, at any level, to drive performance improvement and management
-  Segmentation, Pricing, SKU Rationalisation, Route-to-Market optimisation
-  Predictive Costing, Anomaly Detection and Prescriptive Analytics

Our Solution

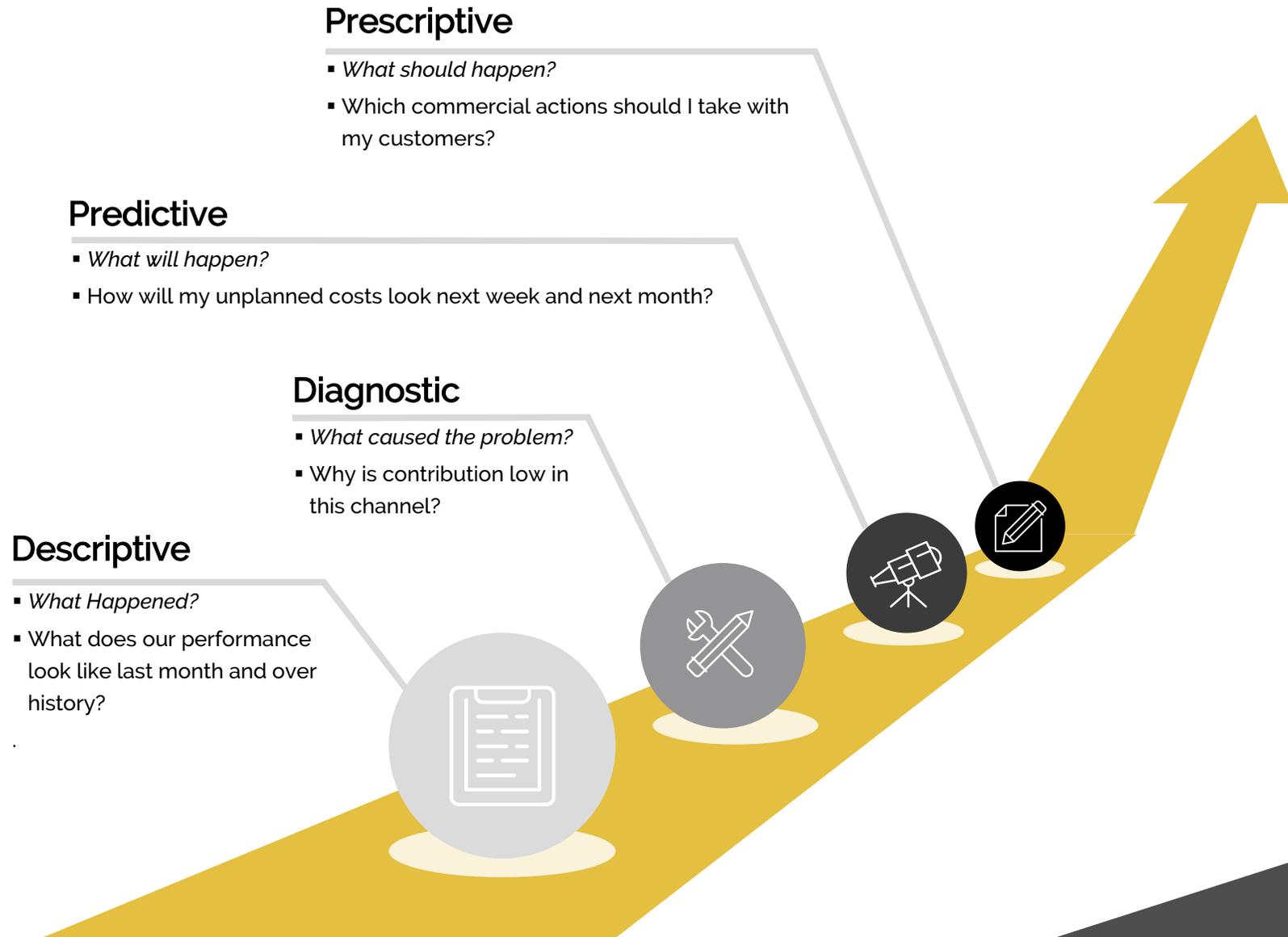
- Fully customisable based on your changing needs & changing requirements ✓
- Agile development, enabling new features to be added quickly (days/weeks, not months) ✓
- Fully scalable – the solution will grow and develop with you ✓
- Ongoing design of team-specific purpose-built dashboards, reports & simulation tools ✓
- Fully hosted, with CadDo providing the technology and infrastructure ✓

What You Do

- Load raw data as-is: no need to develop custom data extracts ✓
- Define logic with us on a whiteboard or on paper – change it as frequently as needed ✓
- Access fully auditable & traceable model logic and financial results all directly inside the application ✓
- You focus on your business requirements, we do the rest as a fully managed service ✓

CadDo will help along the journey with its out of the box platform, allowing a complex yet flexible business model and advanced analytics solution to be built

With the Calculate model as the backbone for historical and peripheral data, it will become possible to utilise data science to make decisions and take informed actions in a timely manner



Every project is stifled with a data problem. Over 60% of an analyst's time is spent on data collection, cleansing and visualization. Only 14% is spent on finding insights.

Data sourced from the Kagga 2018/2019 survey on time spent per role within analytics and data science projects



Collecting information from other departments

CadDo ingests data from any source, automates data integration process, overlays it with an intelligent ETL that learns and improves over time



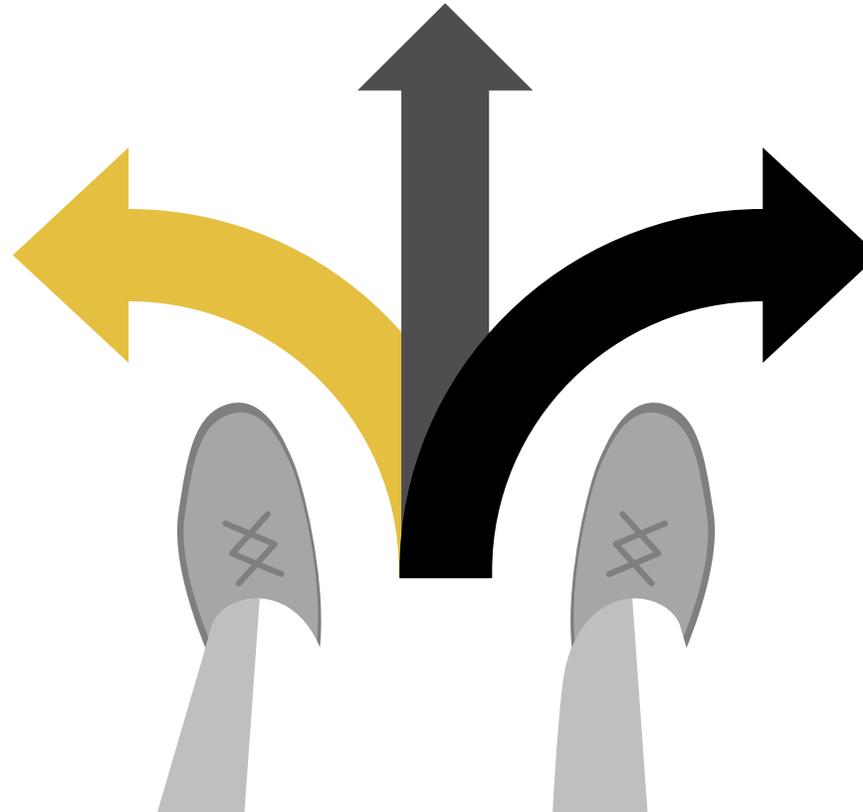
Using multiple systems to reconcile and report

CadDo brings everything in one place, traceable from source to results, all the business rules transparent, reports accessible anytime anywhere



Not enough resources to manage workload

CadDo acts as an extension of your team, with an uber-responsive service, making changes and delivering requirements in a matter of days, not weeks or months



What is Cost-to-Serve?

- Granular actionable cost and profitability information accessible to decision makers **anytime anywhere**
- Predictive analytics showing the impact of alternative decisions **ahead of time**
- Prescriptive analytics allowing **proactive decision-making** at high-speed, enabling higher ROI

How does it support Performance Management?

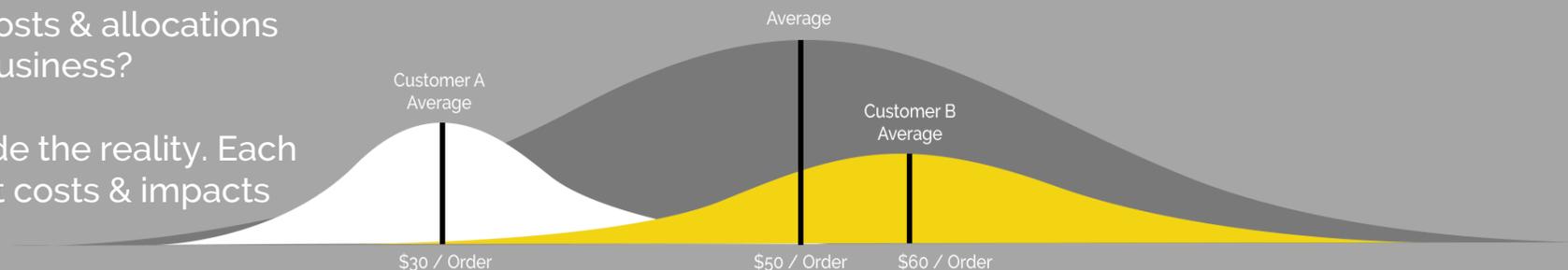
- Spotting opportunities / anomalies proactively, with a clear view of reasons and the impact of potential actions
- Enriched decision-making with automated KPI packs, reports and simulation tools
- Enabling cross-functional initiatives, using readily available granular data

What is the output?

- A rich pool of data containing operational P&L, showing every business activity
- Accessible in Excel and Power BI (or other BI tools)
- In depth analysis, supported by CadDo, on the pressure points in your market
- Advanced analytics through simulations, what-if scenario analysis and data science layers

Question: Are standard costs & allocations enough to manage the business?

Answer: No. Averages hide the reality. Each customer drives different costs & impacts



Multiple layers of complex allocations

- Allocation rules and logic varies by customer, category, product, location etc, as required
- Key is to ensure the logic reflects what really happens in the business, so cost is allocated based on the real-world drivers of that cost
- Many rules are multi-layered, such as:
 - Rule 1: General Ledger → Warehouse
 - Rule 2: Warehouse → Shipment
 - Rule 3: Shipment → Delivery (Customer)
 - Rule 4: Delivery → Product

Master Data

Products
Customers
Distribution Centres
etc.

Financial Data

General Ledger
P&L
Transport Systems
etc.

Other Measures

Carbon Emissions
Water Stress Levels
Distances
etc.

Transactional Data

(e.g. Delivery Lines or Sales Invoice Lines)

Step 1: Cost sourced



Handling cost sourced from the General Ledger by cost centre / DC

Step 2: Times calculated



Picking
Case vs Layer vs Pallet



Loading
Palletized vs Stuffing



Stock Receipt & Put-away
Unloading and racking



De-topping
CHEP vs Euro pallets



Single Product per Pallet
Stackable vs not



Tower Pallets
Vertical layers

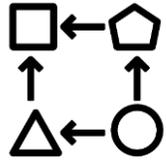
Step 3: Cost allocated



Cost per activity is calculated for each transaction line

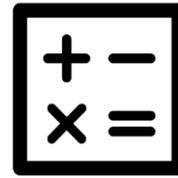
Primary costs reallocated to customers recursively

Our cross-functional experts deliver all these steps efficiently without separate resources



CadDo Transformation

- **Extract, Transform, Load clean data into CadDo Calculate**
- An essential task at the start of the process to enable disparate data sources to be collated
- Business logic does not reside here: This is a data transformation process



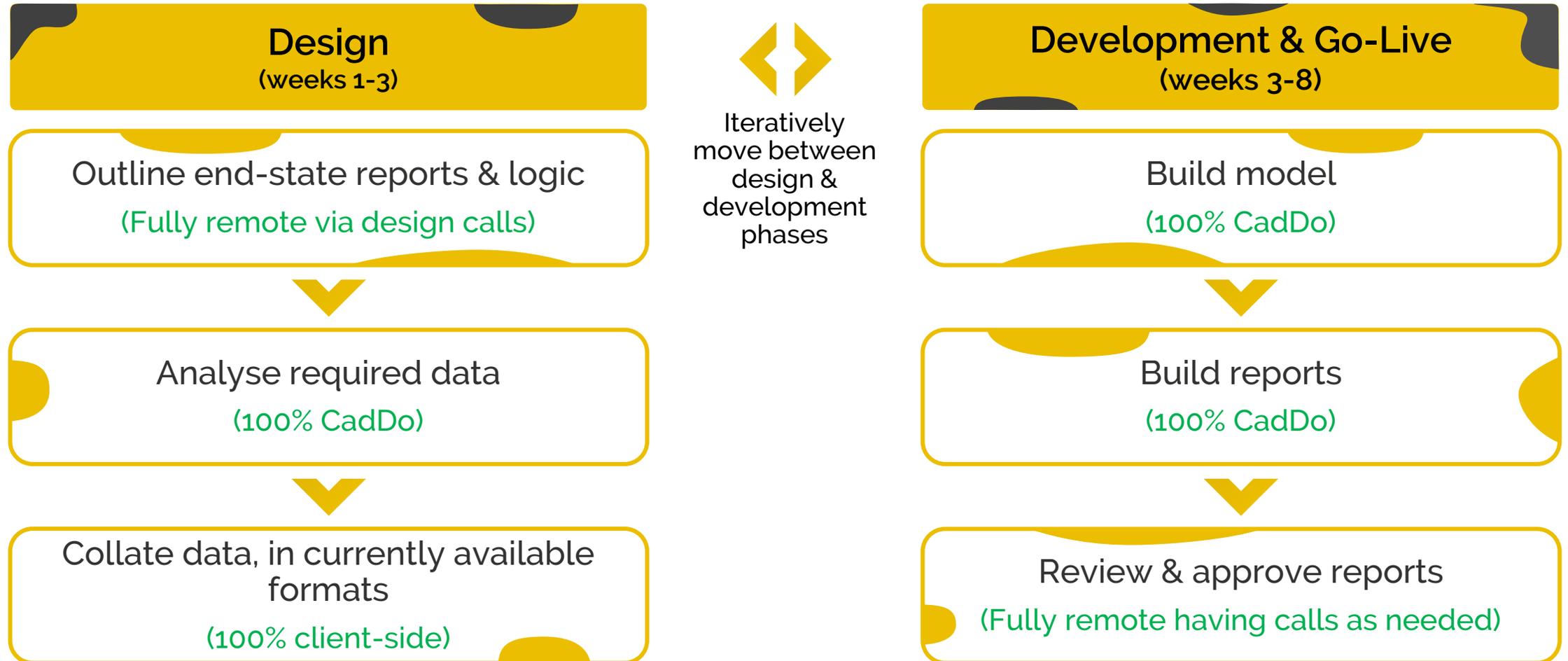
CadDo Calculate

- **Perform the logical calculations & allocations needed**
- 100% of business logic sits here
- Allows understandable equations to be written & kept transparent
- Ensures logic is valid and dependencies maintained
- Allows for calculation logic changes to sit independently of source data

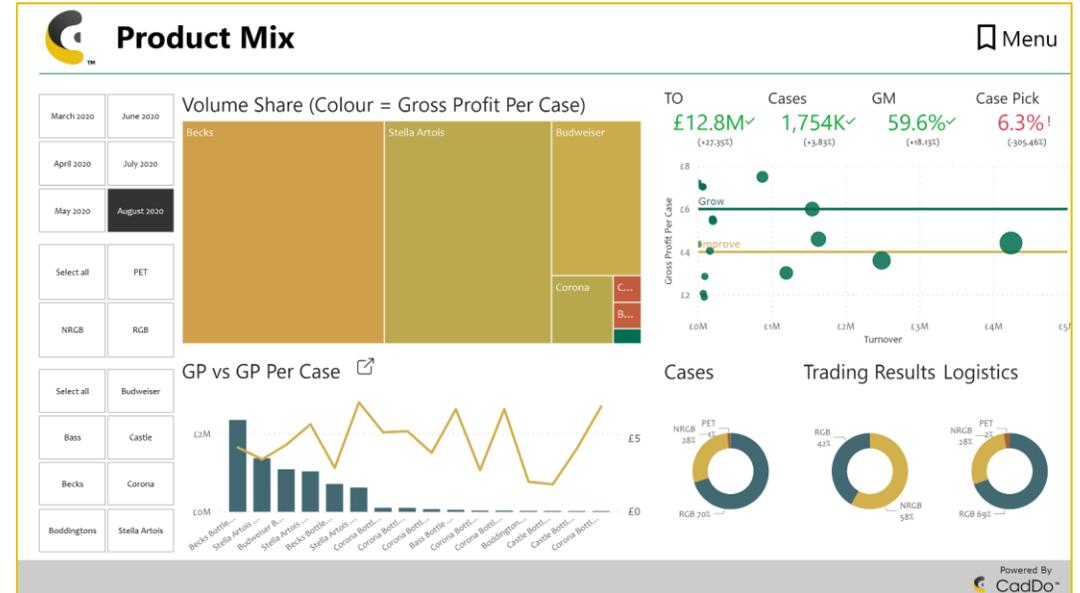
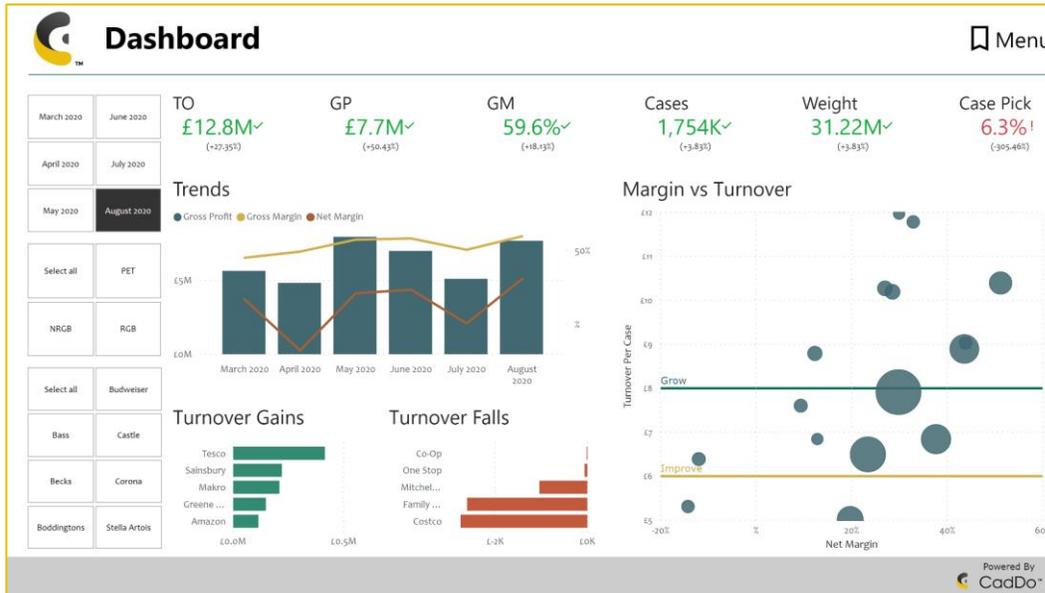
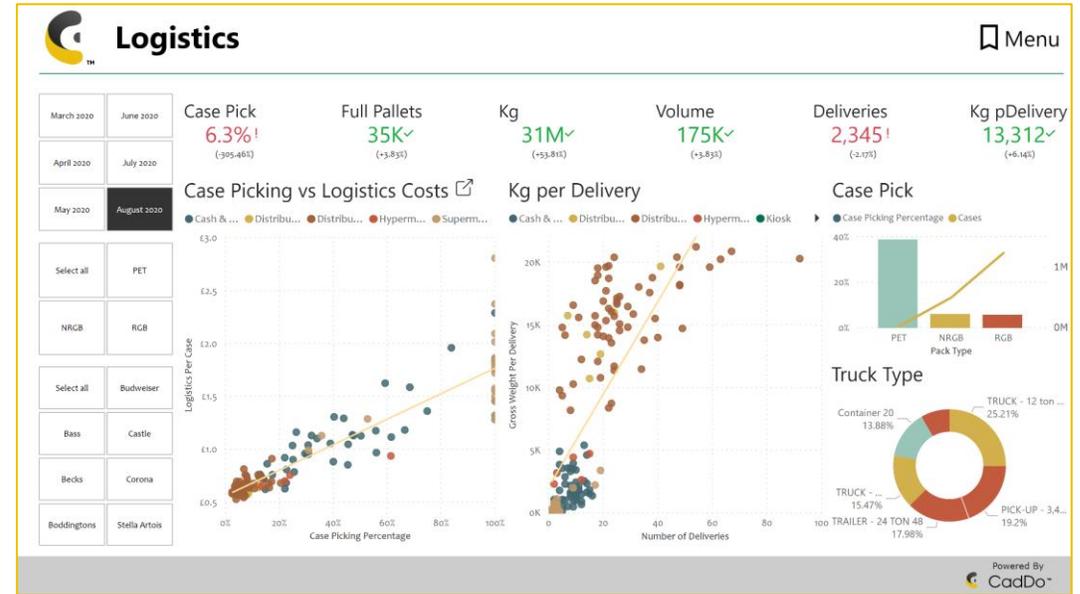
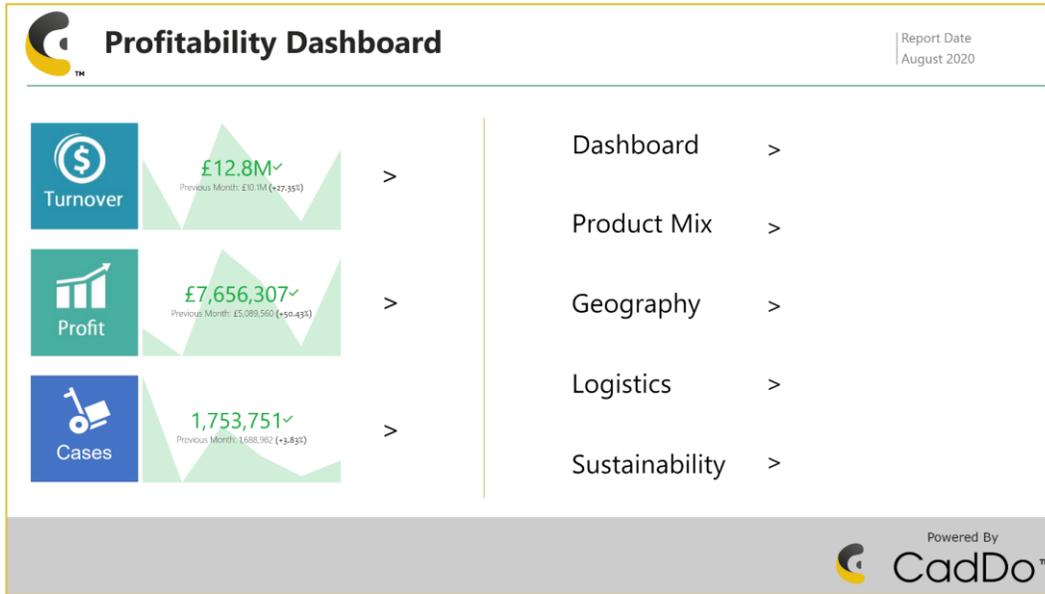


CadDo Analytics

- **Acts as the user-facing layer**
- Allows 'approved' data to remain static whilst the back-end model is adjusted or reprocessed
- Does not contain business logic.
- Attributes & measures come from the calculation engine
- OLAP cubes can be access by your BI tool of choice



Example Interactive Dashboard Reports – though will be 100% customised for your needs



Screenshots of the CadDo User Interface for Model Development

Welcome to CadDo

CADDO_LTD

Define Model
Define the model and its characteristics and rules

Process Model
Publish changes and process the model

View Data
View model data or select to export

Drivers CADDO_LTD

Driver Name	Dimension	Equation	Data Type	Type	Index	Dimension	Measure	SQL Override	NULL?
dca_TotalWeight	DC	SUM(Idla_Weight)	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dha_Weight	DeliveryHeader	SUM(IDLA_WEIGHT)	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dca_TotalHandlingWeighting	DC	SUM(Idla_HandlingWeighting)	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cua_SalesLessDiscounts	Customer	SUM(IdL_SalesPrice) * 1	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dca_WeightingPallet	DC	CUSTOM_JOINLOOKUP: Idca_ WarehousingW	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dca_WeightingCase	DC	CUSTOM_JOINLOOKUP: Idca_ WarehousingW	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dca_WeightingCase_Test	DC	CUSTOM_JOINLOOKUP: Idca_ WarehousingW	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ida_FullPallets	DeliveryLine	CASE WHEN (pr_CasesPerPallet) = 0 THEN 0	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
dca_WeightingCasePalletRatio	DC	CASE WHEN Idca_WeightingPallet) = 0 THEN	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ida_WeightCost	DeliveryLine	CASE WHEN Idca_TotalWeight) = 0 THEN 0 E	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warehousing	DeliveryLine	CASE WHEN Idca_TotalHandlingWeighting) =	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ida_Rebate	DeliveryLine	CASE WHEN (Ica_SalesLessDiscounts) = 0 TI	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ida_HandlingWeighting	DeliveryLine	Idla_FullPallets) * Idca_WeightingPallet) * Idla_L	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ida_LooseCases	DeliveryLine	(IdL_NumberOfCases) - Idla_FullPallets) * pr_Ci	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ida_Weight	DeliveryLine	(IdL_NumberOfCases) * pr_WeightPerCase)	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COGS	DeliveryLine	(IdL_NumberOfCases) * pr_CostOfGoodsSoldP	DECIMAL(9,2)	√x	0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Process Scenario CADDO_PROFITABILITY

Scenario	Pre-ETL	ETL	Post-ETL	Import	Pre-Calc	Calculate	Post-Calc	Time	Scenario	Message
2020_03	<input type="checkbox"/>	04/05/2021 12:55		Completed - Process Scenario						
2020_04	<input type="checkbox"/>	04/05/2021 12:55	2020_03	Completed - Calculation						
2020_05	<input type="checkbox"/>	04/05/2021 12:55	2020_03	Started - Calculation						
2020_06	<input type="checkbox"/>	04/05/2021 12:55		Started - Process Scenario						
2020_07	<input type="checkbox"/>									
2020_08	<input type="checkbox"/>									

Hierarchies CADDO_PROFITABILITY

- P&L
 - Trading Results
 - Gross Profit
 - Turnover
 - List Price
 - Trade Discounts
 - Discount_On_Invoice
 - Discount_Logistics_Conditions
 - Discount_On_Shelf_Availability
 - Discount_Promotions
 - COGS
 - Production Cost
 - Logistics
 - Warehouseing
 - Transportation
 - Indirects
 - Sales_Indirects
 - Order_And_Cash_Collection