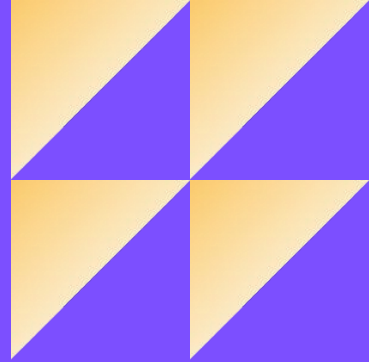




planful
perform



CapEx Planning & Execution at All Business Levels

Michael Tremor, Senior Analyst,
Corporate Applications at Vistra



Meet your speaker

Michael Tremor, Senior Analyst,
Corporate Applications at Vistra

Michael Tremor is Senior Analyst in the Corporate Applications team at Vistra, an integrated retail electricity and power generation company. He started at Vistra during its Planful implementation and has since supported finance and accounting teams as they modernized the company's financial planning process. Michael previously worked as a business systems analyst at Westinghouse Electric Company and as a product manager and field engineer at Bechtel Corporation.





39 k

Generation
Capacity,
MW

4 Million

Total
customers

200+

Active
Planful
Users

3+

Years Using
Planful

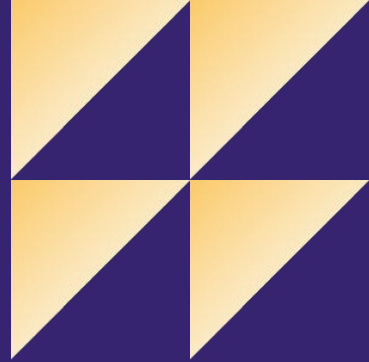
Contents/Agenda

- CAPEX Planning at a Corporate Level
- Issues Around IT Planning
- Solutions and Implementation



CAPEX Planning at a Corporate Level

How are we using Planful to meet our day to
day CAPEX planning needs?



CAPEX Planning at a Corporate Level

Managing Plan Data

- Integrated Power Provider
 - Plants and Locations around the Country
- Over 1,000 Budget Entities

Reporting

- Automated Reporting Across Dozens of Sites
 - Report Collections
 - Substitution Variables
- Finger on the Pulse

Empowering the Business

- Self-Performing Critical Tasks
- Own the Process

Report Collections

Save time with Report Collections, linking together a set of reports, setting the page members, and e-mailing out the results to a distribution of users.

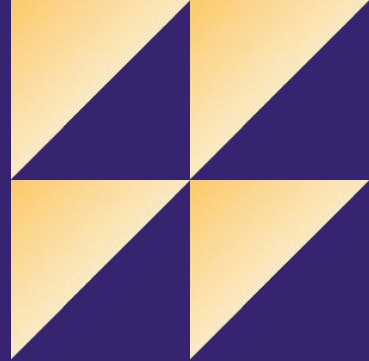
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Variance Q&M - NYNECA CATEGORY 00 FLIGHT	Report Collection	One Time	5/11/2022 9:34:17 AM	Success
Variance Q&M - NYNECA CATEGORY 00 FLIGHT	Report Collection	One Time	5/11/2022 9:21:52 AM	Success
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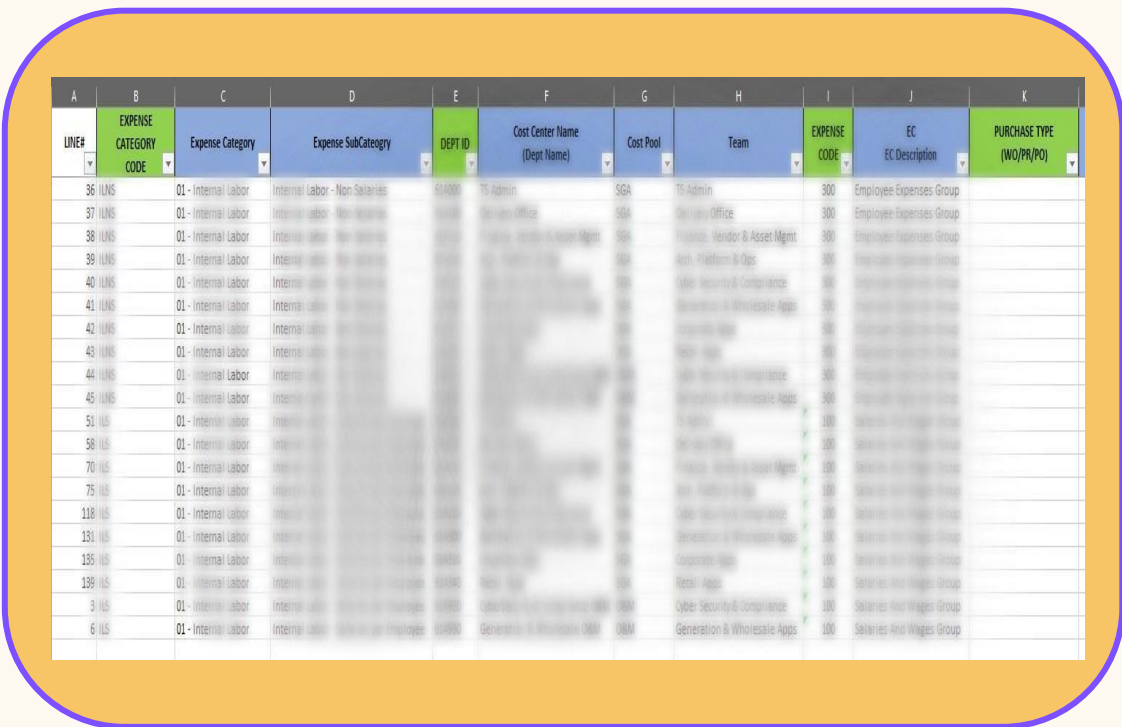
Issues Around IT Planning

Why is our technology department still using
Excel sheets for their planning?



Current Process and Flaws

Reliant on Excel reports out of our ERP, the planning and reporting process was intensive manual work. Data quality issues were introduced by manual hardware/software cost tracking. Improper GL coding resulted in inaccurate reporting.



LINE#	EXPENSE CATEGORY CODE	Expense Category	Expense SubCategory	DEPT ID	Cost Center Name (Dept Name)	Cost Pool	Team	EXPENSE CODE	EC Description	PURCHASE TYPE (WO/PR/PO)
36	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	TS Admin	SGA	TS Admin	300	Employee Expenses Group	
37	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Service Office	SGA	Service Office	300	Employee Expenses Group	
38	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Logistics, Vendor & Asset Mgmt	SGA	Logistics, Vendor & Asset Mgmt	300	Employee Expenses Group	
39	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Non-Platform & Ops	SGA	Non-Platform & Ops	300	Employee Expenses Group	
40	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Cyber Security & Compliance	SGA	Cyber Security & Compliance	300	Employee Expenses Group	
41	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Generation & Wholesale Apps	SGA	Generation & Wholesale Apps	300	Employee Expenses Group	
42	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Contract Apps	SGA	Contract Apps	300	Employee Expenses Group	
43	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Retail Apps	SGA	Retail Apps	300	Employee Expenses Group	
44	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Cyber Security & Compliance	SGA	Cyber Security & Compliance	300	Employee Expenses Group	
45	ILNS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Generation & Wholesale Apps	SGA	Generation & Wholesale Apps	300	Employee Expenses Group	
51	ILS	01 - Internal Labor	Internal Labor - Non Salaries	61000	TS Admin	SGA	TS Admin	100	Salaries And Wages Group	
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70	ILS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Logistics, Vendor & Asset Mgmt	SGA	Logistics, Vendor & Asset Mgmt	100	Salaries And Wages Group	
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139	ILS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Retail Apps	SGA	Retail Apps	100	Salaries And Wages Group	
3	ILS	01 - Internal Labor	Internal Labor - Non Salaries	61000	Cyber Security & Compliance	SGM	Cyber Security & Compliance	100	Salaries And Wages Group	
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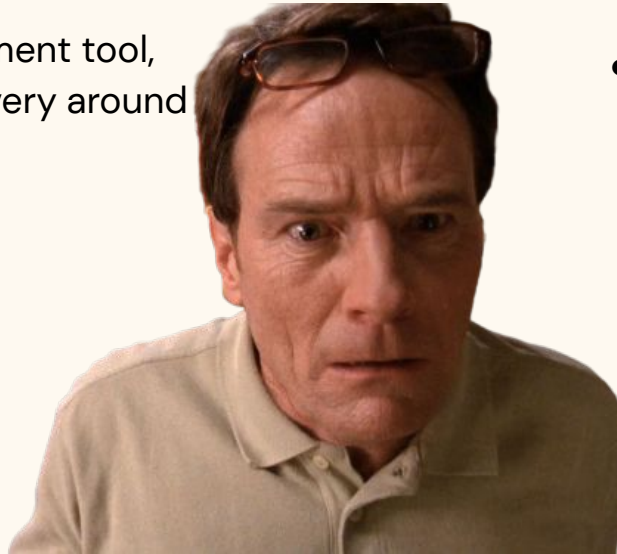
Continuous Improvement

Why are we doing things this way?

- Misalignment of dimensions
- Critical data missing from ERP
- Separate project management tool, our driver for capital recovery around salaries



Source: Google Images



Source: Google Images

How do we modernize?

- Leverage automation
- Upstream datasource cleansing
- Bridge the gap towards Planful



Source: Google Images

Continuous Improvement

Why were we doing things this way?

Simply put, what IT cares about for planning does not align with our corporate design. In the corporate world, all our dollars would reside in a small number of buckets, with multiple managers trying to plan single ones.

Software, vendors, and assets are planned against – none of which exist in our ERP. We have our own time tracking system with projects that don't exist in our ERP. This time tracking is leveraged for capitalization of salary for hours worked on capital projects.

How do we modernize?

Replacing manual work with automation, initiating process changes to clean upstream data, leveraging BI tools for reporting.

Building bridges to bring us closer, but how do we start leveraging Planful?

Weighing Our Options

Leverage Attributes in Structured Planning

Leverage attributes in the hierarchy to introduce the necessary members for IT Planning

Build a Model in Dynamic Planning

Build an External Source Model with unique dimensions

Build a Separate Structured Planning Tenant

Setup a second tenant on the same server, with its own hierarchy and users

Reviewing Our Options

Structured Planning

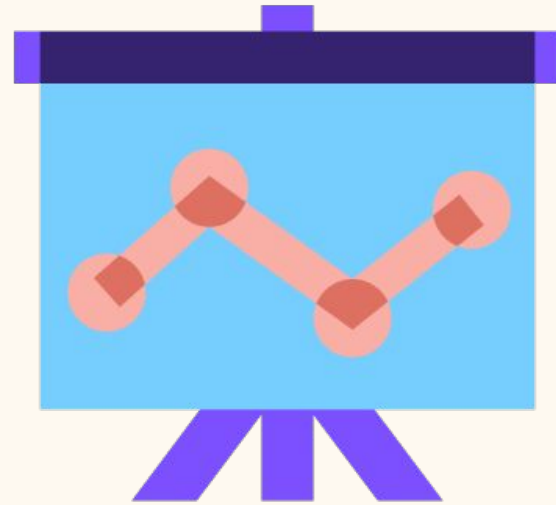
- o Easiest Implementation
- o Most Restrictive Use Case

Dynamic Planning

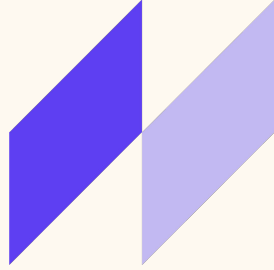
- o One Size Fits All
- o Can Be Complex

Separate Tenant

- o Most Flexible and Scalable
- o Not Viable for Smaller Use Cases



Implementation Plan



Manual data loads – 3 months

Begin flowing data into the environment manually, so benefits can start to be realized.

Tenant Setup – 1 month

Configuring the environment to meet our IT department's needs.

Fully automated solution – 1 yr

Integrations between our data sources and Planful, as well as the Corporate plan

Driving Value in Planful

100+

Hours saved,
in time spent
building
reports, yearly

50+

Hours saved,
entering and
changing
planning
template data in
corporate
tenant

20+

Managers,
planning
against
detailed
segments of
their business

Closing Summary

- Leveraging Planful Features to Save time with Corporate CAPEX Planning
- Identifying Issues with IT Planning Process
- Modernizing our IT Planning Process with Planful

Appendix – Solution Options

Leverage Attributes in Structured Planning

- Simplest implementation
- Limitations around 1:1 on attribute to dimension member
 - Not feasible in our circumstance

Build a Model in Dynamic Planning

- Custom Hierarchy and Mapping provide flexibility
- Limitations on sizing and other factors
 - A possibility, but potential constraints
- Feed into Corporate plan via Model Map

Build a Separate Structured Planning Tenant

- All the benefits of Structured Planning, completely separate Hierarchy
- Own Dynamic Planning environment if necessary
- DLRs allow final plan data to be easily loaded into Corporate plan