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September 13-14, 2022

Strategic Budgeting in World Disruption

A beginners guide to taming your budgeting process when things don't go as planned

Keith Minne | Director, PPMO Tools

Flex

flex.

OUR PURPOSE

Make great products for our customers that create value and improve people's lives.

OUR VISION

Be the most trusted global technology, supply chain, and manufacturing solutions partner to improve the world.

OUR MISSION

- Provide a safe environment with growth opportunities for our employees to prosper.
- Leverage our global supply chain know-how to minimize risk and complexity for our customers.
- Use our manufacturing expertise to make products that contribute positively to the world.
- Steward sustainable manufacturing and operations practices to minimize environmental impact.
- Deliver consistent results and increased value to our shareholders.

Our foundational strength



REVENUE

\$24 billion+



2021 RANKINGS

**Fortune Global 500
& World's Most
Admired Company**



EMPLOYEES

160 thousand+



DESIGNERS AND ENGINEERS

3 thousand~



CUSTOMERS

1 thousand



SUPPLIERS

16 thousand



GLOBAL OPERATIONS

100+ facilities



EXPERIENCE IN SUSTAINABILITY

Nearly 20 years

The budget is not just a collection of numbers,
but an expression of our values and aspirations.

Jacob Lew, Former US Secretary of the Treasury

Flex's Problem to be solved

- How do you manage an IT budget in an environment that is



Solution: Using Planview to manage your Budget



Special workflow

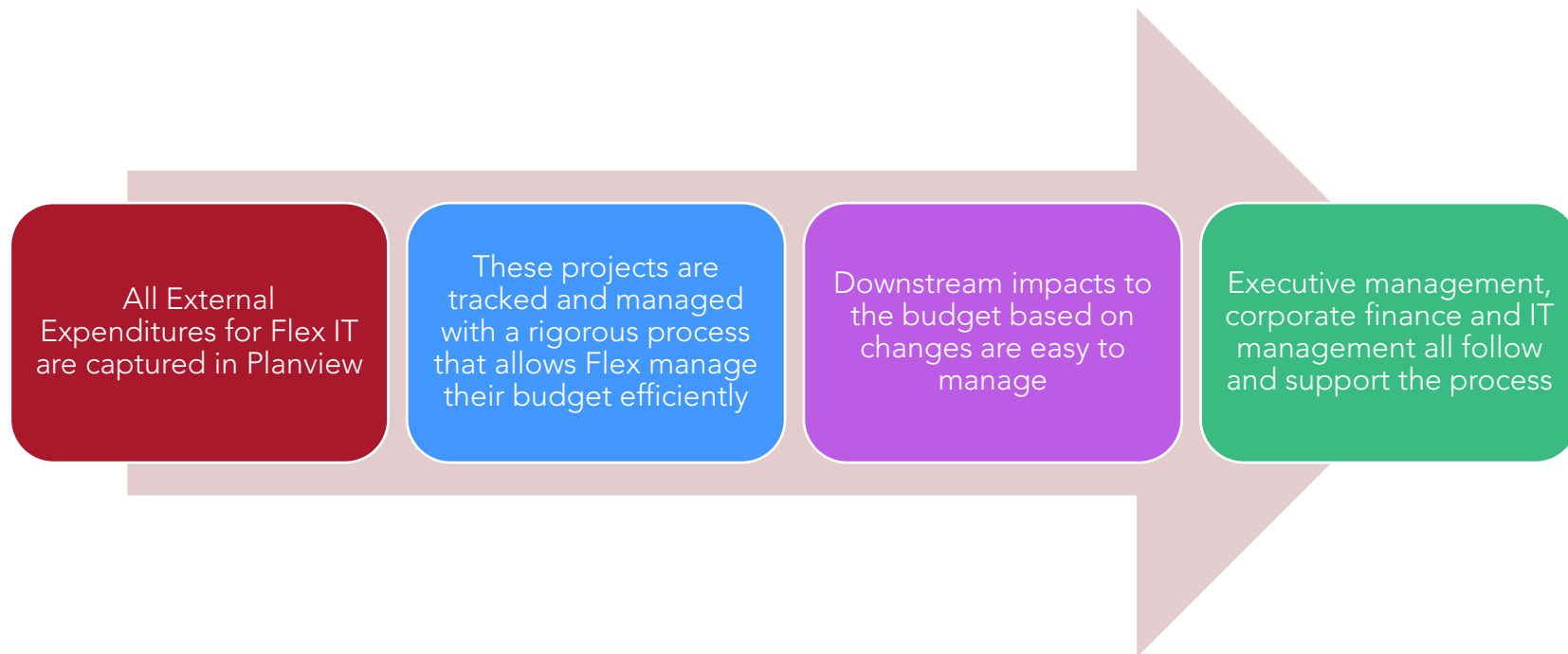
A few attributes that allow us to track the projects and progress

Define a process to manage the budget

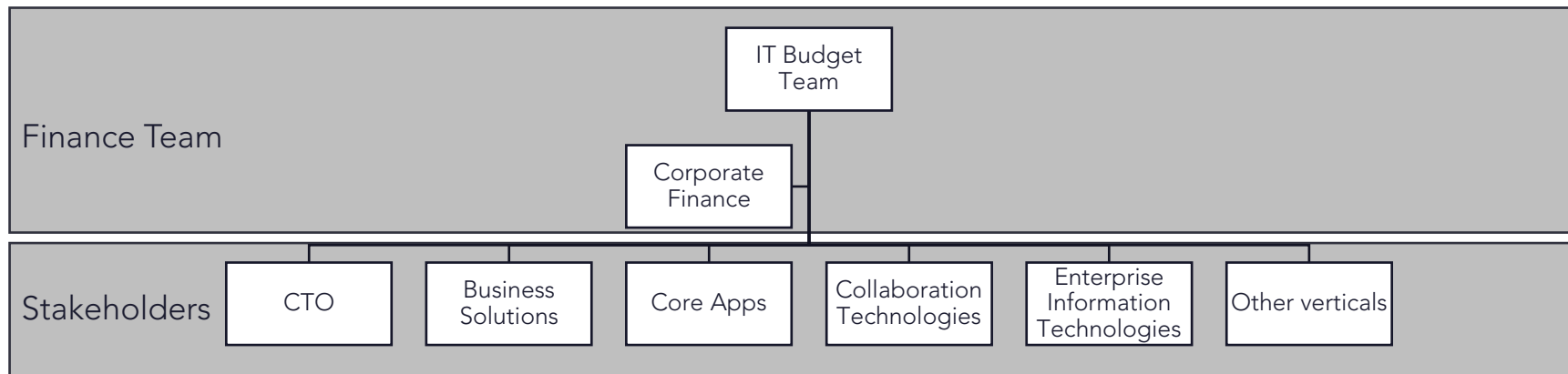
Weekly meetings throughout the year to update and communicate project progress

Formalized approval process

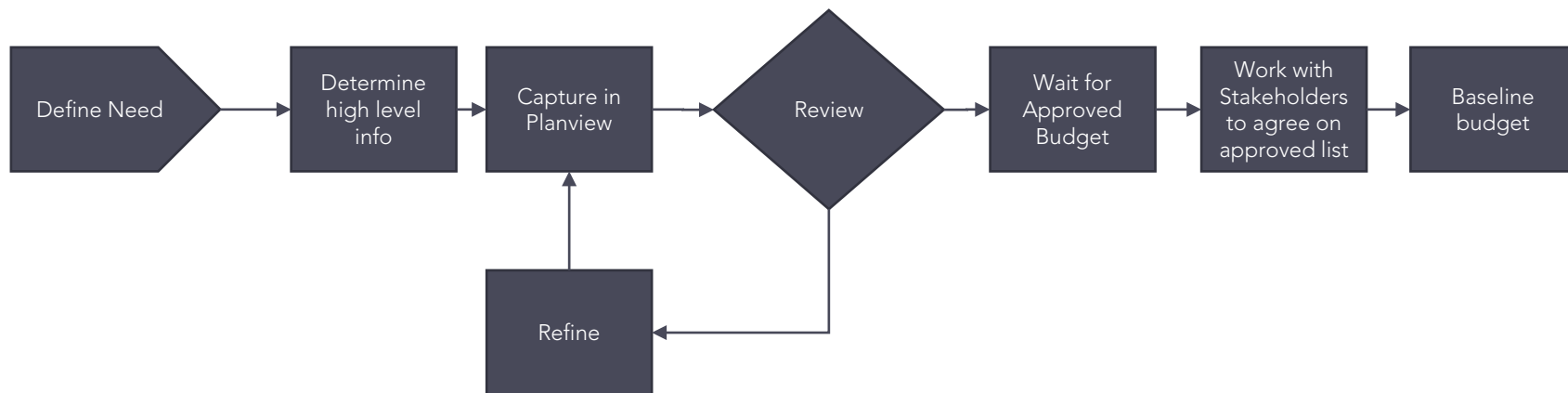
Process Overview



IT Funding Committee



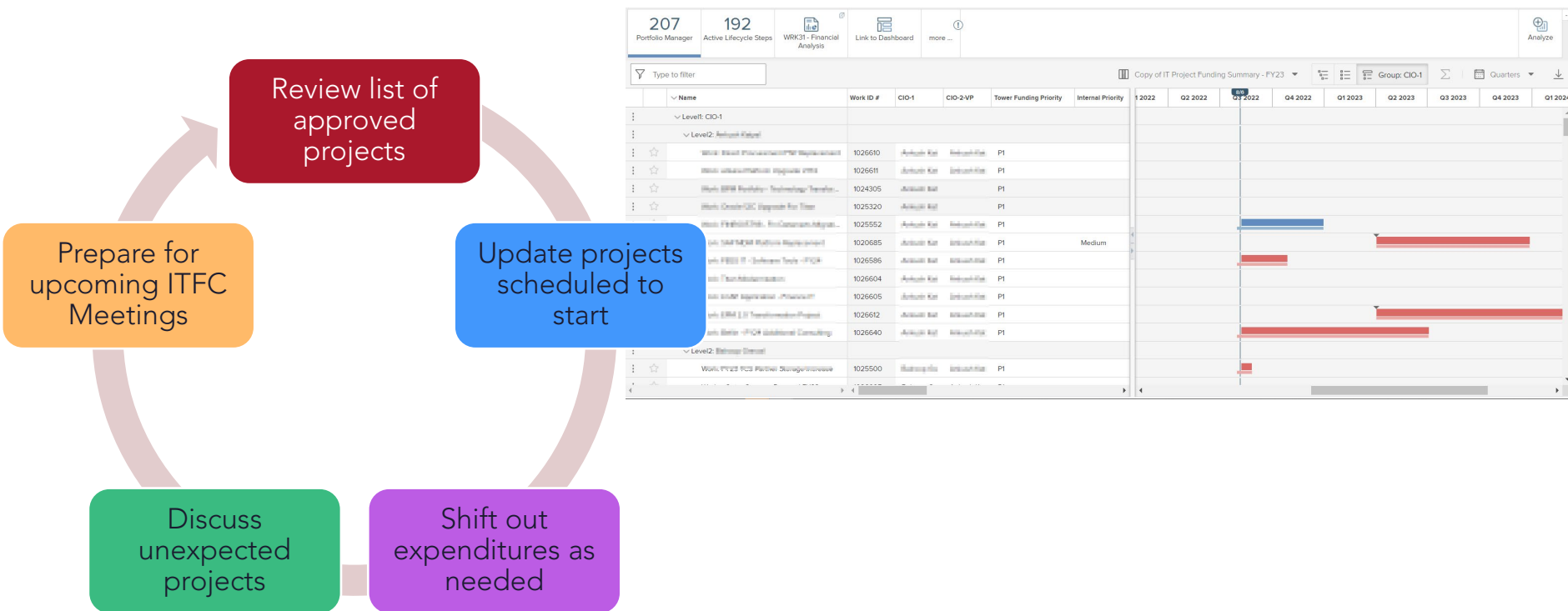
Semi Annual Budgeting Process



How are projects approved?

- Each project is prioritized and aligned with a shared goal (Want to use OKR's)
- Quarterly reports on how spend aligns to shared goals as well as directly in the system
- Nature of the business is that projects are centrally approved but we are moving to a model where managers can prioritize within their list of projects
- Levers used to manage costs
 - Reduce scope and cost
 - Shift out the start date
 - Cancel the project

Weekly Meetings



flex

Charter Report

Project Charter : US Program Testing and Training Software

CIO-1: John Lane

IT Project Manager: Anthony Iyer

Planview ID: 102883

Overview	Program Financials															
<p>Goal: To identify and procure a software / platform which enables creation of training content / courses / documentation related to software from Infor used in Manufacturing process/production environment.</p> <p>Objective:</p> <ul style="list-style-type: none"> Platform for Creation of Training content Platform for Execution of Training courses (linked to Flex Learn) Documentation of application capabilities Achieve high efficiency testing of application Accelerate migration to application <p>Benefit:</p> <ul style="list-style-type: none"> A highly effective training platform for creating training content Platform to also enable creation of training content related to applications and store global level and site level documentation Key and end user training and testing platform for application Sustained use at corporate level to document application capabilities at global baseline level Sustained use at site level to document site level capabilities and to conduct on-going training 	<table border="1"> <thead> <tr> <th>Cost</th> <th>FY 23 P&L</th> <th>FY 24 P&L</th> <th>FY 25 P&L</th> <th>Total Cost</th> </tr> </thead> <tbody> <tr> <td>Total Expense</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total P&L</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Total Capex: \$0</p>	Cost	FY 23 P&L	FY 24 P&L	FY 25 P&L	Total Cost	Total Expense					Total P&L				
Cost	FY 23 P&L	FY 24 P&L	FY 25 P&L	Total Cost												
Total Expense																
Total P&L																
<p>Scope</p> <p>Requirements Definition: Platform for Creation of Training content</p> <ul style="list-style-type: none"> Platform for Execution of Training courses (linked to Flex Learn) Documentation of application capabilities Achieve high efficiency testing of application Accelerate migration to application <p>Dependencies: Platform for Creation of Training content</p> <ul style="list-style-type: none"> Platform for Execution of Training courses (linked to Flex Learn) Documentation of application capabilities Achieve high efficiency testing of application Accelerate migration to application <p>Purchasing requirements: Software cost of 40K USD for 100 users for 3 years. Doing a POC in fiscal year FY23 with limited licenses. Checkpoint at the end of FY23 if more licenses are needed for FY24. Jumpstart Implementation: 20K USD one time. Training Software (P&L): 40K USD/yr for 3 years</p>	<p>Risks</p> <p>Top Project Risks:</p> <p>Risk of not doing:</p> <ul style="list-style-type: none"> Application will be Delayed Won't be able to achieve standardization of processes across Flex sites High lead times to onboard new employees who are new hires across Flex 															

Financial Version : Working

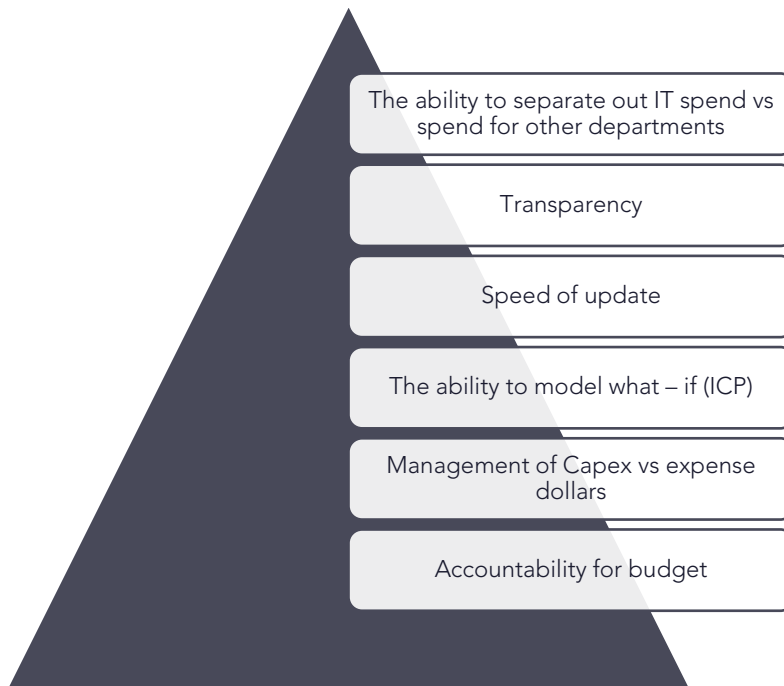
Confidential Data - For internal Flex use only

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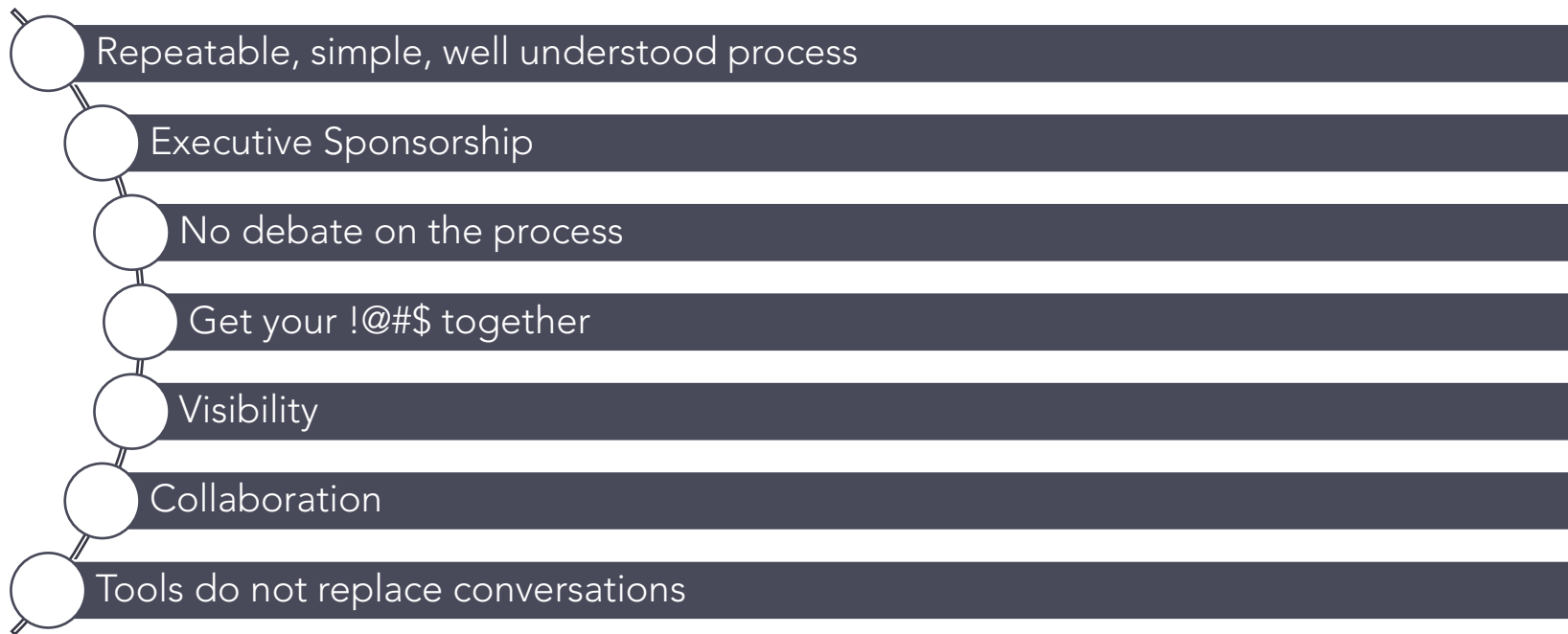
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This can be
exported to PDF
or PPT to save
time

Benefits we have seen



Keys to Success



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Thank you!

Keith Minne

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