

K—

K.Group  
orange company



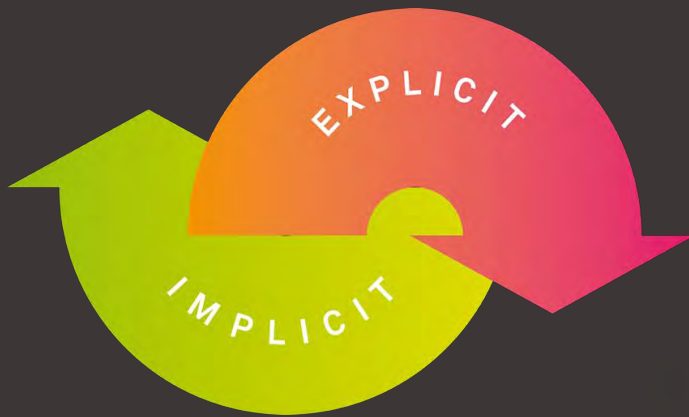
# COMPANY PROFILE

We believe in a new company  
model based on knowledge:  
collaborative, transparent, smart, and dynamic.

// The Orange Company

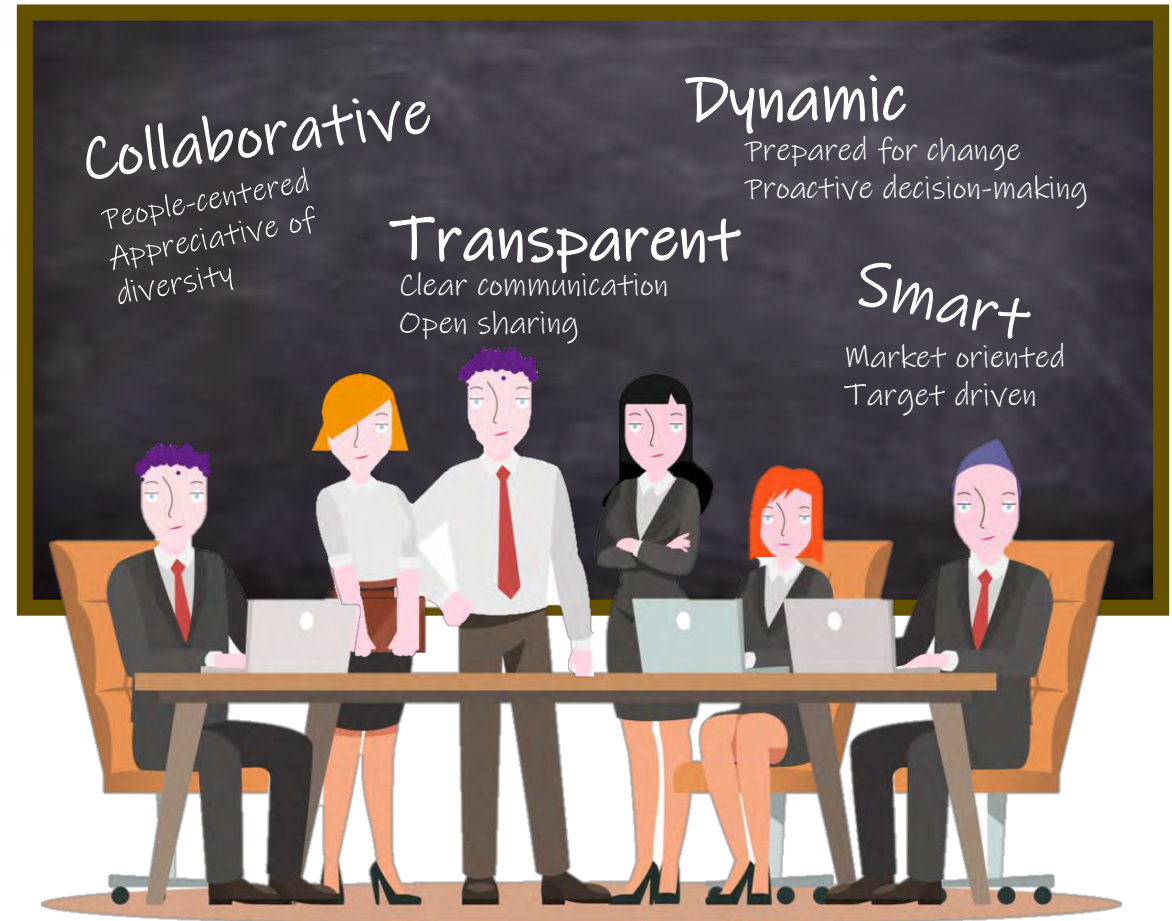
# K— WHY

We support entrepreneurs and managers in the challenging task of decision making, by transferring implicit and explicit **knowledge** and fostering a data culture oriented toward development and **awareness**

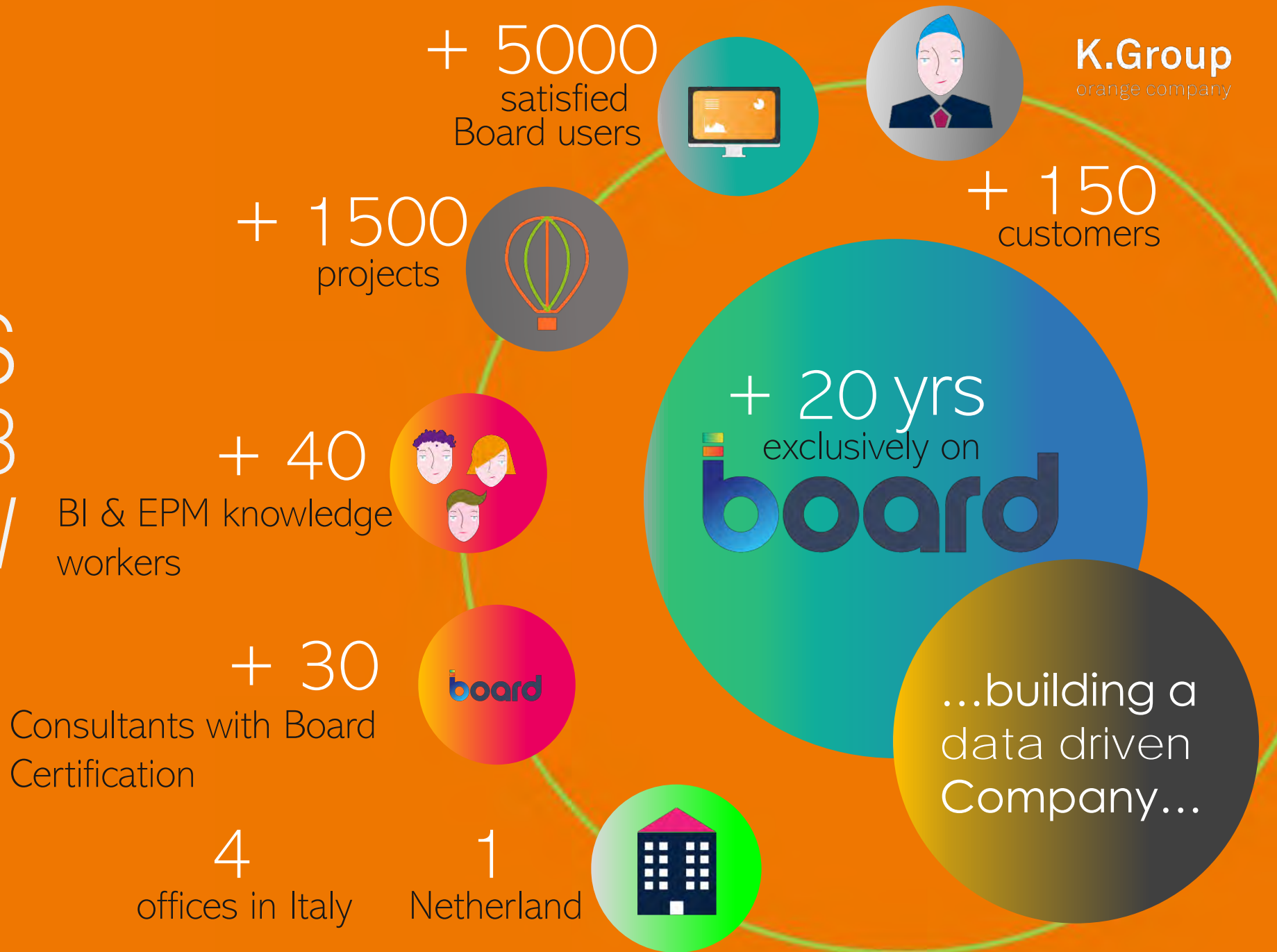


An “**orange**” company is **collaborative, dynamic, smart and transparent**

**orange company**



# K — NUMBERS FROM 1998 — TO NOW



# K — CUSTOMERS

Cross Industries  
Coverage



Textile



Wine & Spirits



Food & Beverage



Technology



Retail Fashion



Professional  
Services



Construction  
Engineering



Manufacturing



Transportation  
Logistics



Automotive



Healthcare



Banking  
Finance



Fashion



Retail Grocery



Distribution  
Wholesales



Pharma



Chemical



Energy  
Oil - Gas



Publishing Media



Sportswear

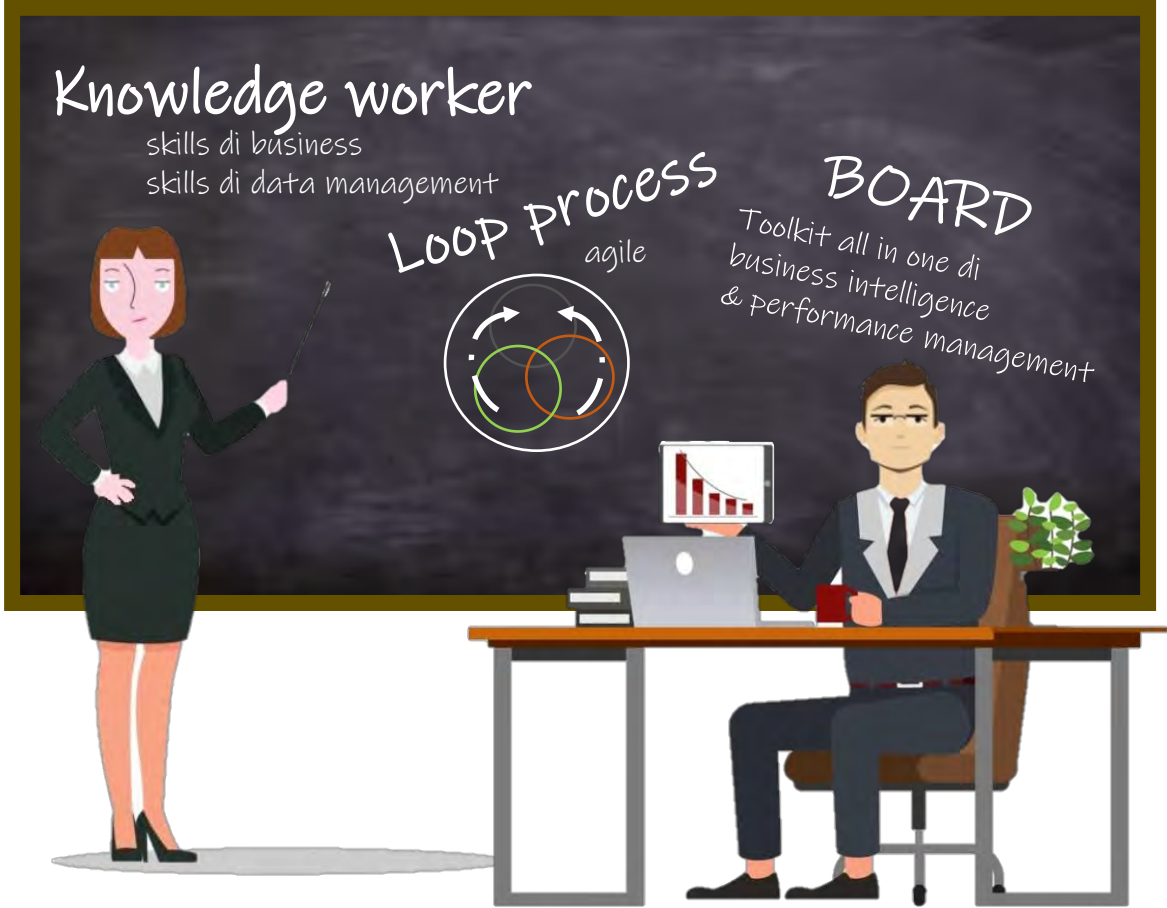
# K HOW

We transform knowledge into a strategic asset for companies, thus favoring an appropriate balance of 3 crucial factors: **people**, **method** and **tools**



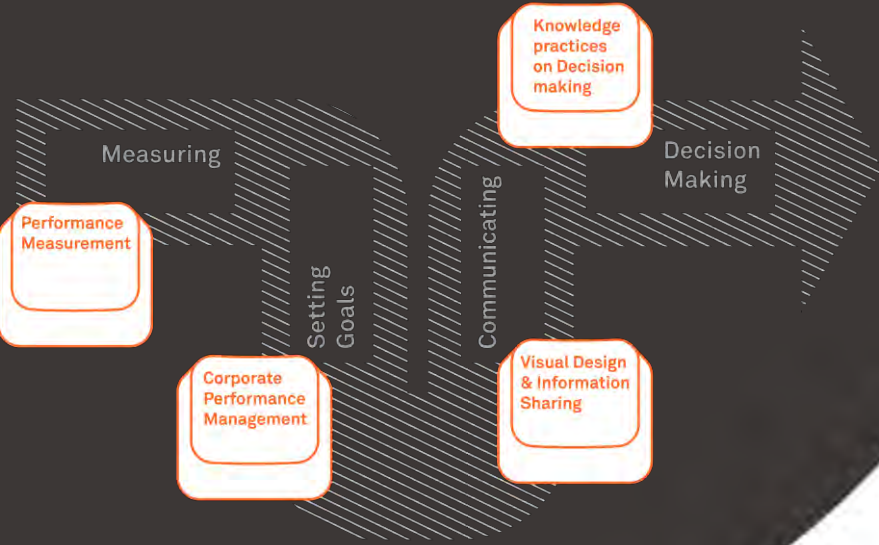
A knowledge-based organization is made up of **people who make conscious decisions**, aware of both market dynamics and management phenomena

## key factors



# K WHAT

We foster a culture made of results **analysis**, **goal-oriented** work, and effective **communication**



K.Group takes care of the design and implementation of data models aimed at: **planning, measuring, and communicating** so as to favor the **decision-making process**

## key services



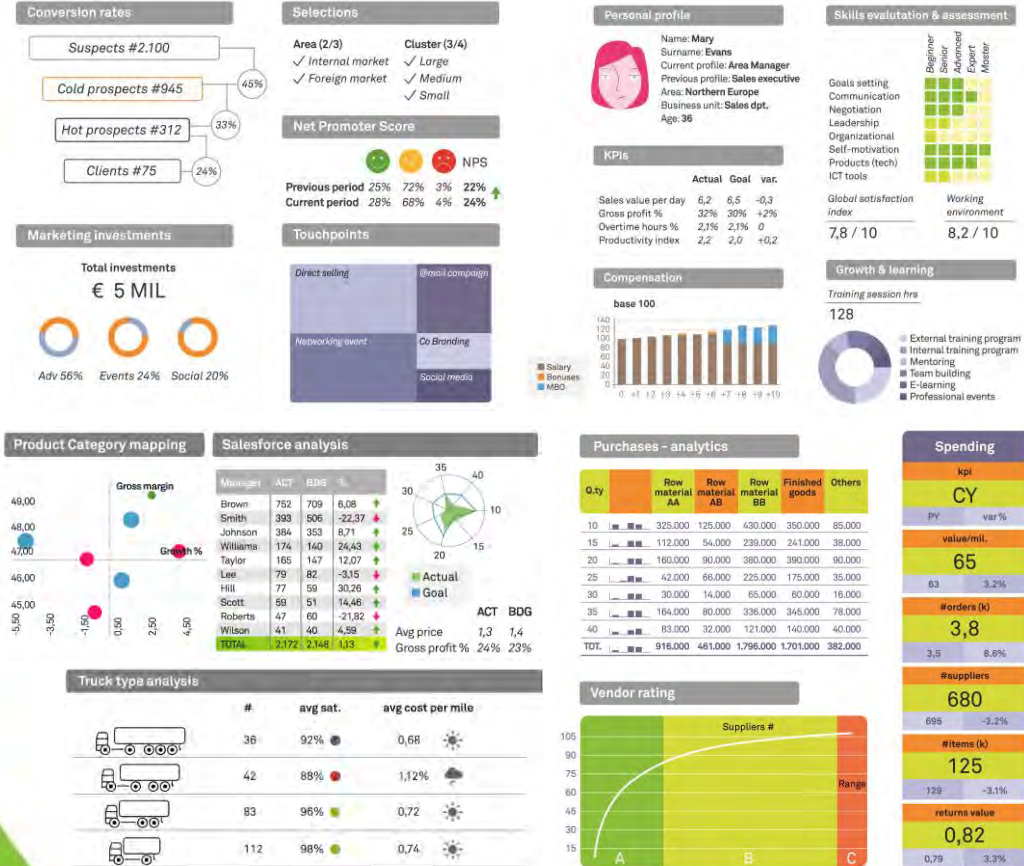
# K— WHAT

# Performance Measurement

Performance Measurement projects are aimed at generating new information not retrievable from underlying data sources



## Analysis models



# K— WHAT

# Performance Management

**Performance Measurement projects** are aimed at generating new information not retrievable from underlying data sources.

Besides the evident budget, planning and forecasting targets, this area also includes data deriving from processes of cost accounting, closing and consolidation

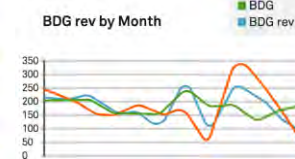


## Modelli di pianificazione

### Sales budgeting rev process

Channel	ACT	BDG	BDG rev	%
Direct channel	722	797	797	0,03
I level indirect	302	289	295	2,07
II level indirect	832	742	742	-0,04
III level indirect	315	320	320	0,12
<b>TOTAL</b>	<b>2.172</b>	<b>2.148</b>	<b>2.154</b>	<b>0,29</b>

Product Group	ACT	BDG	BDG rev	%
Beauty	537	505	644	27,49
Cosmetics	1.497	1.541	1.411	-8,46
Health	138	101	99	-2,21
<b>TOTAL</b>	<b>2.172</b>	<b>2.148</b>	<b>2.154</b>	<b>0,29</b>



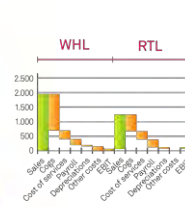
### Actual data + Adjustments

P&L direction	Act (k)	Adj (k)	TOTAL	WHL	RTL	HQ	FTER %	Turnover %
Sales	3.165.000	0	3.165.000	1.955.000	1.210.000	0	WHL 100 38	1.955.000 62
Cogs	-1.922.500	0	-1.922.500	-1.308.500	-614.000	0	RTL 180 64	1.210.000 38
Cost of services	-507.800	0	-507.800	-245.100	-262.500	0		
<b>Gross margin</b>	<b>734.900</b>	<b>0</b>	<b>734.900</b>	<b>401.400</b>	<b>333.500</b>	<b>0</b>	<b>TOTAL 280 100</b>	<b>3.165.000 104</b>
Payroll	-316.000	-120.000	-436.000	-170.000	-176.000	-90.000		
Depreciations	0	-80.000	-80.000	0	-30.000	-50.000		
Other costs	-133.200	-15.000	-148.200	-133.200	0	-15.000		
<b>EBIT</b>	<b>286.700</b>	<b>-215.000</b>	<b>70.700</b>	<b>98.200</b>	<b>127.500</b>	<b>-155.000</b>		

### DATA ENTRY

### HQ ALLOCATION

### Full costs P&L by SBU



SBU FC P&L	WHL	%WHL	RTL	%RTL	TOTAL	%TOTAL
Sales	1.955.000	100	1.210.000	100	3.165.000	100
Cogs	-1.308.500	-67	-614.000	-51	-1.922.500	-61
Cost of services	-245.100	-13	-262.500	-22	-507.600	-16
<b>Gross margin</b>	<b>401.400</b>	<b>21</b>	<b>333.500</b>	<b>28</b>	<b>734.900</b>	<b>23</b>
Payroll	-202.143	-10	-233.857	-19	-436.000	-14
Depreciations	-30.885	-2	-48.115	-4	-80.000	-3
Other costs	-142.465	-7	-5.735	0	-148.200	-5
<b>EBIT</b>	<b>25.907</b>	<b>1</b>	<b>64.793</b>	<b>4</b>	<b>70.700</b>	<b>2</b>

<b>EBIT</b>	<b>WHL</b>	<b>RTL</b>
	<b>1%</b>	<b>4%</b>

### Stock analysis



### Credit analysis



### Cash flow

Customer cash in	5.319
Cash out from py	260
Purchases	2.690
Salaries	1.265
Rents	760
Utilities	136
Shipping	42
Marketing	104
<b>Operating cash flow</b>	<b>61</b>
Interests	23
Loan payments	48
Taxes	35
<b>Total cash flow</b>	<b>47</b>

### Bank accounts

nr.234678	12.447	56
nr.225632	3.750	17
nr.447632	2.450	11
nr.178965	1.560	7
nr.325643	1.350	6
nr.125654	490	2
nr.908612	267	1
<b>TOT</b>	<b>22.334</b>	<b>100</b>

### MT loans

Loans/1,000	debt	%
nr.234678	12.447	56
nr.225632	3.750	17
nr.447632	2.450	11
nr.178965	1.560	7
nr.325643	1.350	6
nr.125654	490	2
nr.908612	267	1
<b>TOT</b>	<b>22.334</b>	<b>100</b>

avg financial expenses on MT loans **4,5%**



# K— WHAT

## Visual Design & Information sharing

**Visual design** represents an effective point of data communication. Particular attention is given to information representation logics and user experience, both in analysis and planning processes



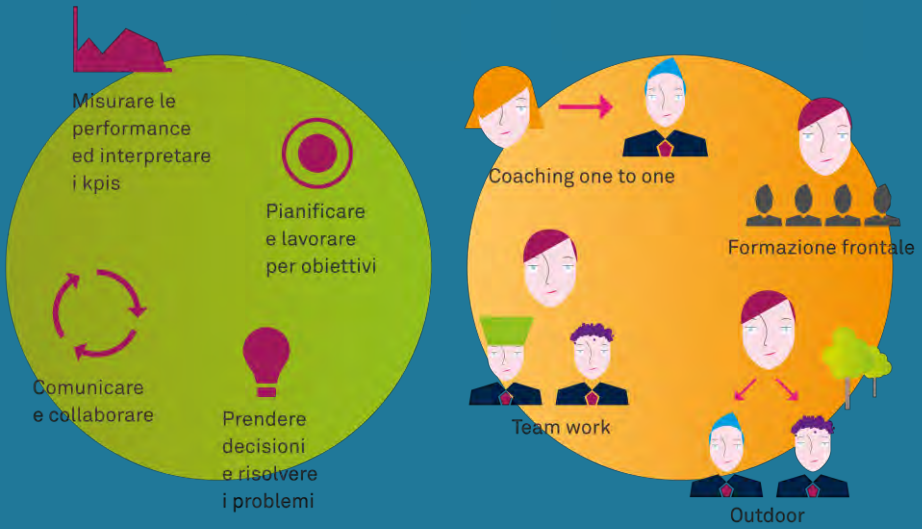
### Data Viz



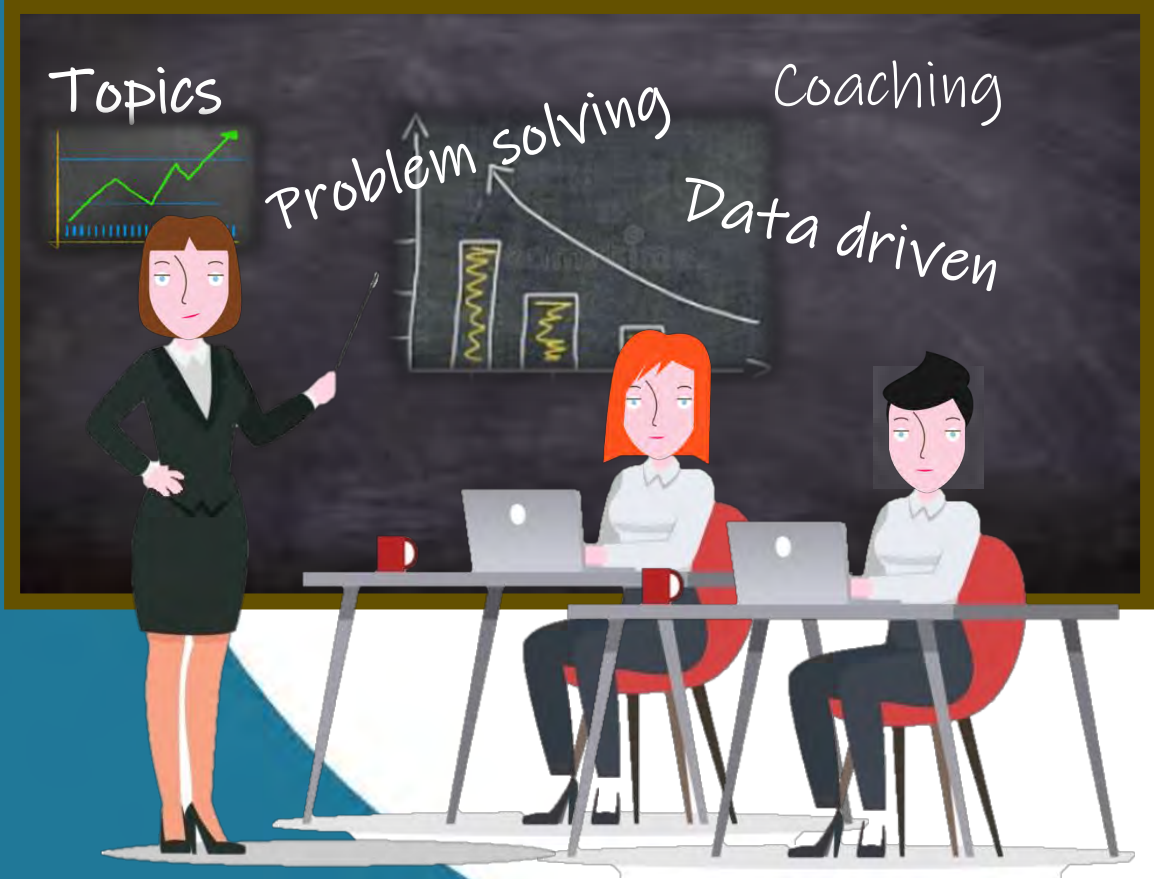
# K— WHAT

# ACADEMY

Ad hoc projects using single **training tools** through the combination of face-to-face lessons, coaching, teamwork and role play

















The aim is to share **decision making best practices** with customers, by linking management with: a proactive use of information, performance sharing, goal-aimed work, and collaborative problem solving



# K — DATA BUSINESS — MATRIX

Measuring Goal setting

	Actual	Plan Forecast	Budget	LT plan
Sales & mktg 				
Operations 				
People 				
Profitability 				
Cash 				
Capex & BS 				



BSC light

Communication  
& Decision  
making

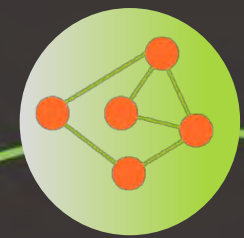
Integrated business planning

Fast closing & financial reporting

# K — EPM PROJECTS — #



+ 200  
technology



**K.Group**  
orange company

+ 600  
operational  
processes



- sales
- marketing
- supply chain
- people

+ 400  
finance



- accounting
- controlling
- finance

+ 1500  
exclusively on  
**board**

+ 300  
decision making





Simplicity is  
the ultimate sophistication

Leonardo Da Vinci