



Vertical industry brief

Paper, packaging and **office supplies**

Production and design: Global Sales and Marketing department

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Content

Introduction	
Market situation and trends	4
Tight markets and tight competition	
Globalization and consolidation	
Technology	
Consumer demands and dynamics	
Wrapping up the main issues	
IBS software - a competitive advantage	9
Tailored for paper, packaging and office supplies	10

Introduction

'The paperless society' was a prophecy of what the world might become after computers and the Internet came into common use. Now, with the advantage of hindsight, it is evident that paper and packaging materials will continue to play a vital role in expressing our thoughts and ideas, in conducting and communicating business, in preserving food and other products for safe consumption, and in performing other fundamental roles in society.

Paper - invented in China over 2,000 years ago - evolved into an ideal substance for recording and preserving all sorts of information, as it continues to be today. Packaging as we know it, on the other hand, is a relatively recent development. Until the late 1800s, most goods were presented in loose or bulk form such as sacking, wooden barrels and boxes, or in glass and metal containers. The invention of cheaply made but durable packaging, made from paper or a combination of paper and other materials, revolutionized industrial practices and consumer buying habits.

This brief focuses on the conversion and distribution industry for paper products, packaging materials and office supplies. It describes this vertical industry's general market situation and some major trends from a business system perspective. It also provides an overview of the IBS business software solution and includes some details of how IBS addresses business system needs from the warehouse to end consumers.

Market situation:

- Conversion/production and distribution of products
- Demand-driven by end-consumer markets
- Products made of paper, plastic and other materials
- Food packaging = 40% of packaging.



Market situation and trends

The paper and packaging materials industry embraces a huge range of products that are processed and distributed by wholesalers, distributors, converters and other businesses. These products include: bags, paper and disposable plastics; boxes, paperboard and cardboard containers; other containers made of paper- or plastic-based products or a mix of both; disposable eating utensils, napkins and containers made of paper, cardboard and plastic; containers and packaging for food, pharmaceuticals and other products; sanitary paper products such as tissues, toilet paper and towels; pressed and moulded pulp goods; office supplies including paper products such as copier paper and other goods; plastic, film, foam and other plastics industry products used in packaging; and many other products. In addition to paper- or plastic-based products, many wholesalers in this industry overlap into other vertical industries, delivering supplies related to janitorial or healthcare services.

The operations of a typical paper and packaging materials converter often include much more than pure distribution. Paper-based or plastic products are bought from mills or other suppliers, then processed, warehoused and distributed for consumers such as the food industry. Typical products include packages and cartons, involving processes such as coating, stamping, die-cutting and printing on a demand-manufacturing basis. Demand in turn is driven by end-consumer markets such as food chains and other retailers.

The total worldwide value of the packaging market, for all sorts of materials, was estimated to be worth approximately USD 435b in 2003. The flexible packaging market alone - including flexible plastic packaging but also paper-related components that were deemed flexible - amounted to more than USD 100b for the same year. Flexible packaging of all types makes up nearly 20 percent of the total packaging market for all materials.

Nearly every industry relies on the paper and packaging materials industry for containers that are used to ship and present products to end consumers. The food, beverage and pharmaceutical industries are among the major drivers of packaging production. Within the area of converted flexible packaging, for example, which makes extensive use of plastic films, the food market alone accounts for about 77 percent of the demand. Among all types of packaging, food packaging represents about 40 percent of the market, with beverages accounting for a further 18 percent.

Consumers of paper and packaging materials are found largely in the US, Western Europe, Japan, Australia and New Zealand, accounting for nearly 90 percent of the world's consumption. Markets in other global regions are expanding, but per capita consumption in the traditional consumer markets will remain predominant for many years to come.

Tight markets and tight competition

Within the past decade or more, world demand for paper products used in printing has been lower than the demand for packaging products. It is estimated that demand for corrugated boxes increased 4.8 percent each year from 1998 to 2003. In contrast, paper consumption has grown at about three percent per year since the 1980s.

The trend of slow growth in the paper market is expected to continue, especially in regards to newsprint and other printing-medium paper. The print medium slump reflects the recent economic climate and resultant lower consumer spending for books, magazines and newspapers. The pulp and paper mill industry has seen under-utilisation of capacity in spite of abundant and even excess inventories.

The real price of paper has declined by one percent every four years since the mid-1980s, due in large degree to over-production. For 2004, however, paper prices were expected to improve, and paper manufacturers were forecast to increase capital spending by about 4.2 percent. Recent sales within some packaging market segments have been robust, such as within the corrugated and solid fibre box sector, thanks in large part to the increase in shipping containers and pallets that are used for global exports.

The paper industry is extremely fragmented, illustrated by the situation in the US, where the five largest paper manufacturing companies have only an approximate twelve percent of the market share. This situation is reflected throughout the paper, packaging and office supplies industries, where many small or mid-sized companies continue to survive. The result is a tightly crowded field that competes for a limited market, with low margins. All players in this field seek to gain a competitive advantage by making the best use of resources, cutting costs and responding in timely ways to customer demands.

Tight markets and competition:

- Demand for paper lower than demand for packaging products
- Decline in paper prices since the 1980s, expected to change
- Packaging related to global exports on the rise
- Fragmented market, with wide disparity in size.



Globalization and consolidation:

- Transportation costs going up, especially with heavy paper products
- Environmental regulations on national and international scales
- Currency exchange rates create volatile markets
- Information integration vital
- Supply chain visibility becomes critical to a splintered market
- Cost-cutting strategies crucial
- Ability to operate on a multi-lingual, multi-currency basis.



Globalization and consolidation

Globalisation continues to have a major impact on the paper, packaging and office supply industry, as it has on all other industries. Acquisitions and mergers have occurred all the way along the supply chain, from pulp/paper mills and plastics manufacturers to converters and distributors. The historic pattern of local mills serving local market is fast becoming history. Instead, companies with a global presence are serving widespread, international markets, sourcing orders from all over the world in order to find the best products and prices. Transportation costs, especially for weighty and bulky paper products, will continue to have negative effects on already low margins. The ability to automate shipment and delivery as much as possible will have critical impacts on cutting these costs.

As more companies expand their global operations, their requirements for information and information exchange become, at the same time, more complex and critical. The ability to connect and use information on a wide scale is now an absolute requirement. An IT system that can hook up different systems and applications - among company groups or business partners - is indispensable for global business.

The impact of globalization also has a regulatory nature. National and international laws and agreements of an environmental nature have a major impact on paper, packaging and office supply companies. In particular, paper manufacturers and packaging converters must comply with waste packaging regulations, such as the EU Packaging and Waste Directive or the UK Climate Change Levy (CCL), contributing to overhead costs and threatening already precarious margins.

Complications from consolidation

As economies continue to expand on a global scale, currency exchange has had an impact on industry consolidation. In the UK, for example, the disadvantageous exchange rate between the pound and the euro has resulted in higher costs for pulp and other materials, contributing to the buy-out of British manufacturers, converters and distributors by international corporations.

Conversely, as producers and suppliers expand, much of the market is splintering, thanks to the growth of home offices and small offices. Orders will become more numerous but smaller, complicating delivery scheduling and adding further cost threats to margins. Supply chain visibility to help reduce costs becomes even more critical.

Businesses that want to survive in a global climate must cut costs for routines and processes across their range of operations, from the warehouse to the accounting department. Businesses have responded with such strategies as collaborative supplier agreements and Vendor Managed Inventory (VMI). Visibility all along the supply chain will help to ensure best-practice procurement of paper, plastic and other supplies for converters and distributors. Companies that are expanding across regional and national boundaries must have systems that can integrate information and handle the demands of multi-language, multi-currency trading.

Technology

Electronic communication and information technologies are changing the paper, packaging and office supplies industry, as they are the rest of the world. As a whole, however, manufacturers, converters and distributors are in a state of flux as regards technological innovations. The surge towards acquiring total business system integration is late in coming to this sector compared to others, but future survival will depend on technological solutions.

Supply chain visibility is a primary goal of new technology acquisitions for almost all companies in any sector. Within the paper, packaging and office supplies sector, this objective is aimed at achieving lower procurement costs, constructing information bridges with suppliers, business partners and customers as well as within company structures, and making processes and routines faster, more accurate and less costly.

The need to exchange fast and accurate information between and among converters/distributors, suppliers or manufacturers, and customers has spurred the growth of electronic information exchange in the industry. This development has had a beneficial impact on inventory, forecast and demand processes in particular, but also on customer satisfaction and other business aspects.

Industry standardization has also gained from new technology. The paper industry, in particular, is moving towards the increased standardisation of product lines regarding size, weight, paper qualities and other criteria. Standardization has taken large strides in Europe and North America with the advent of papiNet, an international organization that advances standard business practices for the paper industry. This group focuses on making standards available through the Internet, and also promotes the use of EDI communications and IT solutions for the industry.

Consumer demands and dynamics

The market for paper, packaging and office supplies is directly affected by changes in consumer preferences and demographics. Pharmaceutical packaging offers a clear example of market trends that stem from the needs of end consumers - people who buy medications and other pharmaceutical products. The population in many countries is aging, which creates a need for packaging that is easy to open but still able to offer a secure product. This sort of packaging must also help to decrease the risk of medication errors and fulfil regulatory obligations on an international basis.

Consumer dynamics also dictate how products are presented, and product display is a key element in the packaging industry. Packaging must not only protect a product: it must also help to present the product in a way that is appealing and convenient. A hardware or house wares store, for example, includes rack and counter packages that use combinations of paper, plastic and foil to protect, bundle and display products.

Producers and distributors of point-of-display packaging must constantly respond to changing demands from their customers, who in turn have to react swiftly to changing consumer preferences. Just-in-time converting and distribution is a critical industry need that can be addressed with automated, integrated technology.

Technology:

- Globalization and consolidation make new technology imperative
- Lower costs through technology
- Fast and accurate information exchange critical
- Industry standardisation of technology (e.g. papiNet).



Consumer demands and dynamics:

- Packaging trends, in particular, driven by end consumers
- Changes in preferences and demographics drive product changes
- Product display a key ingredient
- Fast-changing market requires JIT approach
- Automation speeds up material flow, shortens lead-times, streamlines delivery and reduces capital outlays.



” The IBS solution is perfectly designed for our needs as a paper and office supplies wholesaler. The software has integrated operations by streamlining warehousing and distribution operations, providing enhanced financial control, improving customer service levels, lowering overhead costs and ensuring that Timmermans will be able to take advantage of e-business opportunities in the future.

Patrick Timmermans,
Managing Director, Timmermans

Wrapping up the main issues

Businesses that operate in the paper, packaging and office supplies industries must contend with markets that have been sluggish in recent years. Recurring price pressure for paper means that margins will continue to be tight. IT solutions must offer automation of routines and optimization of resources if companies are to make the best use of existing capital, realise profits and gain a reliable and timely Return on Investment (ROI).

Ongoing globalization requires businesses to find efficient communication channels across national borders. Globalization affects all phases of a company's routines, from warehousing, procurement and delivery all the way through invoicing and business intelligence. Fast and accurate electronic communication - through EDI, XML, email and web services - must be part of any IT solution for supply chain execution and business systems. Global operations require systems that handle multiple languages, currencies and taxes, as well as compliance with the complex regulatory requirements of countries and international structures such as the EU.

Technology must do more, however, than automate and streamline business operations and routines. IT solutions must enable paper, packaging and office supplies companies to integrate information and use it as a vital resource. The transparency of information and processes is a paramount success factor. That means being able to gather, store, process and present data from all operational aspects - warehouse data, procurement information, financial transactions and more - to use in measuring, planning and analysing business. Beyond company boundaries, an IT system must have the capability to exchange information within a group, with business partners and with customers.

Finally, converters, distributors and other players in paper, packaging and office supplies need IT solutions that help them anticipate and act on the market. Customer demand drives the industry, and this demand must be met in a way that drives down costs, reduces lead-times and enhances profitability.

IBS software - a competitive advantage

IBS provides complete business system solutions, including software, hardware, implementation, financing, training and service. With over 25 years of development, the company's world-leading products have a solid history of supporting supply chain management, business routines and financial control.

ASW from IBS is a world-leading business software suite for distribution and supply chain management. It is designed to fulfil the requirements of worldwide business-to-business trading. According to recent studies conducted by AMR Research and Frost & Sullivan, IBS is a consistent top market leader and supplier for supply chain execution and management software.

Software that aims for business value

Supply chain software from IBS is designed to help your company manage its business operations for maximum profit. IBS aims for you to achieve a fast return on your technological investment, while being able to identify and measure business benefits.

The ASW software suite provides a comprehensive, modular business solution that can be customized to your needs. IBS' intelligent supply chain software automates and optimizes routines and is complete scalable to grow along with your business. The IBS solution helps to streamline processes through automation and real-time control of information. Advanced products, such as IBS BUSINESS INTELLIGENCE, IBS VIRTUAL ENTERPRISE and IBS INTEGRATOR, make it possible for your company to measure business performance and integrate data, system tools and other resources across company and business partner boundaries.

IBS offers software that pays for itself, helping to reduce operating costs and capital outlay without cutting service. You can allocate more resources to setting and fulfilling goals for products, sales and customers. The IBS solution fits any size of enterprise, including global multi distribution systems with full language, currency and regulatory support.

IBS also provides top-level hardware and after-the-sale support, including project management and implementation through the proven IBS Implementation Control Process. IBS consultants work on-site with your company to ensure a smooth transition to an integrated solution. Your business processes drive the system, and we work with you to implement best practices for your industry.

IBS solution for paper, packaging and office supplies

Solution:

Software: ASW 4.50+

Modules:

- ASW ALERT MANAGEMENT
- ASW DISTRIBUTION
- ASW FINANCIALS
- ASW FINITE PLANNING
- ASW INDUSTRIAL MANUFACTURING
- ASW INVENTORY CONTROL
- ASW NETSTORE
- ASW PLANNER VIEW
- ASW SALES AND MARKETING SUPPORT
- ASW WAREHOUSE MANAGEMENT
- IBS BUSINESS INTELLIGENCE
- IBS DYNAMAN
- IBS INTEGRATOR
- IBS VIRTUAL ENTERPRISE

Hardware:

IBM eServer i5





” Warehouse Management has exceeded our expectations. Inventory accuracy is running at 99.8%. If we told a customer we had stock at the time of ordering, it would definitely be available on the shelf to pick.

Mark Clarke,
Vice President and General
Manager, JC Paper

Tailored for **paper, packaging and office supplies**

IBS' integrated business software solution can help companies that produce, convert or distribute paper, packaging and office supplies to realise immense benefits throughout their operations, including those within:

- Warehousing
- Distribution and logistics
- CRM and sales order management
- Procurement
- Service management
- Planning and forecasting
- Financials
- Business intelligence.

Warehousing

IBS software offers automated warehouse and inventory management that is aimed at quick response to demand, while minimizing errors and optimizing inventory. The IBS solution helps to ensure efficient warehousing operations and inventory levels through comprehensive information management. The system lets you gain control over inventory detail and accuracy. IBS' automated solution handles all phases of warehousing, from reception through put-away and picking. Specific functionality includes:

- **Bar code and radio frequency (RF) support** - Fully integrated support for bar coding and RF handling allows quick tracking and communication of serial and lot numbers or batch codes. Labelling accuracy is improved through the reduction of human error and paperwork.
- **Item cross-reference** - Automated cross-referencing helps you define replacement products and customer or supplier item codes.
- **SKU management** - The IBS solution helps you manage thousands of SKU numbers, helping to reduce overhead costs.
- **Inventory segmentation** - Stock items can be classified based on volume value classification, helping to plan products more effectively. This feature can help identify products that are, for example, high-turnover, low-margin, high-value and slow-moving. This can enable a more efficiently managed inventory, with positive effects on such KPIs as inventory days supply and cash-to-cash cycle time.
- **Stock optimization** - Dynamic demand forecasting for different item segments, automated replenishment suggestions, inventory analysis and simulations all help to ensure that the right components are available in stock at optimum levels.
- **Automatic notification and warning** - ASW ALERT MANAGEMENT monitors inventory and alerts you to actual or potential warehouse problems. Parameters such as minimum stock quantity can be set up to trigger notification to authorised staff. The system can also send messages that suggest actions for solving problems.

Distribution and logistics

Transport and shipping automation and optimization are part of the IBS solution. These advantages can help you to reduce transport and shipping costs, plan and coordinate deliveries, and cut costs to help maintain margins.

- **Back-to-back delivery** - The IBS solution gives you the ability to coordinate direct deliveries from suppliers to customers, helping to eliminate costs associated with receiving and picking sold goods.
- **Serial number tracking** - Individual items can be tracked via serial number from stock receipt through to customer invoicing. Lot and batch tracking is also supported.
- **Automated shipping optimization** - Including automatic disposal check of stock, capacity, components and transportation. Other automated shipping capabilities include picking and dispatching based on shipment plans, delivery advice and route plan creation and notification at order entry, alternative delivery address for freight documents, complete shipping documentation and loading area instructions.
- **Non-conforming goods** - Goods that used for demonstrations or that have packaging defects must be handled. ASW software can automatically define unusable goods and provides follow-up capability.
- **Warehouse diversion** - The system can automatically divert or block shipments from a warehouse location or change shipments for a specified line in case of a warehouse emergency, helping to ensure uninterrupted delivery and customer satisfaction.





” We calculate we will save up to USD 20 to USD 25 per order, from requisition to delivery. That saving, of course, we will multiply thousands of times a year.

Azman Arshad,
Co-Director, Omnicrest

CRM and sales order management

Good customer relationships and efficient sales order management, with personalised service, are especially vital for paper, packaging and office supplies businesses. The IBS solution offers a wide range of CRM and sales order management functions, including:

- **Product configuration** - ASW PRODUCT CONFIGURATOR helps to ensure component accuracy and integrity for creating made-to-order BOMs that fit customer specifications, such as a one-off order for a packaging product. This can lead directly to better customer satisfaction and product quality.
- **Campaign planning and marketing events** - ASW SALES AND MARKETING SUPPORT provides tools for effective campaigns and sales drives, with selection features based on customer criteria, as well as campaign follow-up and analysis. Marketing can be focused on customers and prospects according to products or other factors, with extensive feedback functionality.
- **Tax handling and control** - Country-specific VAT rules provide automatic calculation and accounting of ingoing and outgoing VAT for international business. The system also gathers information for full Intrastat reporting and Tax declarations. This helps reduce overhead costs related to VAT obligations in the form of administrative costs. The system also handles North American taxation and other GST (general sales tax) orders.
- **Sourcing for rush and special orders** - Automatic product sourcing capability is ready-made for rush orders, back-to-back orders or alternative and replacement items. Constant status monitoring helps identify orders that need stock allocation priority. ASW MULTI DISTRIBUTION CENTRE enhances the ability to find and allocate stock in a multi-site environment. Enhanced product visibility can help to produce shorter order fulfilment lead-times and reduce safety stock.
- **Back-to-Back order functionality** - With back-to-back ordering you can cut costs and time in fulfilling orders, connecting your sales order deliveries directly to your suppliers.
- **Sales commissions** - Commissions for paper, packaging and office supplies sales can be determined by the system, based on the period and allocated salesperson, and calculated on a range or batch of invoices, with further calculations for different commission levels for different periods, items, item groups or customers.
- **Customer delivery scheduling** - Automated forecasting, based on safety stock levels and other information from customers, helps to predict safe stock levels for forthcoming periods. Your business can benefit through more efficient inventory control as well as greater customer satisfaction.
- **Customer self-service** - Web-enabled customers can use ASW NETSTORE capabilities to place orders and track product. This helps to reduce your administrative and staff costs while providing 24/7 one-stop-shop service to your customers.

Procurement

The IBS solution helps your business secure stock at the best price. With automated warehousing and inventory routines that maintain optimal stock levels, IBS' procurement measures help to minimize total supply chain costs through lower operating costs and the most efficient purchasing methods. The solution's procurement functionality includes:

- **Automated purchase simulation and suggestion review** - Simulations let you anticipate real procurement costs through current system information. Purchase suggestion reviews take into account inventory levels, helping to maintain safety stock and pinpoint items to purchase.
- **Distribution analysis** - Helps you to determine real procurement costs based on current information from throughout the system, with the capability for direct automatic replenishment based on the analysis results.
- **Pull, priority and shortage evaluation** - This automated analysis provides automatic monitoring of urgent stocks, plus the capability for automatic order generation.
- **Purchase suggestion management** - The IBS solution provides suggestion management capabilities with automatic review codes for product lines, helping to ensure accuracy, maximum line value, stock levels and optimized values. Additional functions include special buy evaluation, interactive line buying and graphical planning tools that give a complete overview of procurement information.
- **Supplier agreement and price negotiation** - ASW SUPPLIER MARKETING SUPPORT gives you an automated method to take advantage of supplier discount programs. The software handles complex supplier rebate rules and can be an invaluable tool for negotiating the best supplier agreements and prices.
- **Landed cost** - The IBS solution automates the calculation of landed cost, which can be spread over several purchase order lines in a reception. This helps to lower overhead through the reduction of administrative costs and manual errors.
- **Automated purchase order creation** - Purchase orders can be created automatically, based on system suggestions when user-defined criteria are satisfied. The system can also check order points instead of performing this manually. The automated routine helps to reduce labour costs and errors.
- **Advanced RFQ capabilities** - Requests for quotations can be generated automatically and sent to suppliers through EDI, XML, web-service communications, fax or email. This quick creation and transmission can result in lower administrative costs, better prices and the ability to negotiate more favorable terms and conditions.





” We needed one standard system that could provide the visibility, but also give us the flexibility to serve different customer segments across Europe. We believe that IBS is the right partner because they understand our business. We believe that the ASW supply chain management solution is the best solution for CE today and in the future.

Anthony Peckham,
IT Director,
Corporate Express Europe

Service management

IBS provides an all-in-one service solution that handles both field service and internal service maintenance. The software's automatic functionality helps you to schedule and perform installations, preventive service and urgent maintenance both internally and out in the field. On-line call center functions let you provide immediate responses to customer service requests. On-call engineers have instant access to all service information needed for the job, with the ability to enter reports and invoices from customer sites. Support for replenishing van inventory (work tools and spare parts) helps to ensure high levels of job quality and customer satisfaction, as well as reduced return visits.

Transparency, scalability and easy-to-use features let your company integrate its service operations with the entire system. The IBS service solution includes agreement and warranty handling, extensive CRM functionality, graphical tools for resource planning, office-field entry and information updating, service kits handling, resource planning, flexible pricing and charging methods, advanced follow-up capability, time reporting and communications with EDI, XML, web services and other methods.

Planning and forecasting

The IBS solution is geared towards planning and forecasting from both demand-driven and plan-driven perspectives. Manufacturers, distributors and other businesses can realize accurate supply chain planning that is flexible enough to handle customer needs or market adjustments.

Comprehensive planning capabilities from IBS are based on proven ideas that give practical, profitable results. Demand-driven forecasting, controlled by rules and methods, can help your business to respond quickly to dynamic markets. If your company depends instead on planned forecasting, or manual forecasting controlled by the market and capacity, the IBS solution can also handle this need.

Integrated planning with the IBS system helps you make the best use of inventory and resources to satisfy market demands with efficient planning. These practices help you to fulfil orders and reduce lead-times, while at the same time maintaining cost-effective stock levels.

Financial management

IBS' integrated system lets you access and use all financial transaction data to make informed business decisions. Price changes, inventory movement and accounting information are constantly maintained and updated, ready for instant access. The IBS financials solution supports all standard financial transactions - comprehensive General Ledger, reconciliation and banking functions - and also handles specific financial issues that can lead to enhanced profitability for paper, packaging and office supplies distributors, including:

- **Accounts Receivable** - ASW FINANCIALS helps to reduce bad debt and improve accounts receivable and payment statistics. You can monitor and administer customer account balances through automatic statements of account, reminders for overdue invoices and collection handling. This help to decrease A/R days outstanding and your cash-to-cash cycle time.
- **Automatic transaction creation and transfer.** Each event in the operational system has user-defined accounting rules for automatic transfer to the General Ledger and sub-ledgers.

- **Asset management** - ASW ASSET MANAGEMENT helps obtain maximum value from assets - including physical property, warranties and service contracts.
- **Activity-based costing reporting** - Measure and improve the efficiency of your CRM and SCM processes. The IBS solution calculates net profitability from an Activity Based Costing (ABC) approach. The equations used can include any type of ASW balance, whether these are pre-defined in the system, quickly and easily defined by users, calculated or redistributed.
- **Cash flow management** - Provides a complete picture of your company's cash flow, including views of all types of incoming and outgoing payments on a daily level, cash flow forecasts and balance files.
- **International currency and language capability** - The system handles any currency and provides support for currency optimization, helping to protect you from losses associated with currency exchange rates. Extensive language support lets you communicate with customers all over the world in their language with, for example, multilingual transaction documentation.
- **Consigned inventory accounting** - Buffer stock from a supplier can be set up as a separate warehouse for accounting purposes, as can your VMI or consignment stock in a customer's warehouse.
- **Cross-company reporting** - Lets you choose a range of your system companies to include in financial or other reports. Assets analysis, profit and loss per division, and figures vital to a multi-company environment can be reported for any period.

Business intelligence

IBS software offers a business processes assessment solution that lets you extract, measure and compare information from a data warehouse that reflects all information contained within your business system. IBS Business Intelligence software helps you maximise profits and control critical success factors, including: periodical improvements in KPIs and subsequent ROI; fill rates and on-time deliveries; business partner performances based on item and customer profitability; operational costs and productivity; optimized supply chains and collaboration; automated business processes; and automated decision support and event management.

Pre-loaded client applications with OLAP (On-Line Analytical Processing) tools for data marts are included. The IBS solution uses the SCOR (Supply Chain Operations Reference) model to help measure business performance.

IBS has the right software for you, and the experience of world-wide installations. Are you interested in finding out more?

Contact IBS today - info@ibsus.com or visit www.ibsus.com





IBS is a world leading provider of supply chain management solutions for distribution, demand-driven manufacturing, financials and business intelligence. IBS delivers measurable value through software solutions, services, hardware, outsourcing and financing. IBS offers industry solutions for paper, packaging and office supplies with Carta Mundi, JC Paper, Macfarlane, Map Merchant Group, Munksjö and Timmermans among its 5,000 customers in 40 countries.



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