

Exceedra joined the TELUS family in September 2020 as part of a wider vision on the future of digitizing the consumer goods industry and the critical role technology will play in the full value chain. The TELUS acquisition of Exceedra now incorporates the Integrated Business Planning and Trade Promotion Management/Optimization solutions into the broader Telus Farm to Table portfolio.

The Exceedra enterprise planning portfolio offers solutions that fit any size CPG company, at any process maturity level.

Geographic Presence: Europe (24%), North America (68%), Asia/Pacific/Africa (6%), LatAm (2%).

Total Consumer Goods Users (Seats): TPM 38,000, of which 3,500 use TPO.

Tiers Represented: Tier 1 (45%), Tier 2 (30%), Tier 3 (25%).

Major Product Sub-Segments Not Covered: Consumer semi durables.

Solution Offerings: TPM, ROI, TPO, Food Service, and RGM Note: Exceedra also has Retail Execution capabilities covering in store sales planning execution which is covered in POI's sister report, POI RetX Vendor Panorama.

Enterprise planning and Retail Execution products sit on the same technology platform, allowing seamless integration of data through their internal API layer between TPx, RetX, and the other products on the same platform (such as the advanced reporting suite). This Scalable, Secure, and Connected platform is a core new development and foundation for Exceedra products.

Exceedra Portfolio Capabilities: (Exceedra Enterprise and Professional TPM/TPO/Analytics/UX specific details are noted in separate sections below the total portfolio common capabilities.)

Special Note- New Portfolio Foundation: The Exceedra portfolio has been re-architected to support the industry and has re-engineered business processes to fully utilize new technologies. The combination of new data structures, configuration tools, and a new user interface have been specifically designed from the ground up to leverage machine learning and advanced analytics, while allowing the customers to own their configuration, setup, and growth of the tool. Supported by an API first strategy, Exceedra's goal is to accelerate their ML utilization to deliver productivity alongside improved business outcomes. Any platform improvement in Exceedra's QFX engine has the potential to be rolled out to any platform in the Exceedra portfolio.

Data Management: For Exceedra, standard data integration and testing is one of the most important phases of any potential timeline as they work with the client to help collate and manage their data. They do offer supplementary services to assist with the translation and load post project go-live, and this is handled on a client-by-client basis.

Exceedra Data Acquisition & Management module is used in foodservice to auto match data sets leveraging AI capabilities, manage exceptions, and consolidate disparate data into one consistent file to feed into TPM. Exceedra is currently working to expand this solution to work with the Retail channel as a solution for managing syndicated to master data mapping as well as the acquisition and management of deduction back up from retailer portals.

Baseline Creation: Exceedra Enterprise IBP & Professional includes an analytic engine that leverages a library of algorithms using machine learning techniques to generate a statistical base volume forecast at the planned customer SKU level. The process classifies each SKU by volume pattern then applies the best fit algorithm based on its historical characteristics. The process also understands

and manages the seasonality, trend, promotion effects, cannibalization/halo, and forward buy, allowing the business to understand a true incremental ROI.

Headquarter Capabilities: Exceedra has top-down planning capabilities incorporating AOP development and trade allocation & rate setting. Exceedra Enterprise platform has enabled the ability to add risks & opportunities to the scenarios.

Marketing: Exceedra has the ability to manage shopper marketing and E-commerce through the TPx platform. This includes the ability to settle marketing spend to marketing events which pull from designated funds and marketing workflow management elements to allow sign off/life cycle visibility of marketing plans.

General Analytics: Exceedra has a proprietary QFX analytic engine (open architecture approach) built into each module. Discovery Analytics is a BI/Visualization service that provides not only a solution for the on-going maintenance and report creation, but it also performs the data alignment and processing capabilities. The Discovery Module allows clients to leverage dynamic report creation, multi-level dimensional filtering, and ad hoc visualization in combination with the advanced AI engine across Exceedra's portfolio of solutions.

Analytics Modeling: Due to the open architecture, the Exceedra Marketplace can be utilized to allow client's algorithms (through open API point; hooks/connectors) to be one of three main types: provided by the Exceedra science Center of Excellence, brought in by the client directly, or utilizing a third-party plugin from a preferred analytics partner. The model library ranges from more basic regression models like Linear Regression and K-Nearest Neighbor, to more advanced machine learning models like Support Vector Machine, Random Forest, and Gradient Boosting. The modelling platform leverages Python to generate the models and process the data using machine learning to test the best fit from the model library. The analytic engine leverages the library of algorithms using machine learning to generate the base volume forecast at the planning customer/SKU in the first stage and the promotional lift models in a second stage of the process. Actuals are integrated into the system for both shipments and consumption to update the automated actualization and post event analysis. This provides an update to the P&L from the bottom up and the ability to monitor in-flight promotions at any level. The output can be reviewed and models adjusted and tuned by the modelling team.

RGM Analytics: The Discovery reporting suite has the ability to evaluate pricing trends, post event ROI trade analytics, SKU profitability and priority rankings (Power Ranking), and promotion trade analysis (Gross to Net, Margin Pools, etc.). RGM users can create price ladders and also analyze the full net pricing waterfall for an individual product down at a specific promotional level through to a total business, large brand, multiple year view. Off the back of this, users can make decisions on PPA and price curves helping to maintain and drive profitability during an incredibly challenging set of market conditions over the past year. The understanding of an individual SKU's profitability and KPI's allows for better understanding of how that product fits into the wider brands. POI really likes the Promotion Decomposition report. Using Exceedra tools, such as a 9-box matrix or volume price mix modelling, both of which are possible within the reporting suite, allows clients to dynamically and continuously prune and trim their range to optimize towards profit, volume, sales, etc., as part of their standard process rather than a one-off exercise. Exceedra's Discovery Suite is a nice blend of "standard" reports with the additional ability to configure the data, filters, KPI's etc., enabling the user to fit the report to their specific organization's needs. Exceedra solution consultants and professional services teams can help their clients fully maximize Discovery Suite's value as the client organization evolves on their journey, both through initial set up assistance and on-going training and consultancy.

Foodservice: Exceedra is a foodservice provider with a robust solution including “smart” contract management, settlement services, data acquisition & management for distributors & operators, and Operator Digital Coupon Portal. The dedicated Exceedra support and services team helps clients drive value and benefits. The foodservice platform handles the complexities of contracting and pricing with an intuitive yet robust platform. Auto matching of deductions is a huge advantage and reduces administrative burden. Exceedra Foodservice highlights:

- Offers an end-to-end solution and service without the need for a 3rd party provider. Benefit: Client does not have to deal with multiple providers of disparate data, which increases accuracy.
- Based on nearly 40 years of solution experience Exceedra simplifies complex GTM strategies through an intuitive and easy to use interface.
- From initial contact through go-live, production, and beyond, the client engages with a dedicated Exceedra account manager.

IBP: Teams collaboratively build a plan from the bottom-up, feeding into a central enterprise forecast that can then be analyzed, snapshotted, adjusted, locked down, and then used throughout the multiple reporting and analytics options throughout the suite. This snapshot can also be set as an active scenario/budget, allowing variance reporting to targets throughout the solutions.

Configuration/Customization: Customization is not preferred. Exceedra looks to add requested functionality into the standard solution but has accommodated situations where a client has paid to have the system customized to deliver functionality which is deemed critical to their business process.

With the new Exceedra foundation they have also deployed a configuration module that allows non-technical admin users to set up and evolve the application. The ability to turn on and off functionality supports increased flexibility and the ability to manage organizational skill set growth and regional differences. Plus, this ability for a manufacturer to highly configure the platform reduces implementation timelines.

Service Partners: Clarkston Consulting, TPG (Partnering Group), Strategy&/PwC, Tata Consulting Services (TCS), Alvarez & Marsal, Mindtree, and Genpact.

Technology Partners: Microsoft Azure and Rackspace for hosting and underlying technology, Retail Velocity — Demand Signal Repository (embedded consumption-shipment data mapping services), Blue Yonder- Supply Chain management, Preactor (factory planning capability extending S&OP remit), Sofco-Factory planning capability extending S&OP remit, SQL service desk stack, Power BI for visualization (embedded), Office 365, Mulesoft SAP Integration and also extended capability to embed 3rd party TPO models into the solutions.

Technology Architecture/Delivery Options: SaaS hosted private cloud. On-premise for Exceedra Enterprise if required by client.

Vendor Trend: Exceedra continues to execute a very strong multi-year growth trajectory. POI has seen Exceedra consistently called for RFP evaluations. It also has very strong client retention. With the infusion of TELUS investment, we expect Exceedra to continue to innovate and improve implementation success.

Strengths: Noteworthy is the ability to leverage S&OP requirements, such as baseline creation and mutual priorities, to bring the promotion cycle into the conversation. Exceedra modules are already on a new modern platform vs. old legacy technology. The modular yet holistic approach layered onto Exceedra’s new portfolio foundation provides the ability to enhance sophistication and capability as your organization evolves, supporting the key challenges in Trade Promotion Management and Optimization, Demand Management, and Sales and Operational Planning across multiple tiers of the industry.

Challenges: Their primary challenge is managing growth. Through the AFS and now TELUS acquisitions, Exceedra has benefitted from incremental investment. Yet, Exceedra has to navigate this fine line between growing too fast and still being able to execute for all tiers of clients. Exceedra does have a strong partner network in place, is continuing to invest in both product and implementation resources, and should be fit to support further continued growth.

Adjacent Offerings: POS data discovery, management, and cleansing. Shelf management/ visualization, Demand planning and Supply Chain modules. Retail monitoring/reporting capabilities of store level data and have integrated to client’s handheld devices. Exceedra Retail Execution with Digital Image Recognition, and DSD capabilities. Exceedra Data Acquisition & Management Tool that enables the collection and consolidation of deduction backup from any source and any format while matching this to the product hierarchy.

Outlook & Prognosis: POI has seen Exceedra elevate its organization and platforms to become a global player. It is positioned and backed for accelerated growth and innovation. It has a focused strategy, speaks the business language in selling situations, and has good client references. They are continuing to invest heavily in their tool and internal teams.

Evaluate Exceedra Enterprise When: You seek quality enterprise planning as an integrated and yet modular proposition, may have global intentions, like to look at promotions from a financial perspective, desire RGM capabilities, and are looking to link demand creation to demand fulfillment with integrated S&OP.

Evaluate Exceedra Professional When: Your company is looking for a solid trade management and optimization system with excellent analytics.

Also, evaluate Exceedra platforms when your organization sees the value of having an integrated TPM/retail execution solution.

Avoid Exceedra If: We don’t see a compelling reason to avoid Exceedra.

Distinctions: Desktop UX, HQ Analytics & Insights, Field Analytics & Insights, IBP/S&OP Capabilities, Food Service

Specific Exceedra Planning Details by Platform:

Exceedra Enterprise IBP Solution

Tiers Represented: Tier 1 & 2.

Solution Offerings: Enterprise Planning (TPM, TPO, ROI).

Enterprise TPM: The Enterprise landing page and dashboard are both excellent. We like the ability to create personalized dashboard elements. The solution includes funds allocation and management, assignment and tracking objectives, supporting HQ guidelines, and guardrails. This holistic approach improves planning and forecast accuracy across the organization and positively impacts integrated business planning (IBP). The promotions module has a flexible set of filters that includes a list of key measures including planned and actual. This in-context reporting turns the promotion list view into a powerful user defined report and can be further sorted and filtered. A promotion can be created directly from the calendar view or users can insert a totally new one. We particularly like the flow and navigation using the “next” button. The graphical approach to post event analytics with the ability to then drill into the details is very nice. The platform can manage a rolling forecast at 12/18/24/36 or any desired planning horizon.

Enterprise Analytics: It has a broad range of reporting capabilities that enable users to see live changes made, view standard reports, create ad-hoc reports, as well as leverage visualization tools like Exceedra Discovery Analytics or third-party tools such as PowerBI, which are directly connected to the system providing powerful visualization and reporting. Exceedra has standard and in-context reporting to provide insights and detail within a specific module so the user doesn't have to leave that module and find the reporting and insights. Built in dashboards provide information quickly and easily, driving user actions towards the key elements required to run their business efficiently and effectively. These dashboards are fully drillable and interactive, allowing users to fully understand what is driving a metric or KPI. There is a new self-serve configuration tool that can be applied to all reporting which allows users to create their own reports, control legends, axis, row/column data, and will grow to include aggregation options and additional visualization styles. Map Based Reporting & Enhanced Visualization are now available through the powerful engine, which allows for much more visual reporting options, such as map/location reporting, external data amalgamation, and dynamic dashboarding.

Enterprise TPO: We like the ability to compare the entire plan in scenario mode, in addition to the individual event. Reporting and insights can be exported for sharing or further analysis, including being pushed out through a mobile device. The solution has a strong financial orientation to highlight contribution vs. spend or promotion contribution. It has embedded predictive and post event analysis.

Enterprise User Experience (UX): The Exceedra solution is modular and can be implemented to support the core trade processes, e.g., trade promotion management. It can be deployed as front-end customer business planning to an existing TPM or as the full integrated business planning solution — including demand planning and S&OP support. This year Exceedra has made a fundamental navigation change to have a browser agnostic front end making it easier for users to navigate between Exceedra modules and eliminates the need for Internet Explorer.

We like the ability to easily copy over only the successful promotions from the prior year, while leaving out those that were not. The platform has the ability to adjust a scenario at any level of customer and product, risk and opportunity visibility, and improves the graphical interaction, such as waterfall reports on risks and opportunities.

New advanced configuration options and color options enhance client branding and usability. Within the system there is the ability for the account team to capture comments and share with the organization. This is rare with TPM and TPO systems and we wish more vendors would consider this capability.

Key Enterprise Differentiators: POI is very impressed by the in-context reporting capability, which is a highly differentiated way of anticipating what a user may want to see based on a current activity. We are big fans of using machine learning to optimize promotions, but also see the benefits of using it to learn and anticipate what a user might want to see at just the right moment. Additionally, the pre-configured solution for more rapid deployment gives a prospect more options, either as a company or for various geographies. The configuration workbench approach allows clients to own and control the product enhancements that are delivered on a quarterly basis. Exceedra has modules to manage the full planning and forecasting cycle and when clients implement the platforms, processes, and people components well they can achieve the “One Version of the Truth” that all organizations desire.

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Exceedra Professional

Tiers Represented: Tier 2 and 3.

Solution Offerings: TPx Planning (TPM/TPO/ROI).

Professional TPM: POI likes the dashboard landing page as it can be configured to the individual user level. The calendar hovers are very nice and clean, and users can drill down directly from the calendar into a promotion to view or edit the selection. Users have the ability to create promotions directly in the promotion calendar and see the promotion impact on all key sales/spend/profit measures. The calendar is visible in multiple views that can be exported to Excel or PowerPoint. The QFX engine can now be utilized to autogenerate baseline and predictive lift in the professional platform. Promotions created directly in the system will pre-populate as much of the promotion detail as it can, reducing administrative burden (rate, spend, and fund types based on historical “like” promotions). To ensure planning accuracy, the system will display valid funds and performance types by sales type so users don’t build invalid allowances. It is possible to save an allowance if the account or product on it is invalid. The automated deduction clearing and UX has a nice graphical appearance. Deduction clearing processes are expedited with the ability to approve multiple submitted promotions and deductions at the same time, based on your search criteria to save time, and easier navigation and referencing back and forth from deductions to promotions when reconciling, reviewing backup documentation, or investigating overlapping promotions.

Professional Analytics: Exception-based reporting that includes recommendations about what action should be taken are excellent. The dashboard is visually pleasing and works nicely as a landing page with KPI and alerts that are configurable by the user and by specific roles. Exceedra Professional has a shared report library. Reports can be scheduled, published, and/or pushed to users or groups as a link or actual Excel doc based on a predetermined schedule. The reporting cube has actuals at the day level and can easily convert to graph formats and publish to others. The filters and report layouts are intuitive and much improved over prior years. There is a rolling time frame on reports that can be configured (past and future) so users don’t have to manually update the time filers. Discovery Analytics Business Intelligence enables sales performance and deductions management dashboards, currency conversion, and cross-country roll-up to common currency. A few standard reports are ready to be utilized on day one, and we would like to see additional standard reports readily available in the future. An insightful feature is the ability to understand what trade spending is at any point in time.

Professional TPO: Users can now optimize their plan with a nice side by side scenario comparison and immediately see the impact to the plan. The capability isn’t fully loaded optimization with constraints but for clients who are looking to begin driving efficiency it is a great place to begin the analysis.

Professional User Experience (UX): The platform has the ability of online messaging and notifications where users can directly message another user in the system. The message is then available on the recipient's dashboard or via email. The system can be configured with a DTC channel which can enable the creation of marketing programs. Exceedra Professional is now fully translated into Spanish, including all help and support materials in the solution. It can also now take both Manual & Scheduled Snapshots of the system to use as a comparison point during the S&OP process. The 24x7 user helpdesk is a real plus as users need to gain resolution when issues arise at any hour.

Professional Key Differentiators: One of few providers offering TPM to tier 2 and 3 companies. Also, one of the few vendors offering retail execution as well as TPM.

POI Best-in-Class Recipients

| Functional Area | Recipient(s) | Why critical to Enterprise Planning (EPx)? |
|---|---|--|
| Desktop UX | Exceedra, Kantar, Salesforce, SAP, UpClear, Wipro | Drives engagement from users, increases total business visibility and reduces administrative burden; drives next best action. |
| NEW Headquarter Planning | Salesforce, UpClear, Vistex, Wipro | Ability to create revenue, profit, volume targets and budgets for the AOP annual planning process; Both digital and shopper spend management; optimize and allocate retailer trade rates & spend; develop and deploy go-to-market strategies for sales planning. |
| HQ Analytics & Insights | Eversight, Exceedra, Salesforce, Visualfabriq, Wipro | Provides HQ pricing & promotion analytics and optimization. |
| Field & Analytics Insights | Exceedra, SAP, SoftServe Business Systems | Enables Sales personnel to build and execute better promotions and category strategies by having the key insights available, how and when they need them; provides closed loop system, typically offering ability to monitor promotions and change in-flight. |
| Financial Orientation & Simulation | Periscope by McKinsey, PWC Strategy&, Visualfabriq | Provides cross-functional financial visibility & accountability in a user friendly fashion with the ability to simulate results, with focus on full P&L impact. |
| Collaboration - Internal | Antuit, Cornerstone, o9, Salesforce, UpClear | Cross-functional company engagement to leverage enterprise insights, gained by the use of core system capabilities, resulting in increased buy-in from internal partners; provides visibility across the enterprise further enabling one version of the truth. |
| Collaboration - External | Eversight, Periscope by McKinsey, SAP, SoftServe Business Systems | Enables collaboration between manufacturer and retailer, including retail execution connectivity. |
| Analytics Visualization | Kantar, Salesforce, StepUp, UpClear, Wipro | Intuitive and meaningful analytics visualized in a way that drives user insights and action. |
| Dashboard | Blacksmith, PWC Strategy&, SAP, StepUp, Vistex | Dashboard with standard yet flexible business measures, most often visual. Launch point for further drill down and alerts for user action. |
| Trade Promotion Optimization (TPO) Ergonomics | Antuit, Blacksmith, Eversight, Kantar, Visualfabriq | Ease complexity of constraints, objectives and simulation involved with TPO with intuitive process that lead to greater insights and actionable results. |
| IBP/S&OP Capabilities | Antuit, Exceedra, Kantar, o9, UpClear, Visualfabriq | Sales volume planning inputs that flow into the demand planning/forecast/Integrated Business Planning (IBP) process. Ability to incorporate building blocks and assumptions into the plan to seamlessly flow HQ inputs into the sales plan and sales insights back to HQ and into the IBP process. May include demand signals and provide visibility to risks & opportunities. |
| Data Management | Blacksmith, PWC Strategy&, StepUp, Wise Athena | Cleansing and harmonization of data as part of the project implementation. Can also include processes for ensuring data entry is clean on-going. |
| Artificial Intelligence (AI) | Kantar, Periscope by McKinsey, Visualfabriq, Wipro | Capabilities that can learn and predict based on a set of objectives and constraints. Provides answers to questions or options the user hasn't thought to ask. CPG applications in: pricing, GTMS, promotions, claims/deductions, etc. |
| RGM | Cornerstone, Periscope by McKinsey, PWC Strategy&, StepUp | "RGM process, analytics and services enable the cross-functional practice of revenue growth management; advancing the 5 pillars of RGM--specifically in the areas of pricing strategy and analysis, promotion strategy and effectiveness, trade architecture-pay for performance, mix management and assortment; overall organizational strategy. |
| NEW Food Service | Blacksmith, Exceedra, Vistex | Supports the specific and complex foodservice contracts, pricing, CRM functions and deductions & settlements involved in managing the numerous layers of distributor/outlets involved in the foodservice channel. |