



Business Results

- Delivers accurate, actionable revenue forecasts to every business function
- Provides unprecedented visibility into forecast changes in real-time
- Maximizes revenue potential by enabling just-in-time manufacturing

“We see forecasting with Right90 as the vehicle for uniting our entire value chain. With Right90, we know exactly what our customers are planning to order and in turn, they have insight into what we’ve allocated to meet their needs. Right90 enables more robust forecasting, and the result is more useful, actionable information.”

Alex Keally
Sales Planning and Analysis Manager,
Evergreen Solar

Evergreen Solar, Inc. develops, manufactures and markets solar power products using proprietary low cost wafer manufacturing technology. The company’s products, which are produced in the United States and Germany, provide reliable and environmentally clean electric power for residential and commercial applications globally.

Evergreen Solar employs a very lean, efficient sales staff with one sales director for each key geographical region around the world. Unlike more predictable, established or steady-paced industries, the market for solar technologies is relatively new and it is growing at an exceptional rate. For companies like Evergreen Solar that utilize just-in-time manufacturing and therefore carry a lean inventory, the current period where rapid changes in market demand occur presents a number of unique forecasting challenges.

In addition, the Evergreen Solar distribution channel consists of a mix of distributors, installers and system integrators, with each party adding a layer of complexity and lag time to the forecasting process. Sales Planning and Analysis Manager Alex Keally, who oversees the entire order-to-cash process at Evergreen Solar, wanted to improve their sales forecasting process. As it became more important for the company to scale with demand, Alex knew the static spreadsheet forecasting method could no longer provide the immediate visibility he needed. “It was important for us to find a solution that could help speed up the information flow from buyer through manufacturer,” notes Alex.

Evergreen Solar also needed visibility into their entire value chain to run efficiently. This would be a challenge for any business, but it is amplified in the fast-paced, international solar market. “We’re building capacity as fast as we can, which makes it challenging to keep tabs on what’s being produced. Combine that with the need to link information from the manufacturing facilities to our sales team and ultimately to the customer, and accurate forecasting becomes a real challenge,” continues Alex.

The Solution: Right90

Evergreen Solar realized that a one-dimensional forecast couldn’t keep pace with their rapidly growing business or the solar industry’s unique demands and forecasting challenges. The company turned to Right90 for its seamless integration with Salesforce and its ability to combine multiple, complex forecasting functions into a single solution that is useful and actionable at every level and in every location around the world. Through Right90, Evergreen Solar:

- **Maximizes revenue potential:** By avoiding over- or underestimating inventory needs, Evergreen Solar is able to utilize just-in-time manufacturing practices and deliver what the customer is expecting. Therefore, the company is able to keep inventory expense low.

- **Delivers accurate, actionable forecasts:** From the sales team to manufacturers and executives, every level of the Evergreen Solar business is now involved in the forecasting process. Right90 provides up-to-the-minute information sharing between multiple users in different locations. As a public company, Evergreen Solar also needs to be able to answer investors' questions quickly; Right90 helps the company feed accurate, real-time information through the CFO to key stakeholders.
- **Provides visibility into forecast changes:** Visibility drives future plans and feeds into capital planning at Evergreen Solar's manufacturing facilities. "I often get the question, where did it change, who changed it, and why? That was becoming a real challenge to track with a simple spreadsheet. Now, I have the answers executives need," Alex comments.
- **Integrates seamlessly with CRM:** Right90 integrates seamlessly with Salesforce.com, which Evergreen Solar uses to support its global sales directors. Connecting the two systems makes each one more valuable, and the ability to tie Right90 to Salesforce.com was a key decision factor for Evergreen Solar.



Solution Benefits

"Our old forecasting method was too simplistic, yet wasn't easy enough to use. With Right90, we have a higher level of detail, so product codes, shipping terms, payment specifics and all the details we need are incorporated into one useful, actionable line item per customer," says Alex. "For example, our finance team needs to be able to forecast revenue by currency, while the operations team is interested in revenue by product type – Right90 gives us the appropriate level of visibility for every business function."

Evergreen Solar also uses Right90 to track and anticipate forecast changes. For example, a change in the average selling price in the U.S. may have implications on the German market. Right90 helps Alex identify and communicate that information to factories around the world. The Right90 solution exposes more useful information than traditional spreadsheet forecasting, allowing one country to anticipate changes based on shifts that occurred in another region.

Today, Evergreen Solar's sales and marketing teams in the Americas, EMEA, and throughout APAC are inputting information, monitoring changes in real-time and reacting quickly. "The solar industry may be evolving past the over-demand period soon, but with Right90, we'll continue to keep inventory low and pass savings on to our customers," notes Alex.

"Right90 listens to their customers, and their support is excellent. Their SaaS model fits our business by ensuring there's no installation required for every new release. Right90 will be able to scale as our business grows," says Alex.

About Right90

Right90 is the recognized leader in on-demand sales forecasting and revenue performance management. The Right90 solution makes it easy to capture and consolidate sales forecasts, provides a single source where sales, finance, and operations teams can view and align with updated forecast information, and gives executives detailed insights into revenue performance over time. Companies in high-technology, media, communications, life sciences, energy, and consumer goods have successfully deployed Right90 to increase visibility, commitment and accountability to revenue performance.



4100 East Third Avenue, Suite 104
Foster City, CA 94404
1-877-RIGHT90
www.right90.com