

CUSTOMER CASE

# Operational Planning at Scale: Nordisk Film Interactive Extends Egmont's OneStream



## Egmont Group at a Glance

**Egmont Group** is the largest media group in the Nordics, with businesses spanning television and streaming, film and cinemas, gaming, publishing, and digital commerce. As a foundation-owned group, Egmont combines commercial scale with a strong focus on governance, transparency, and long-term value creation.

Founded in 1878, Egmont operates across several fundamentally different business models. These span subscription-based TV and streaming (TV 2 Norway), film production, gaming and cinema operations (**Nordisk Film**), and publishing across books and magazines (Story House Egmont and Egmont Books).

Each of these businesses operates with different commercial dynamics. This diversity creates a clear finance requirement: maintaining group-wide consistency at the top, while still supporting fundamentally different operational and financial drivers across the organization.

## Overview

To modernize finance across the group, Egmont launched its New CPM System program and implemented OneStream in 2022 as a shared enterprise platform for consolidation, management reporting, data quality, workflow governance, and direct ERP integration. Once the core platform was in place, the next step was to extend it into divisional planning without fragmenting the model or compromising governance.

**Nordisk Film Interactive**, a business area within **Nordisk Film** focusing exclusively on distributing gaming products, became the first example of that next step. The business wanted to move from an outdated and disconnected planning setup toward a more intuitive, operationally driven planning process in OneStream.



**NORDISK FILM**  
EGMONT

### Company Name

Nordisk Film (part of Egmont Group)

### Location/Headquarters

Copenhagen, Denmark

### Year Founded

1906

### Industry

Entertainment

### No. of Employees

1,600

### Website

[www.nordiskfilm.com](http://www.nordiskfilm.com)

### OneStream solutions delivered

- Financial Reporting
- Operational Planning
- Task Manager



**The objective:** To bridge financial reporting and operational planning, strengthen the link between business drivers and financial outcomes, and make planning easier to manage and maintain within the existing enterprise landscape.

AMCO Solutions supported Egmont and Nordisk Film Interactive as the implementation partner. Using OneStream’s extensibility, the solution introduced a driver-based planning model tailored to Nordisk Film Interactive’s commercial reality. Quantities, sales prices, cost prices, margins, promotional effects, and phasing were brought together in a single governed workflow, enabling P&L calculations down to SKU level and extending planning directly into the balance sheet.

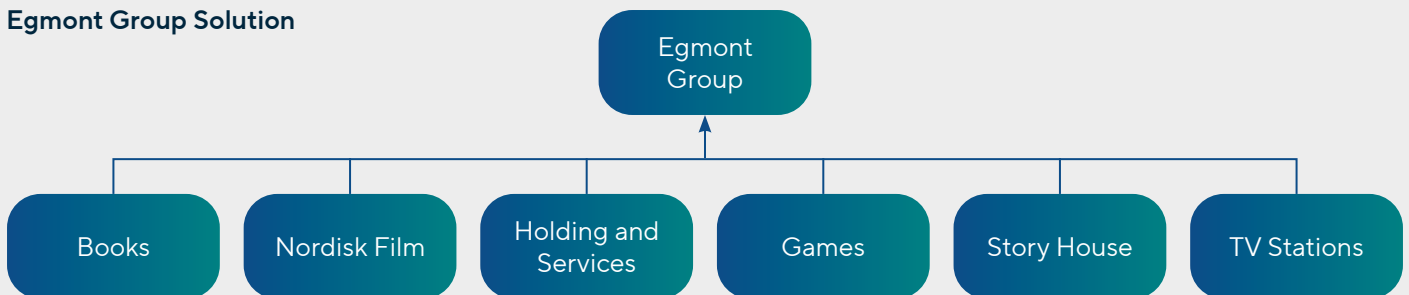
**The result:** A more integrated planning process, a closer connection between operational inputs and financial outputs, and a practical proof point that Egmont can scale OneStream from the top Foundation-level reporting all the way to detailed, business-specific planning in Nordisk Film Interactive.

## In Focus: Nordisk Film Interactive

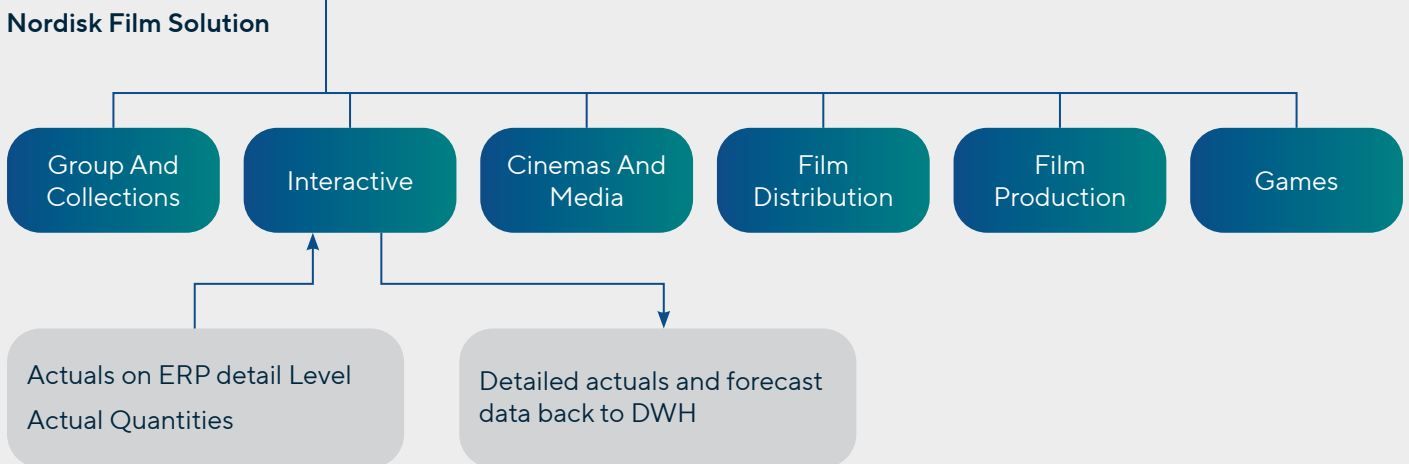
Nordisk Film Interactive operates in a commercially dynamic and operationally detailed environment, distinct from other parts of Egmont’s portfolio.

The business combines elements of distribution, retail enablement, and trade marketing. It works closely with global gaming publishers and platform owners such as Sony (PlayStation), alongside other major industry players, while maintaining a strong local presence through extensive retail relationships across multiple markets.

### Egmont Group Solution



### Nordisk Film Solution



Operationally, the business is driven by a mix of product lifecycles, promotional campaigns, and market-specific dynamics. Revenue is closely tied to the success of individual game releases, hardware cycles (e.g., console launches), and ongoing demand for peripherals. At the same time, the business must maintain a highly efficient supply chain with strong delivery performance and inventory control.



This creates a planning environment where financial outcomes are directly linked to operational drivers. Forecasting depends on:

- Hardware performance (sell-through, run rates, campaign impact, phasing)
- Peripheral sales linked to hardware attach rates
- Timing differences between sell-in, sell-through, and purchasing
- Market-specific promotional activity and pricing dynamics

In addition, the business requires alignment between commercial planning, inventory movements, and working capital impacts – making balance sheet visibility as important as the P&L.

This combination of high operational granularity, dependency on global partners, and strong linkage between commercial and financial drivers made Nordisk Film Interactive a good candidate for a driver-based planning model embedded directly in OneStream.

## When Legacy Planning Models Fall Short

Before the redesign, parts of the planning process sat outside OneStream. Driver-based P&L logic was handled in an external system and then loaded back into the platform, reducing transparency, increasing dependency on separate tools, and making the overall process harder to govern.

At the same time, the business lacked an integrated balance-sheet planning model, resulting in a weakened link between operational assumptions and the full financial outcome. Finance could not easily adjust operational inputs and immediately see the impact across both the P&L and balance sheet in one place.

From a group perspective, this also raised governance concerns for Egmont. If divisional planning was to be expanded on top of the enterprise OneStream platform, it needed to respect the common model, shared workflows, and Egmont's broader ambition of maintaining a single governed finance foundation.

### **Nordisk Film Interactive faced several challenges:**

- An outdated, complex, and disconnected model.
- No integrated balance sheet planning.
- Unstable integrations.
- A setup that was difficult to support and maintain

## Laying the Foundation for Scalable Planning

To address the challenges, Egmont moved away from legacy finance technology and toward a single CPM platform with standardized dimensions, workflows, validation rules, and governed integrations to source systems such as SAP S/4HANA and Microsoft Dynamics 365 Business Central.

With the group platform in place, Nordisk Film looked to expand the use of OneStream to support planning. Nordisk Film Interactive became the first example of how Egmont could extend OneStream beyond the enterprise group consolidation into operational planning at divisional level.

This decision was strategic as much as technical. Rather than introducing a disconnected planning tool, Egmont aimed to demonstrate that business-specific planning could be developed within the same governed CPM application already used for group reporting.

Beyond replacing a legacy consolidation tool, the project established a common financial backbone capable of supporting management reporting alongside future divisional planning use cases on the same platform.

## Bridging Financial Reporting and Operational Planning on One Unified Platform

As the implementation partner, AMCO applied its OneStream expertise to design and implement a planning solution that met Nordisk Film Interactive’s operational requirements while aligning fully with Egmont’s enterprise governance model.

The solution used OneStream’s Extensibility to create a planning process with the operational detail required by Nordisk Film Interactive while still integrating seamlessly into Egmont’s existing Group reporting structure.

A guided and user-friendly workflow was created in OneStream to take users through the required steps in the planning process without leaving the platform. The value did not come only from replacing one model with another, but from moving the full planning process into the same governed environment already used for reporting.

The design brought the quantities that drive the Interactive business directly into OneStream and used them as the basis for a driver-based model that no longer relied on external systems.

### KEY DESIGN ELEMENTS

Area	What Changed in OneStream
<b>Workflow</b>	Users are guided through the planning process inside OneStream, replacing disconnected external non-governed steps.
<b>Driver Model</b>	Operational quantities are loaded directly into OneStream and used as the core business drivers.
<b>P&amp;L Planning</b>	Gross revenue, COGS, and promotional impact are calculated in OneStream using cost prices, sales prices, and product margins.
<b>Granularity</b>	Planning logic can run down to SKU level where required.
<b>Fixed costs</b>	Fixed-cost loading is integrated into the OneStream workflow, enabling a fuller P&L.
<b>Balance sheet planning</b>	Quantities, cost prices, and region-specific payment terms support direct balance sheet planning in OneStream.
<b>Cause-and-effect visibility</b>	By changing the input quantities and rerunning the calculations, users can immediately see the impact on both P&L and balance sheet.

## INTEGRATED FINANCIAL OUTCOMES

The redesigned model closes the gap between operational and financial planning. Instead of managing driver logic and financial statements in separate systems, Nordisk Film Interactive now works from a single, integrated planning flow.

The P&L can now be built from business drivers inside OneStream, and the balance sheet can be extended from the same logic using quantities, prices, and region-specific payment terms.

In practical terms, the business can adjust the underlying inputs and immediately see the resulting financial consequences, rather than waiting for manual transfers between systems.

## Wins & Outcomes

The solution demonstrates how Egmont can support divisional planning without breaking the enterprise model. For Nordisk Film Interactive specifically, the main outcomes are:

- ✓ A more intuitive and integrated forecasting process
- ✓ A closer link between operational drivers and financial outcomes
- ✓ Less dependency on external systems for driver-based planning
- ✓ Integrated P&L and balance-sheet views within OneStream
- ✓ Improved maintainability and a more supportable planning setup
- ✓ A practical foundation for continued expansion of planning capabilities

With the AMCO team's support, Nordisk Film Interactive established a scalable planning foundation that supports both immediate business needs and long-term expansion across the group.

From Egmont's perspective, Nordisk Film Interactive also serves as proof that OneStream can support very different requirements on the same platform: from group consolidation and governance at the top to detailed, operational planning in a business unit closer to the market.



## Scaling the Platform Further

OneStream now supports Egmont at multiple levels of the organization, from Foundation-level governance and group-wide finance processes to operational planning in Nordisk Film Interactive, where business-specific drivers inform day-to-day decisions.

Looking ahead, Egmont and Nordisk Film are in dialogue around the next phase of the program over the coming two years. It is expected that two to three additional business areas of Nordisk Film will be onboarded with detailed operational planning.



**AMCO Solutions** is a global finance business partner providing end-to-end business services for CPM solutions.

We are a OneStream Diamond Partner, one of the few diamond partners globally and a OneStream Development Partner.

AMCO operates in 11 locations worldwide, supported by 220+ dedicated professionals.

Our 19 years in business allow us to fulfill implementations and support services in over 40 countries. Our experience is backed up by 275+ OneStream projects for over 180 customers in different industries.



OneStream  
Diamond Partner



OneStream  
Development Partner

## WHY CHOOSE AMCO

- **Proven Experience**  
More than a decade of CPM consulting, implementation, and support services to global organisations.
- **Customer References**  
Actual references justify and ensure that our customers receive services and solutions based on successful customer engagements.
- **End-to-end Partner for Implementation & Support**  
Our collective expertise in business and application lifecycles gives our customers a “one-stop-shop” solution for their CPM needs.
- **Competitive Pricing**  
Competitive pricing based on blended rates from onshore (Europe) and offshore (Asia) resources.



 [www.amco.one](http://www.amco.one)


 [sales@amco.one](mailto:sales@amco.one)

 [AMCO Solutions](#)



**amco**  
solutions

 [www.amco.one](http://www.amco.one)

 [sales@amco.one](mailto:sales@amco.one)

 [AMCOSolutions](https://www.linkedin.com/company/AMCOSolutions)