

POSSIBLE (RE)DEFINED

# FP&A for the Manufacturing Industry: Navigating Pitfalls to Ensure Strategic Planning

## WEBINAR OVERVIEW

# Learning Objectives

Achieve valuable perspective for integrated FP&A processes and capabilities

Understand the importance of data integration in the evolving industry

Learn to recognize common underlying data structure problems that handcuff many organizations

## WHAT WE'LL DISCUSS

# Today's Agenda

- Learning Objectives & Introductions
- The Four Core FP&A Processes
- FP&A as the central point of collaboration
- Importance of People, Process, Technology
- Foundation Necessary for Efficiency
- Closing & Next Steps





WELCOME

# Today's Presenters



**Gabe Macis**

Manager

Armanino Advisory LLC



**David Sanders**

Manager

Armanino Advisory LLC

# Defining the Scope of “FP&A” (for today)

## Multi-Year Strategic Planning

- Typically high-level, “broad strokes”
  - Focused primarily on goals, direction, initiatives
- High visibility to strategic projects and capital plan
- Often includes year-by-year outline for Revenue, COGS, OpEx
- Some breakout of key segment/brand/account aggregations, but typically only for revenue

## Periodic Forecast

- Frequently the last FP&A process to evolve
- Requires timely closing of periods, access to data, understanding of business drivers to be effective and worthwhile
- Can include complete P&L reforecast or modified for efficiency

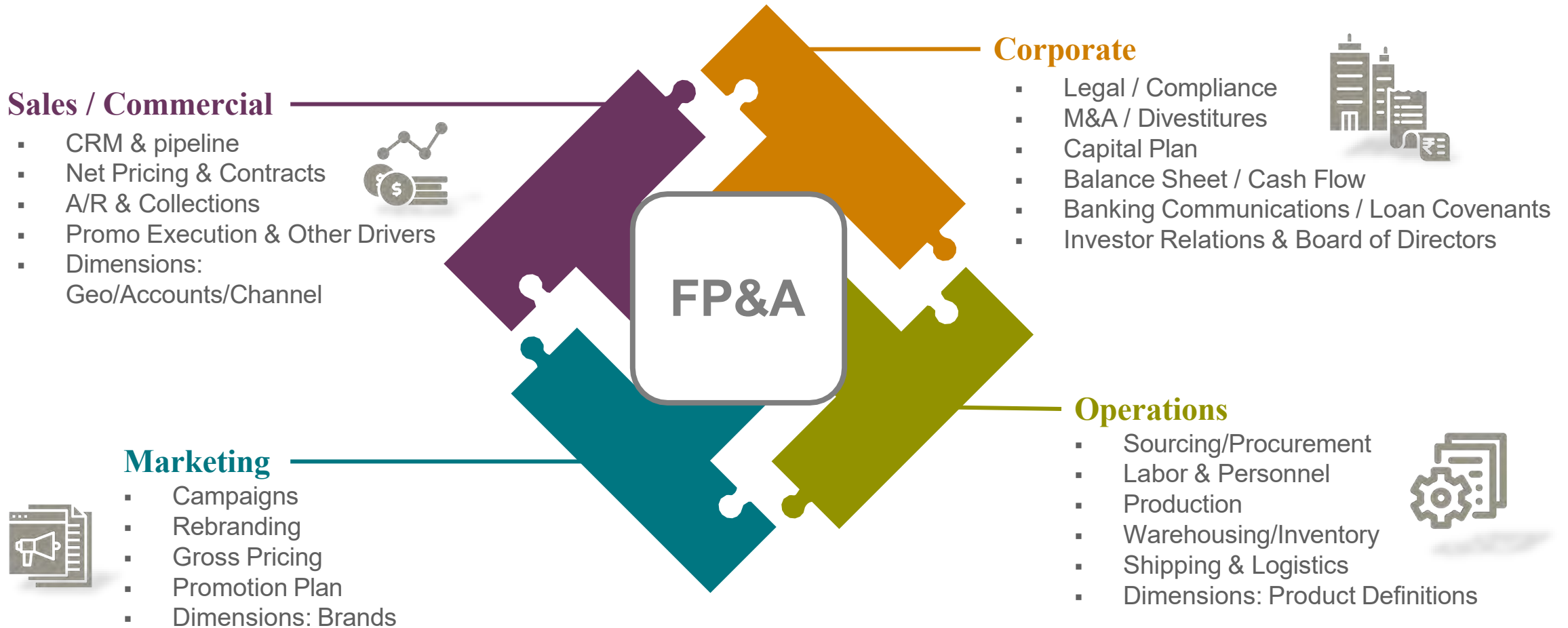
## Annual Operating Plan (AOP) / “Budget”

- Operationalization of Strategic Plan
- Common evolution: small/centralized → larger/decentralized
- Setting of performance expectations for all business areas & teams
- Mirrors chart of accounts & data dimensions

## Periodic Reporting

- Highly variable from business to business
- Grows with complexity & granularity
- Companies focus on moving up the info curve

# FP&A as the Critical Communication Point



# Common FP&A Pitfalls

## Typical solutions to get started:

- Vision & Goals Workshops
- Process Value Stream Mapping
- Design Thinking Workshops
- Functional Advisory & Outsourcing

## People

- *Personalities & Capabilities Fit/Gap*
- *Ownership & Responsibilities*
- *Bandwidth – the “Analysis” in FP&A*
- *Business Analytics & KPI Evaluation*

## Typical solutions to get started:

- Human Capital:
  - Skills Assessments
  - Org Structure Review
  - Change Management Advisory
- Automation analysis
  - Integrations
  - Robotic Process Automation (RPA)
  - Artificial Intelligence (AI)
- Functional Advisory & Outsourcing

## Process

- *Centralized vs Decentralized*
- *Bottom-up vs Top-down*
- *Level of Granularity*
- *Disconnected Methods vs day-to-day Business Management*

## Technology

- *Strategy Alignment*
- *Governance Concerns*
- *Solution Integrations*
- *Limiting Efficiency*
- *Data “Foundation” Issues*

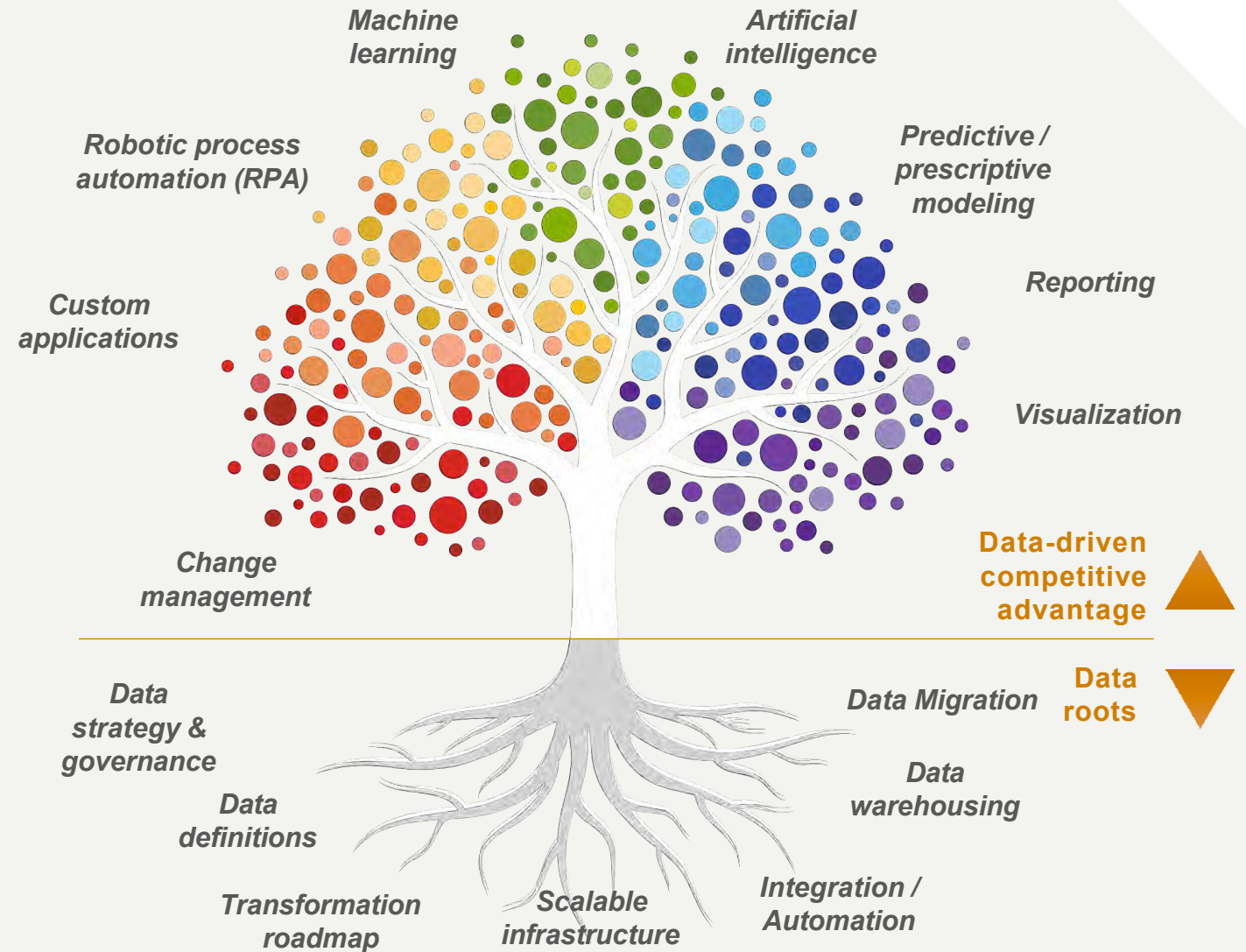
## Typical solutions to get started:

- Data/Tech Strategy Definition
- Tech Solution Selection
- Chart of Accounts & Data Structure Advisory

# Structure of Technology & Data Transformation

Building the roots to your digital transformation enables all transformative outcomes.

**The journey to sustained competitive advantage begins with strong roots.**





# What to Listen For

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***“It’s not that easy”...“Getting the data is hard”...“Data is all over the place”***

Typical issues:

- siloed data sources
- incomplete data capture for drivers and outcomes
- misaligned data understanding
- inconsistent data definitions

***“It takes forever to [x]”...“[x person] is the only one that knows about that”***

Typical issues:

- highly manual processes
- lack of process clarity/RACI
- single point of failure risk

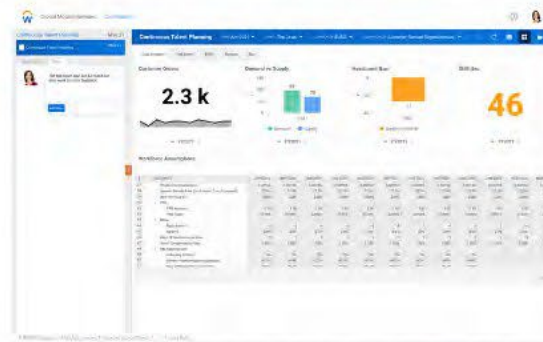
# Let's Talk Workday's Adaptive Planning & Manufacturing

- Armanino has been a trusted partner to implement Workday's Adaptive Planning for over 13 years
- Enterprise planning and reporting cloud solution (login right from your browser)
- Integrate your data from your systems/applications (ERP, CRM, HRIS, etc.)
- All actuals and plan data, reporting, modeling, versions, dashboards all in one silo!



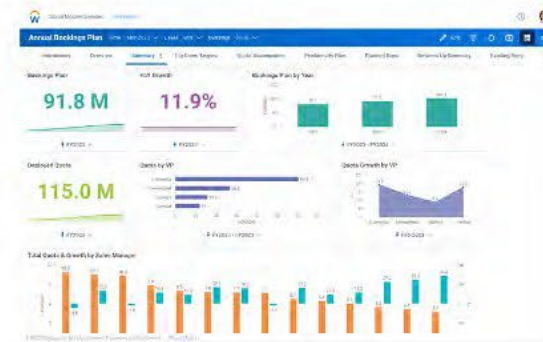
## Financial planning.

Flexible budgeting, scenario planning, and reporting let you continuously plan for what's next and respond to changes with agility.



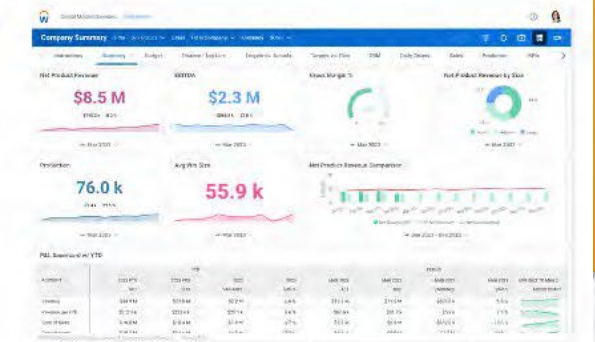
## Workforce planning.

Plan for the skills you need today and tomorrow by department, cost center, level, location, and more.



## Sales planning.

Dynamically plan sales resources, set quotas, and optimize rep capacity—all while keeping your eye on the bottom line.



## Operational planning.

Enable company-wide planning in concert with finance, and drive better collaboration across departments and functions.

Thank you for  
attending

## Additional Questions?

Reach out to us at

[Experts@armanino.com](mailto:Experts@armanino.com)





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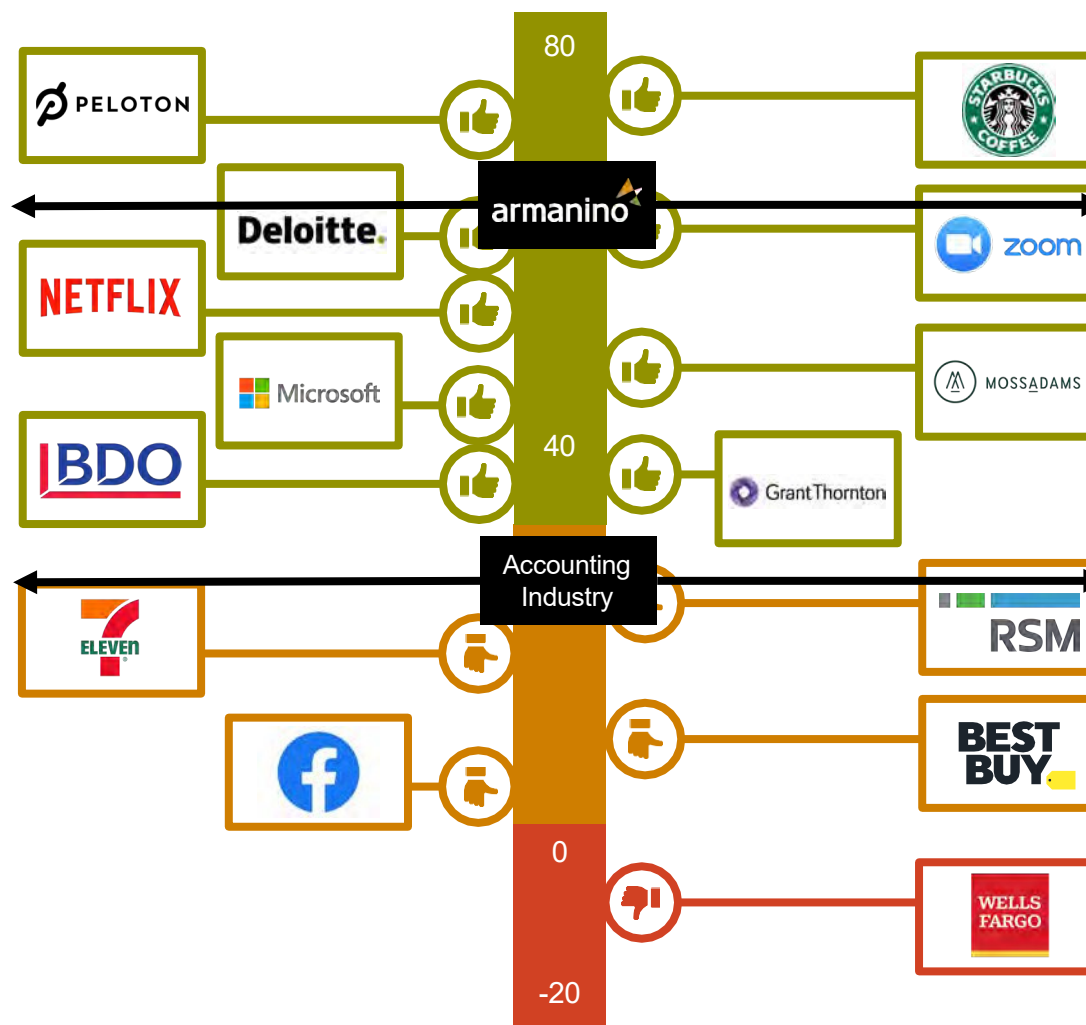
# Additional Resources & Information

## OUR CLIENTS' VIEW

# We're Just What You Need

A Net Promoter® Score (NPS) is used by more than two-thirds of Fortune 1000 companies.

**Armanino's NPS (68) is almost two times higher** than the accounting industry average (38), and it places the firm scores closest to household name brands such as Starbucks, Peloton and Zoom.





OUR PROMISE TO YOU

# Reimagine Your Potential



## Unconventional Approach

We're a vested, entrepreneurial partner who sees your organization through a 360 lens and finds opportunity at every stage



## Comfort in Change

Our experts provide guidance and support while quickly facilitating transformation that gives you a competitive advantage.



## Focused on You

Our integrated teams and solutions deliver tailored insights to bring you more value and clarity throughout your journey.

# A New and Better Way for Today and Tomorrow

Equipping you with the insights and tools needed to redefine what's possible



## COMPLIANCE & REGULATORY

- Tax Planning
- Trust & Estate
- SOX
- Contract



## ASSURANCE & ADVISORY

- Cybersecurity
- SOC
- Restructuring
- Revenue Recognition



## STRATEGY & PLANNING

- Corporate Strategy
- Strategic Advisory
- Benchmarking
- Business Transformation



## STAFFING & DEVELOPMENT

- Payroll
- Health Benefits
- Executive Search
- Interim Placement



## TECHNOLOGY SYSTEMS

- ERP
- CRM
- Business Intelligence
- Managed Services



## ACCOUNTING & BACKOFFICE

- Bookkeeping
- Budgeting/Forecasting
- Account Receivable
- Accounts Payable





# Possible *(Re)*Defined™

Delivering impactful, bold solutions that increase clarity  
and spark success for today and tomorrow.

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