

POSSIBLE (RE)DEFINED

Mastering FP&A For Modern Enterprise

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Learning Objectives

Transform Your FP&A Approach to Drive Efficiency and Strategic Impact



Understand the critical role of FP&A in strategic decision-making



Leverage the latest financial planning technologies to strengthen efficiency and accuracy



Master strategies to revamp working capital and improve cash conversion cycles



Explore how to integrate advanced finance software seamlessly for enhanced financial insights

WELCOME

Today's Presenters



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Polling Question

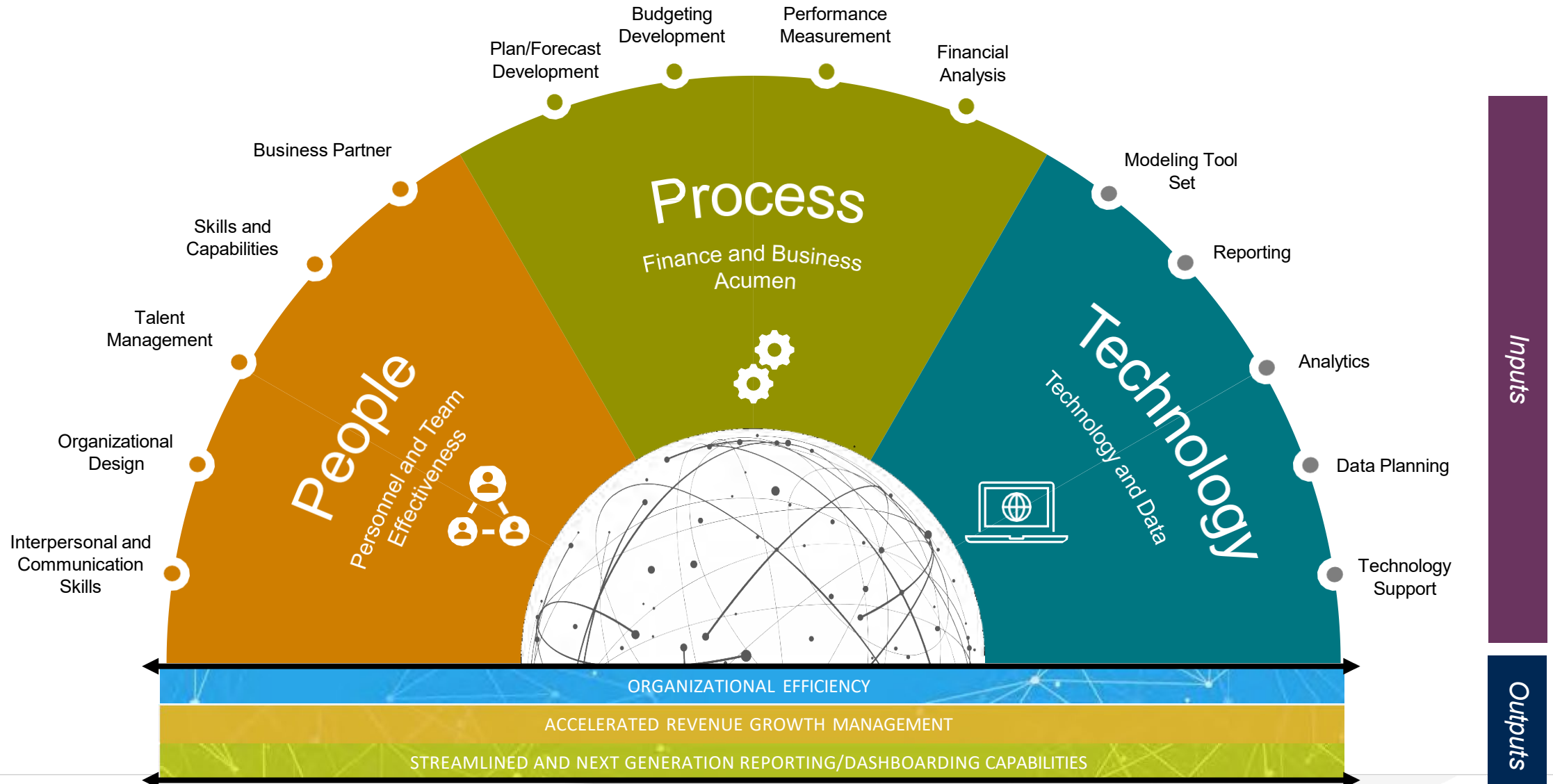
What aspect of your FP&A function needs to mature most?

A. People – need to improve bandwidth or subject matter expertise

B. Process – too much "tribal knowledge", need for clearer responsibility / sequencing

C. Technology – we survive in an excel/email world and need to upgrade

Armanino FP&A Strategy

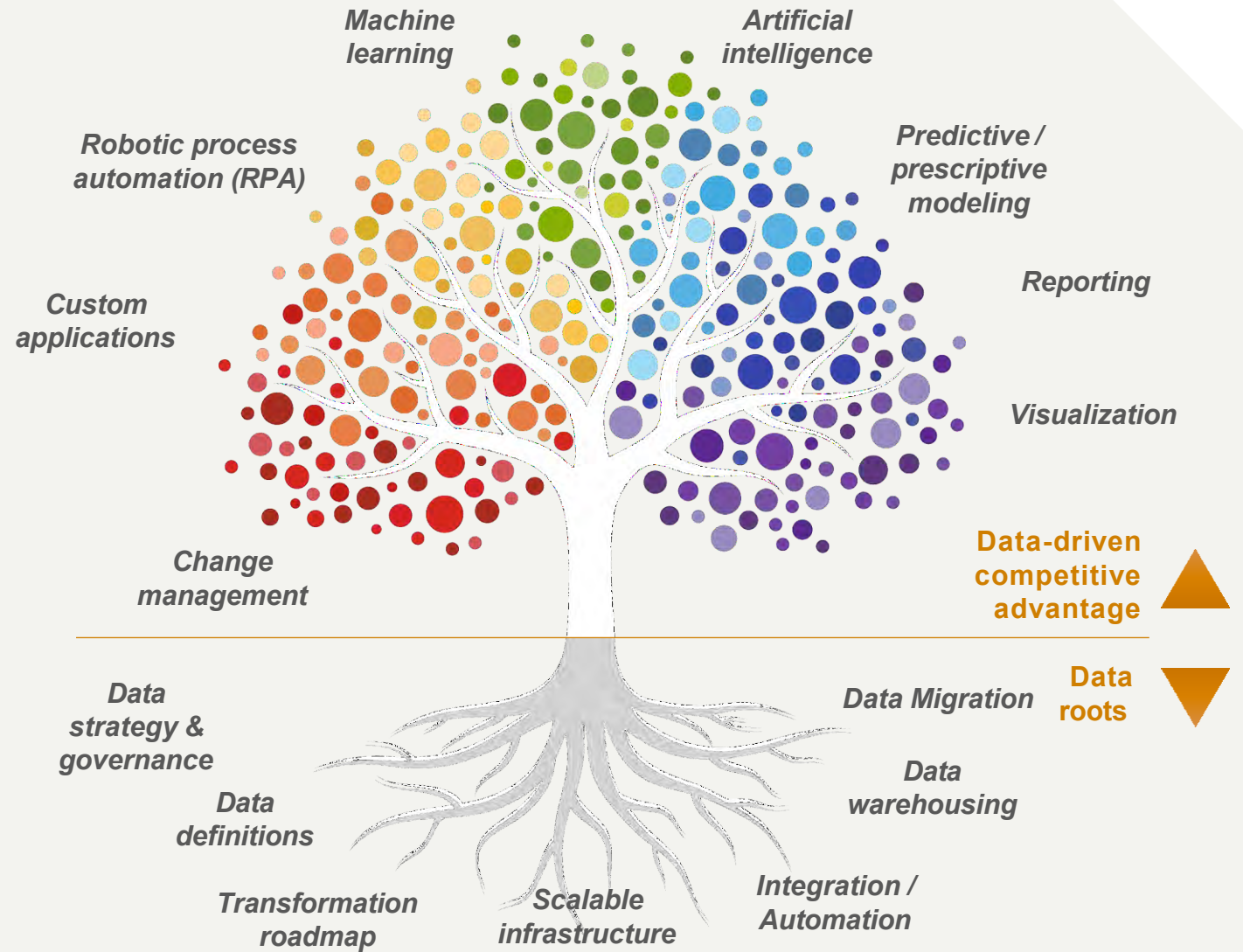


Structure of Technology & Data Transformation for Finance

What are the different ways you need to look at your business to manage it?

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

The journey to sustained competitive advantage begins with strong roots.



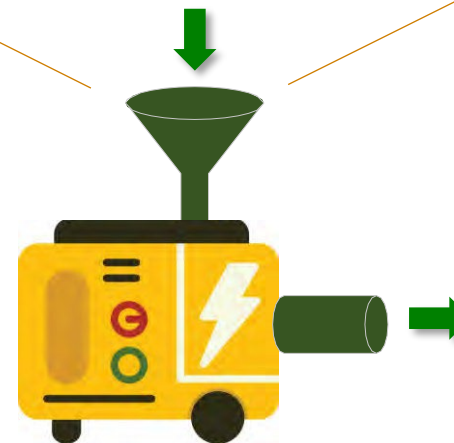
Automate your data stream to drive real-time insight.

Data Frequency & Digestibility

1 Identify Weekly Data Feeds



2 Automate Data Transformation



3 Output clean, digestible data to model

	A	B	C
1	Product Name	Month	Sales Amount
2	Product A	Jan-14	192.375
3	Product A	Feb-14	285.75
4	Product A	Mar-14	38.25
5	Product A	Apr-14	200.25
6	Product A	May-14	221.625
7	Product A	Jun-14	349.875
8	Product A	Jul-14	165.375
9	Product A	Aug-14	499.5
10	Product A	Sep-14	40.5
11	Product A	Oct-14	259.875
12	Product A	Nov-14	343.125

Gathering and organizing real-time data is oftentimes messy.

Automating data transformation is critical.

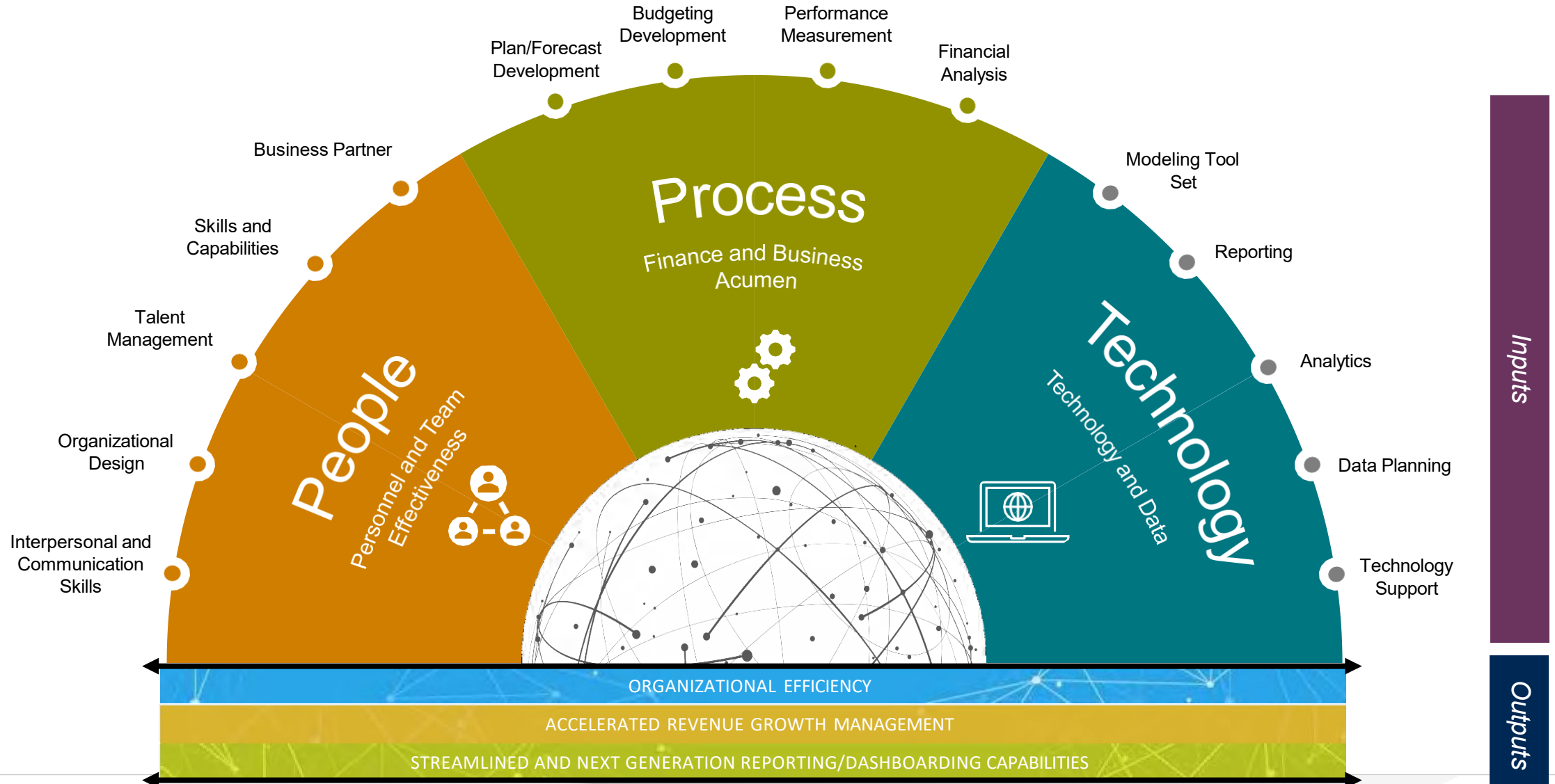
Consolidate Disparate Data Sources

- Power Query (Excel)
- Third Party Software (Alteryx)

Apply Custom Categorization

- Manual, line-by-line
- Utilize **Artificial Intelligence** to drive significant time savings

Armanino FP&A Strategy



FP&A Maturity – Self Assessment Matrix



This page presents a summary of the tools and activities of FP&A, on a continuum from FOUNDATIONAL to EMERGENT, to LEADING PRACTICES. The purpose is to provide a potential roadmap for your function, where the Leading Practices chart highlights that one aspect.

	ACTIVITIES/TOOLS	FOUNDATIONAL	EMERGENT	LEADING PRACTICES
Finance and Business Acumen	Plan/Forecast Development	Often done theoretically and independently	Done holistically with functional management to increase accuracy and relevance	Based on strategic goals, organizational capabilities, and internal/external influences
	Management Reporting	Finance presents its book of record	Good information of interest to management	Eagerly awaited and discussed to drive management conversations and decisions
	Performance Measurement	Metrics provide limited insight and lack practical relevance	Metrics inspire discussion and problem solving	Metrics are influential and provide the information necessary to improve the business
	Financial Analysis	Basic analysis and opaque investment decisions	Prioritized based on financial goals and investment ideas from management	A source of ongoing business understanding, insight, and decision making to drive measurably better results
Personnel and Team Effectiveness	Business Partnering	Back-office function separate from functional management	Functional management engages FP&A to evaluate resource needs and rationale	FP&A helps define corporate investments, risks and benefits, and advises on decisions
	Interpersonal and Communication Skills	Communication is sparse and vision of role and value add is limited to basic finance functions	Has communication beyond process of creating numbers – promotes a vision of continuous improvement and decision support	Communication is frequent, clear and valued as unique, valuable and necessary
	Talent Management	Difficult to distinguish FP&A from other finance functions	FP&A has its own identity and offers its strategic and decision support value to others	FP&A often dictates broad issue discussions understands the business more holistically than other functions
	Skills and Capabilities	FP&A can report financial results numerically and graphically, explain variances to plan	FP&A can identify key operational levers that must be tracked and managed to improve results	FP&A has an important and unique perspective that drives business decisions
Technology and Data	Modeling Tool Set	Model is on an island, out of the flow of company	Standardized planning platforms, widely distributed but Finance controlled	Networked and connected, functional managers fully own their data
	Reporting	Manual - time consuming to create, more time aggregating data	Repeatable – less time creating, more time analyzing data	Automated in cloud – easy to generate, accessible/creatable by functional managers
	Analytics	Descriptive analytics – what is happening?	Diagnostic analytics – why is it happening?	Predictive and prescriptive analysis – what will happen next?
	Data Management	Siloed, with duplicative data and no definitive “Source of Truth”	Data that creates confidence – shared across systems	Universal data source that addresses multiple, holistic corporate needs both financial and operational

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Thank you for
attending

Additional Questions?

Reach out to us at

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