



From Defense to Offense: Using Company-wide Planning to Turbocharge Growth

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July 7, 2021

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Moderator



Steve Shannon

Director

Partnership Marketing, Business Development

IMA

Featured Presenter



Michele Tam, MBA
Associate Partner,
Senior Expert Corporate Finance Practice
McKinsey & Company

Michele Tam's Biography

- Michele Tam is a leader in the Corporate & Business Function transformation and Strategy & Corporate Finance practices focused on Finance and FP&A function transformations, including process design, organization and operating models, and shared services.
- At McKinsey, she has served global organizations on planning and performance management process redesign, Finance function organization and operating model redesign including shared services, and detailed Finance process redesign (including close, procure-to-pay, order-to-cash, and reporting).

Featured Presenter



Kinnari Desai, MBA
Vice President, Business Finance
Workday

Kinnari Desai's Biography

- Kinnari Desai is Vice President of Business Finance at Workday, where she leads continuous planning, financial forecasting and reporting, financial support of G&A functions, as well as M&A finance.
- With more than 20 years of experience in Finance, Kinnari joined Workday in 2018. Prior to Workday, Kinnari held finance leadership roles at Xilinx and Veeva Systems. Kinnari established the foundation of her career via Bachelor's and Master's degrees in Accounting & Business from University of Mumbai (India) and MBA in Finance & Information Systems from Santa Clara University.

Featured Presenter



Daniel Chiu, MBA
**Senior Director of Finance,
Sales and Marketing FP&A**
Workday

Daniel Chiu's Biography

- Daniel Chiu leads the Sales & Marketing FP&A teams at Workday and partners with the Go-to-Market leadership team on strategic growth initiatives.
- Prior to joining Workday, Daniel spent 3 years with VMware leading the Sales FP&A organization and long-range planning process for the WW Customer Organization. He also has extensive FP&A operational experience across multiple functional areas spending 15 years at Cisco Systems in Senior Finance leadership roles in Operations, Product, and Sales organizations.
- Daniel has an MBA from Santa Clara University and BS in Finance from San Jose State University.

Learning Objectives

Upon completing this webinar, you will be able to:

1. Recognize key capabilities your finance team must have to lead a continuous, company-wide planning initiative at your organization.
2. Apply use cases based on real life examples for your company-wide planning in Product Management, Sales Operations, Marketing, and HR.
3. Explain implementation best practices for ensuring a successful rollout of company-wide planning tools at your organization.

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The Imperative for Company-wide Planning

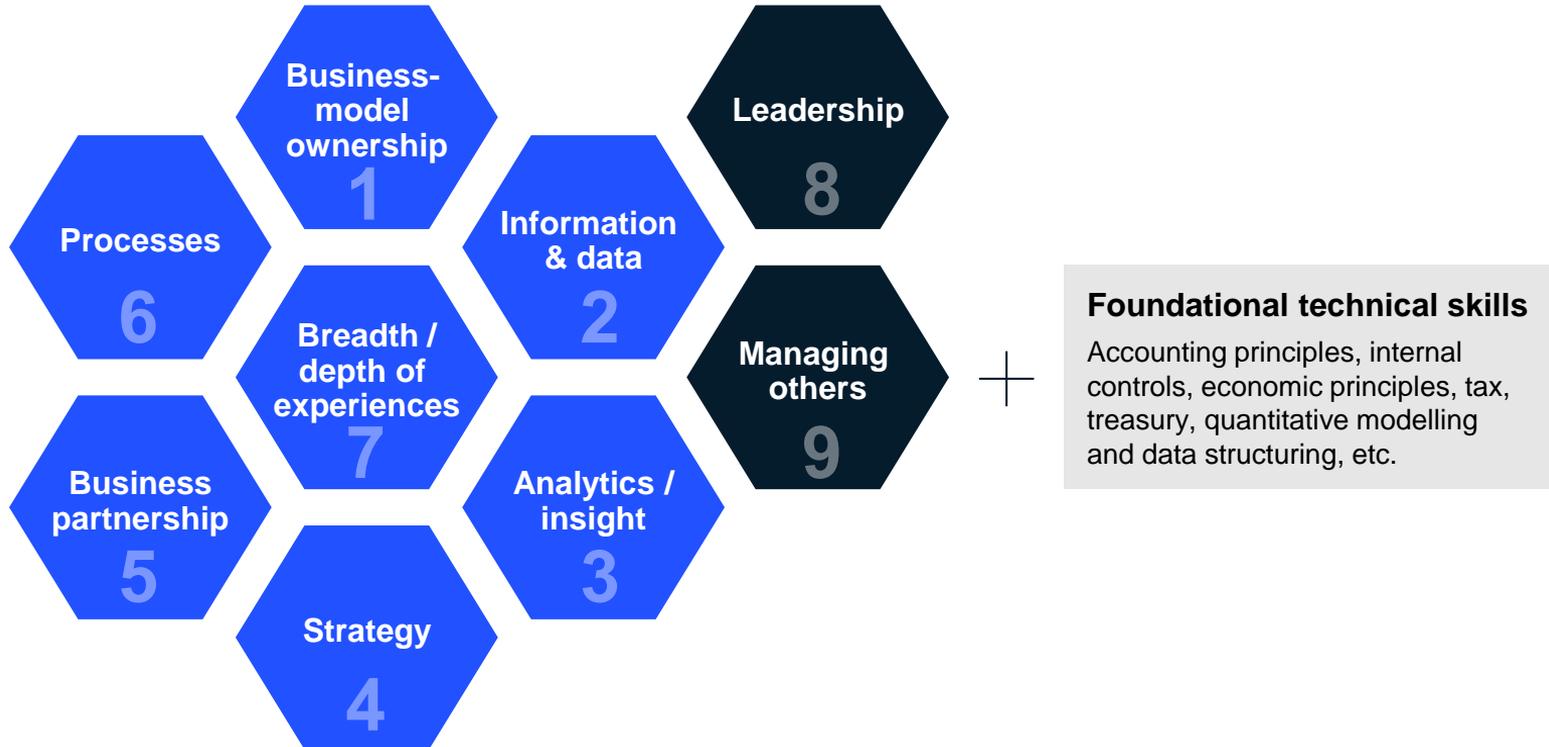
Polling Question 1

Where is your organization on using underlying business drivers in your company-wide planning processes?

- a) We don't really use drivers – we are largely trending out past results to build our budgets and forecasts.
- b) We have identified some drivers, but they aren't regularly part of the planning discussion.
- c) We have a good set of drivers in our planning process, but they aren't a primary part of our planning discussions.
- d) We utilize a good set of drivers in all of our planning discussions and the business (not just Finance) regularly talks about the drivers and how business decisions will impact them.

Polling Question 1 Results (Placeholder)

Finance teams need capabilities in 9 areas to drive excellence in planning, business partnering, and decision support



Polling Question 2

Where does your organization fall on the journey to embrace company-wide planning?

- a) **Basic:** primarily spreadsheets, no formal company-wide planning, poor quality data, no shared KPIs, inconsistent processes, heavy reliance on IT
- b) **Intermediate:** standardized data management and governance, alignment between FP&A and 1-2 operational planning solutions, advanced analytics, quarterly collaboration
- c) **Leading:** alignment with 2 or more operational planning solutions, shared workflow and processes, frequent collaboration, shared metrics, advanced analytics, self-service mentality, minimal reliance on IT

Polling Question 2 Results (Placeholder)

Company-wide Planning at Workday

Workday By The Numbers

2012

IPO

Year when Workday went public

1,478%

Annual Growth

From FY13 to FY21

\$4.32B

FY21 Revenues

Doubled revenues since 2018

170

Countries

In which Workday is deployed

13,100+

Employees

Up from 8,200 in 2018

8,000+

Customers

Enterprise Management Cloud
for Finance & HR



Company-wide planning best practices

Establish

Implement an integrated financial planning process

Orchestrate

Drive active participation from business stakeholders

Empower

Equip functional teams to model their own plans

Align

Link functional plans to the corporate plan

Continuously Recalibrate

Tie company-wide plans to operational execution

Company-wide Planning at Workday



Drivers and Assumptions

Prioritization



Access to Actuals

Transactions with Deep Insight



Operational Data for Deeper Insight

Prism Analytics



Model Best and Worst Case Scenarios

Elastic Hypercube



Share Updated Forecasts and Publish Plans

Financial Analytics



Line of Business Reporting

Financial Analytics



Financial Planning

- Subscription Revenue
- Services Capacity & Utilization
- Expense & Headcount
- Financial & Management Reporting
- Subscription Revenue Scenarios
- Rolling Forecasts
- Long Range Planning
- ARR/ACV Bookings
- Tax Modeling (WIP)

Sales Planning

- Account Segmentation
- Quota
- Capacity
- Territory (WIP)

Marketing Planning

- Lead Conversion (WIP)



Workforce Planning

- Headcount & Cost (in Finance Model)
- Skills Supply & Demand (WIP)
- Diversity & Inclusion
- Org Structure (Lucid Chart)
- Return to Work (Prism/HCM)

Services Planning

- Project Pipeline Assignment
- Billings Actuals Tracking
- Forecast Capacity Hours
- PSA Integration (WIP)

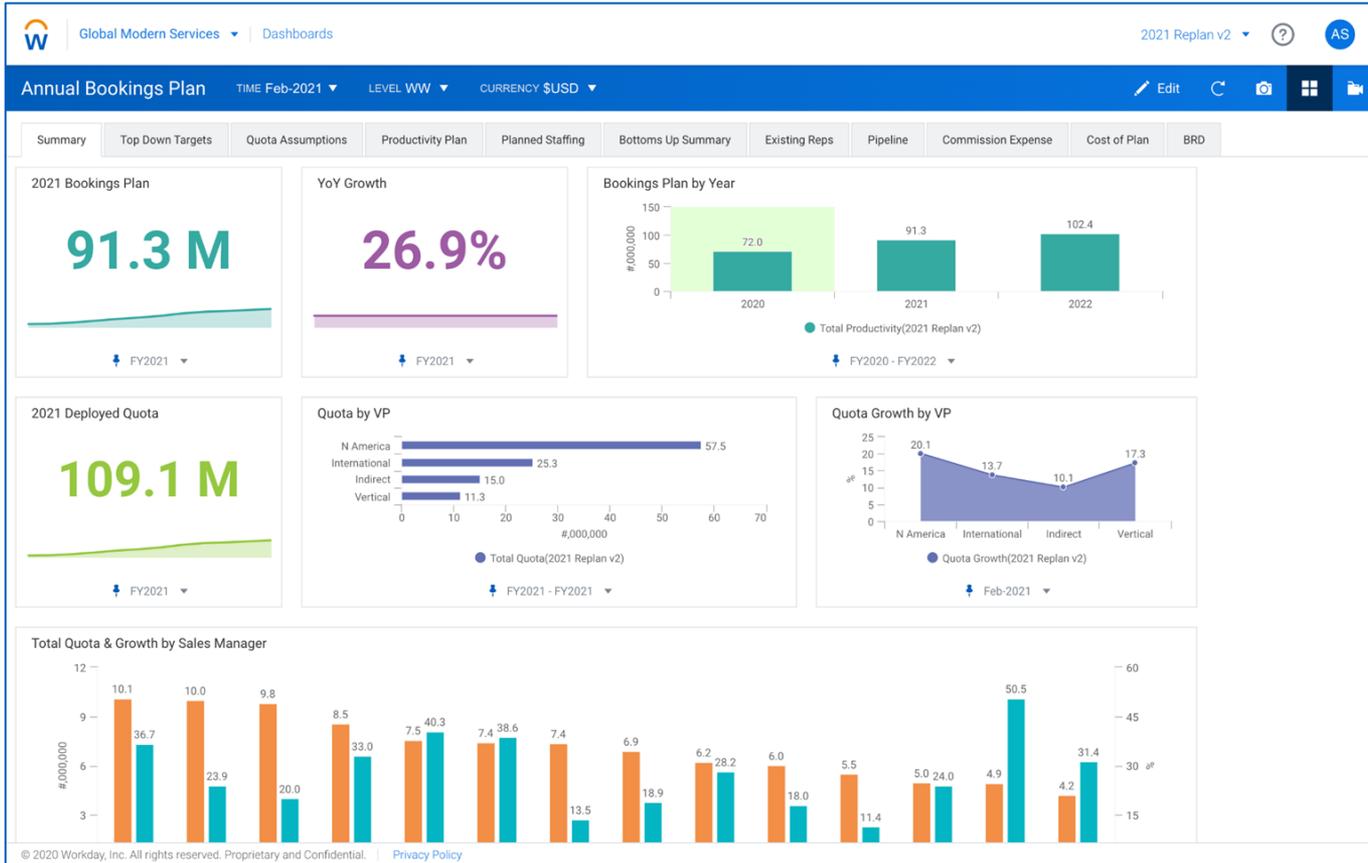
Support Planning

- Zendesk Ticket & Response Times
- System Performance Tracking
- Support Capacity Planning (WIP)

R&D Planning

- Product Portfolio Investment (WIP)

Example: Workday Adaptive Planning for Sales



Continuous, Company-wide Planning at Workday

50%

Reduction in Reporting Cycle Time

Using 15+ separate data sources

4X

Increase in What If Scenario Planning

Delivered across all lines of business

50%

Reduction in Time to Run a What If Scenario

Run across all lines of business

Polling Question 3

As you accelerate your growth plans, which planning use cases are the most challenging to you right now?

- a) Financial Planning
- b) Sales Planning
- c) Marketing Planning
- d) Workforce Planning
- e) R&D Planning

Polling Question 3 Results (Placeholder)

Case Study: Sales Planning at Workday

Polling Question 4

What are some of the challenges you face to implementing company-wide planning in your organization?

- a) Internal resistance to change, data sharing
- b) Insufficient collaboration between Finance, IT and lines of business
- c) Other technology priorities take precedence

Polling Question 4 Results (Placeholder)

Implementation Best Practices

Questions & Answers

Use the Q & A Panel to send your questions to our panelists.



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Thank You to Our Presenters!



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