

Value Creation Through Continuous and Company-wide Planning: Trends that Matter Now

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Pati Nishiyama
Ameet Bhojwani
Atir Jawed

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Asking Questions



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Moderator

Steve Shannon

**Director of Partnership Marketing,
Business Development**

IMA



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Featured Presenter

Gizela Michta
Finance Manager (Business Finance)
Workday



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Gizela Michta's Biography

- Gizela Michta is currently a Finance Manager on Workday's Services Finance team providing direct support to the Customer Support. She has been with Workday for almost 5 years supporting various Services organizations during that time.
- Gizela received her undergrad in Finance from Saint Mary's College of California.

Featured Presenter

Pati Nishiyama
Senior Product Marketing Manager,
Product Marketing - Planning
Workday



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Pati Nishiyama's Biography

- Pati Nishiyama has been at Workday for 3 years, as part of the Solutions Marketing team for Workday Adaptive Planning. She has been at cloud-based tech companies for 15 years, holding a variety of marketing roles during her tenure.

Featured Presenter

Ameet Bhojwani
Workday Adaptive Planning Leader
Deloitte



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Ameet Bhojwani's Biography

- Ameet is Workday Adaptive Planning Leader at Deloitte. He has over 18 years of experience in leading and managing large scale technology transformation programs and analytics solution delivery in various industries such as Oil and Gas, Technology, Media and Telecommunications (TMT), Financial Services, and Consumer Business. As a leader, mentor, and coach he focuses on enabling organizations to realize their strategic vision with a focus on analytics to improve profitability, insights and drive actionable outcomes.

Featured Presenter

Atir Jawed
Manager
Deloitte Canada



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Atir Jawed's Biography

- Atir Jawed is an Enterprise Performance Management solution architect. He has over 9 years of experience advising clients on FP&A processes, and design and delivery of enterprise-wide Financial Planning and Reporting solutions. He has led teams on client engagements across industries including Higher education, Financial services, Life sciences and Consumer goods.
- Atir has experience on multiple leading vendor platforms, both cloud and on-premise solutions. He leads and manages projects end to end, from the stages of discovery, to business requirements, solution blueprint and design, solution prototype, delivery and support. Atir brings to the team both industry and consulting experience, leading to creative solutions for clients that help them manage their FP&A processes efficiently, enhance decision making and bring valuable insights.

Learning Objectives

1. Recognize the value of executing planning across the company.
2. Explain why the future of finance is about managing across functions.
3. Employ higher-level planning and rolling forecasts to enable continuous forecasting.
4. Describe how to become a value creator through data-driven decisions.



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Agenda

- 01** Today's challenges for FP&A
- 02** Data-driven planning
- 03** The importance of company-wide planning
- 04** The transformation of FP&A & the future of finance
- 05** Panel discussion

Poll Question 1

What is the solution you are currently using for planning?

- a. Excel
- b. On premise system
- c. Workday Adaptive Planning
- d. Separate cloud-based planning system

Poll Question 1 Results (Placeholder)

Navigating the Changing World

Supply and Demand
Uncertainties

Cash Flow
Management

Reshaping the
Workforce and
Workplace

“

Realistic and detailed extended financial forecasting is a key tool in navigating this uncertainty and informing the required leadership actions.

 Deloitte



Today's Challenges for FP&A

The Shortcomings of the Annual Plan...

Bull & Bear
Cases?

Rolling
Forecasts?

New
Opportunities?

Dated
Assumptions?

Ad-hoc
Analysis?

A single, annual budget is
NOT sufficient to guide an
organization through the year



Common Challenges in FP&A

The FP&A organizations of today are slow, error-prone, and opaque. They are not equipped with the right processes and tools to enable business partnering, maintain a single source of truth, or provide effective decision support for the business.

Reliance on Excel

Organizations rely too heavily on manual processes and offline Excel models to collect, analyze, and report data



Siloed Approach

Lack of collaboration across the organization leads to disconnected forecasting and multiple versions of truth



Inefficient Cycles

Processes are not agile and are supported by legacy tools that do not enable collaboration across forecasting processes



Just 19% of organizations leverage the power of rolling forecasts.

- FSN, 2021

Strategy Misalignment

Failure to develop an end-to-end business vision that aligns financial planning to the broader business strategy execution



Reactive, Not Proactive

Analysis tends to be descriptive, focusing on reporting on what happened, rather than informing what needs to / what can happen in the future

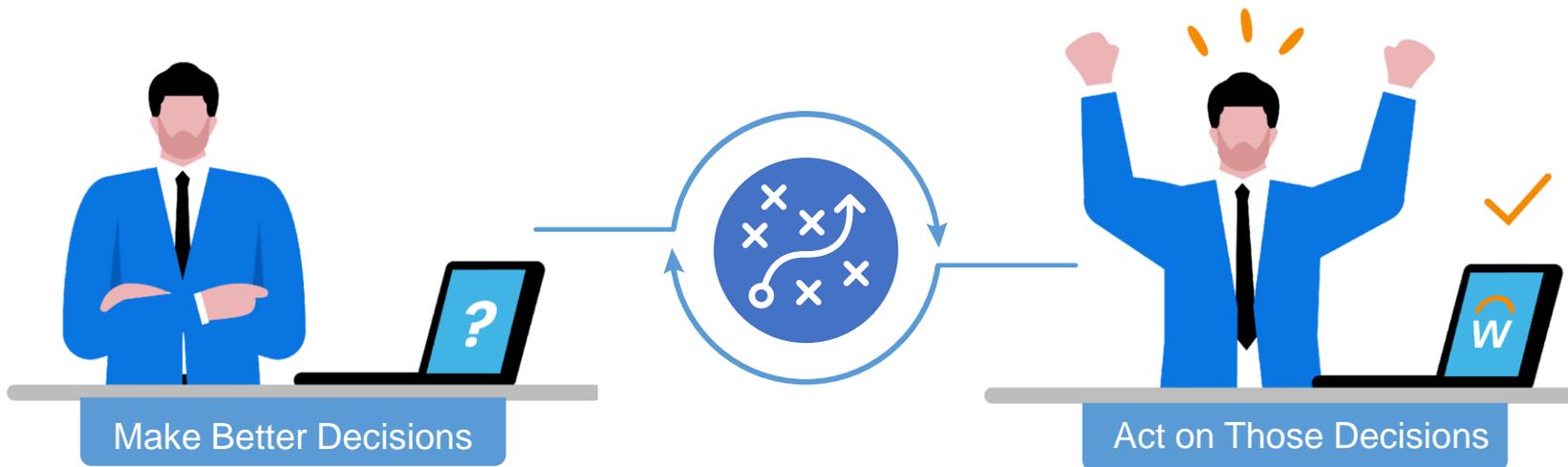


Reconciliation-Heavy

Significant effort is spent collecting and reconciling data leading to limited effort spent on strategic analysis



Planning is the Path to Business Agility



30x

increase in planning scenarios



Data-Driven Planning

Unleashing the Power and Potential of FP&A: What Needs to Change

FP&A has the potential to unlock efficiency, increase capabilities, and enhance collaboration through an end-to-end solution that creates real and sustainable value.



Increase Speed

Enable real-time access to information for those who need it, and enable rapid responsiveness to changing markets and assumptions



Improve Transparency

Create a business environment in which FP&A interacts frequently and cohesively with the business, breaking down silos and informing better decision-making



Greater Accuracy

Leverage advanced planning functionality and create a single source of truth to deliver more accurate and efficient planning cycles



Create Alignment

Create greater alignment between strategy and operations, ensuring operational decisions align with broader strategic imperatives and business goals

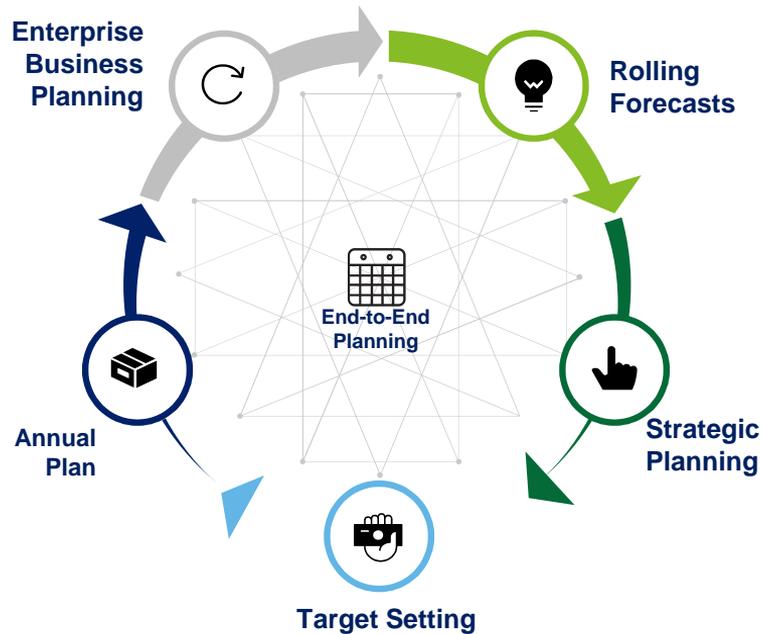


Unlock Efficiency

Enable the FP&A organization to devote more resources and time to business partnering and value creating activities

The Starting Point to Unlock FP&A is Through Integrated Performance Management

Create an end-to-end FP&A ecosystem that links strategic planning, budgeting, and forecasting processes.



Planning Calendar Strategy

Identify and drive systematic linkages across planning cycles, enabling strategic planning exercises to inform more tactical budgeting and forecasting processes; tactically define cycle intent, level of detail, and sequencing to conduct efficient and accurate planning cycles

Enterprise Business Planning

Tie strategic, profitability-related objectives with operational planning decisions through a cross-functional decision framework that spans the end-to-end value chain of the business and delivers consensus financial planning inputs

Rolling Forecasts

Leverage key business drivers to forecast on an extended horizon providing continuous visibility to accelerate decision making, inform strategic planning, and establish the basis for annual budgeting activities

Top-Down Target Setting

Set targets top-down leveraging outputs from strategic planning to drive alignment across business strategy, financial commitments, and operational objectives



+12,000 Employees | \$3B Revenue



30-40% increase in time spent on analyzing trends vs. preparing the data



Modeling revenue, personnel, OPEX, projects, initiatives



~50% reduction in reporting cycle times with automation and self-service



OfficeConnect and HTML monthly BvA reports



Company-wide Planning

Company-wide Planning

Active Planning
Platform for Everybody

Workday Confidential

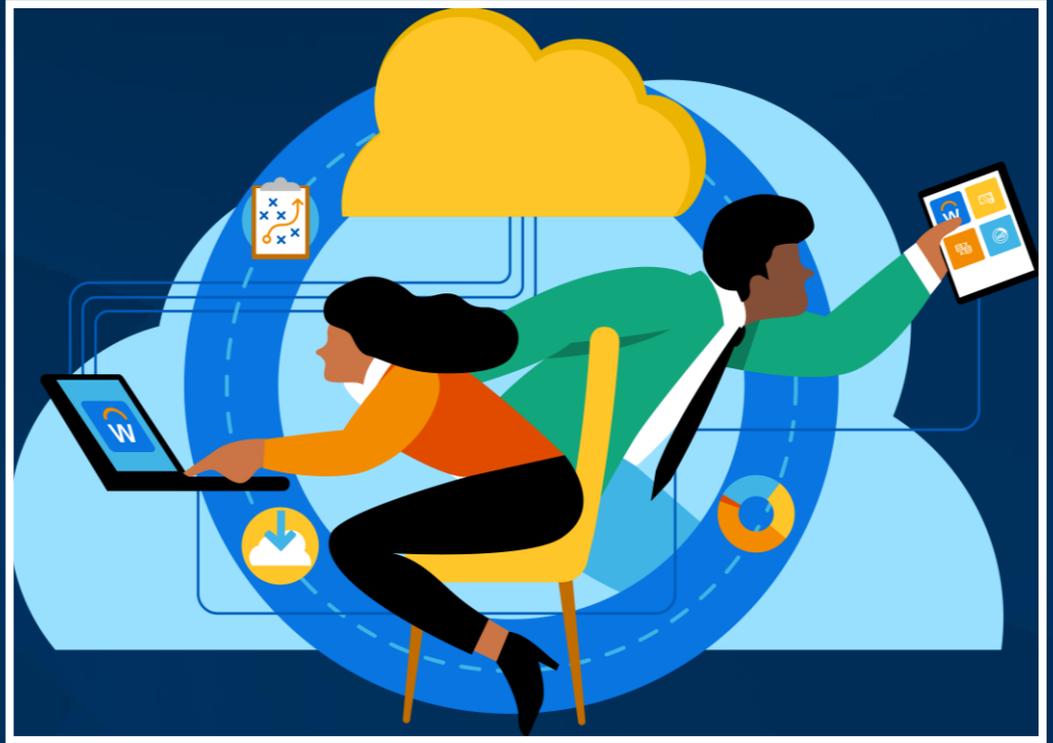




By 2024, 70% of new financial planning and analysis projects will become extended planning and analysis (xP&A) projects, extending their scope beyond the finance domain into other areas of enterprise planning and analysis.

Gartner 2020 Strategic Roadmap for Cloud Financial Planning and Analysis Solutions, Robert Anderson, John Van Decker, 21 February 2020

Partner with
the Business
to Understand
Strategy



Poll Question 2

To which department outside of finance would you most like to see planning extended to?

- a. HR
- b. Sales
- c. Operations
- d. Connect all departments to corporate finance

Poll Question 2 Results (Placeholder)

Transforming FP&A

Transforming the FP&A Organization

A holistic approach to FP&A strategy is required in order to unlock the full potential of the finance organization.



Integrate

Integrated Planning Approach

- Create an **end-to-end FP&A ecosystem** that links strategic planning, budgeting, and forecasting processes
- Maximize organizational involvement to **drive cohesion and accountability**



Execute

Next Gen Planning Process

- **Connect assumptions and business drivers** across financial statements
- Leverage **digital capabilities and advanced analytics** to deliver financial projections quicker and more accurate



Partner

Performance Reporting & Insight Delivery

- **Optimize business partnering with analytics tools that provide the right insights at the right time**
- Leverage **digital platforms that enable self-discovery of insights for finance and business partners**



Support

Modernized Delivery Model

- Centralize standard and transactional processes to **create capacity for more value-added activities**
- Position finance resources where they are **most valuable to the organization**

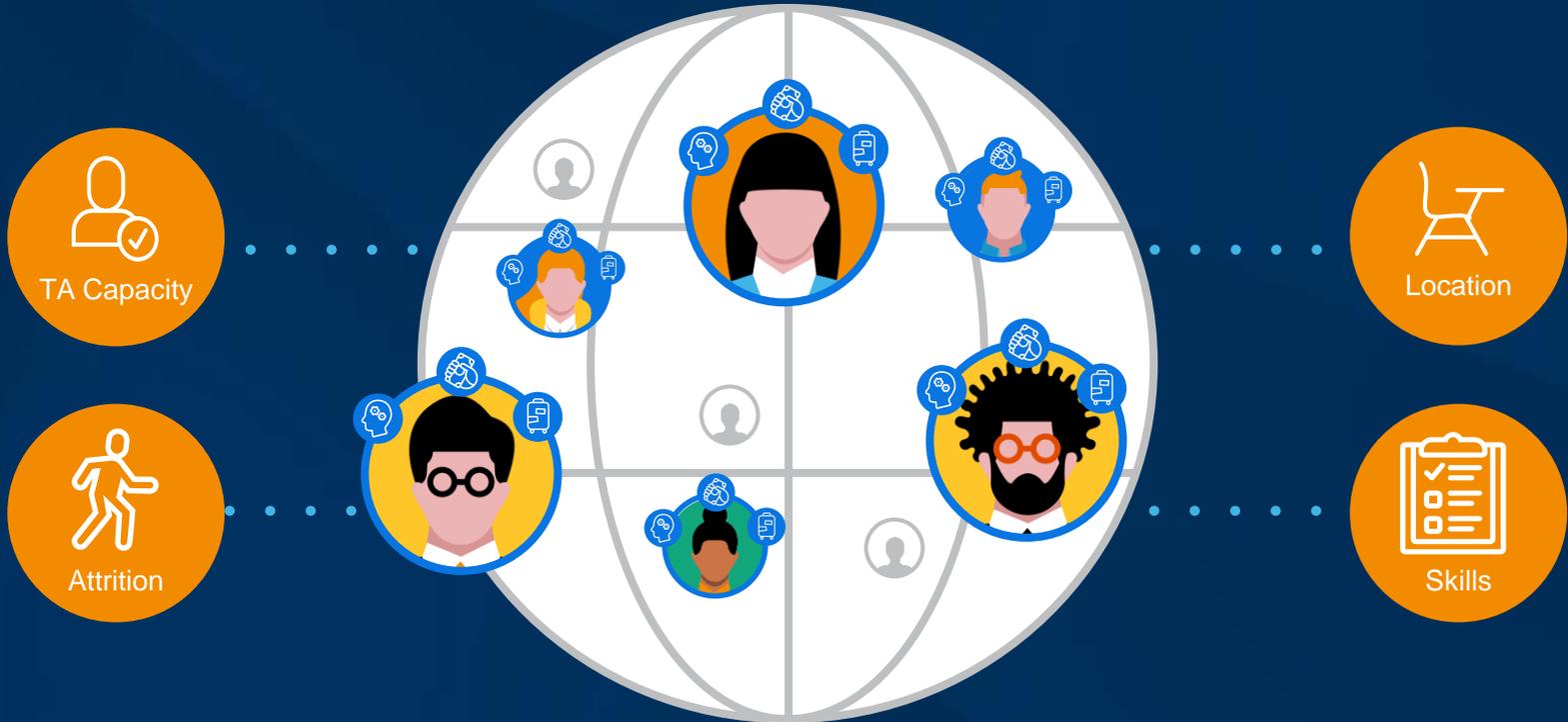


Enable

Integrated Technology & Data Infrastructure

- Establish a foundational technology infrastructure to **facilitate integrated and connected planning**
 - Deliver near **real-time data and financials** to support planning and reporting activities

Headcount Planning



Poll Question 3

The biggest weakness in our planning, forecasting and reporting data flow is around...

- a. ERP/General ledger
- b. HCM or payroll
- c. CRM
- d. Data warehouse / other operational data
- e. Reporting (last mile to packs)

Poll Question 3 Results (Placeholder)

Client Success Story

Canadian investment management firm serving complex needs of high-net-worth professionals, entrepreneurs, and business owners.



Key Challenges

- Planning in Excel with long cycle time, lack of data integrity, poor collaboration across teams
- Cumbersome month-end consolidation and reporting due to integration across multiple ERP systems being performed manually
- Lack of readily available data for management reporting and decision making



Solution

- Models for Revenue Planning by lines of business, OPEX, CAPEX and Salary planning for 7 organizational entities
- Integration with 3 ERP systems
- Intercompany eliminations and consolidation
- 30+ Reports for Board Members, External and Operational reporting
- 40+ Dashboards, charts and Financial and Non-Financial KPIs
- Allocation of shared expenses (Actuals and Plan) to Lines of Business based on shared service model
- Annual Plan, Rolling Forecasts

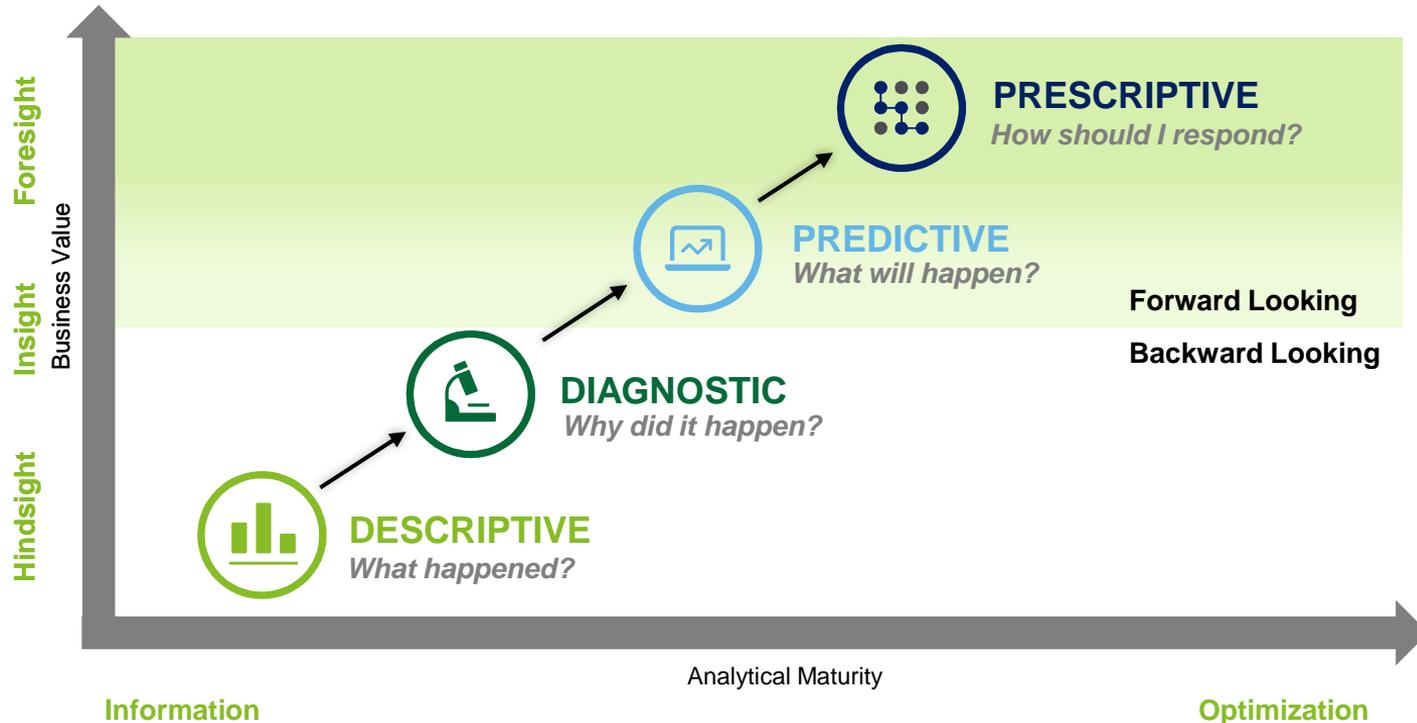


Impact

- Improved planning and reporting process with real-time data, transparency and self service
- Streamlined and efficient Finance function to support firmwide decision making
- Ad-hoc reporting ability, flexible modeling design, and an easy-to-navigate user interface
- Insights into the performance of Lines of Business and cost centers, allowing for informed decision making

Finance for the Future

Analytical maturity in Finance drives foresight for business, enabling quality decision making and improved shareholder value



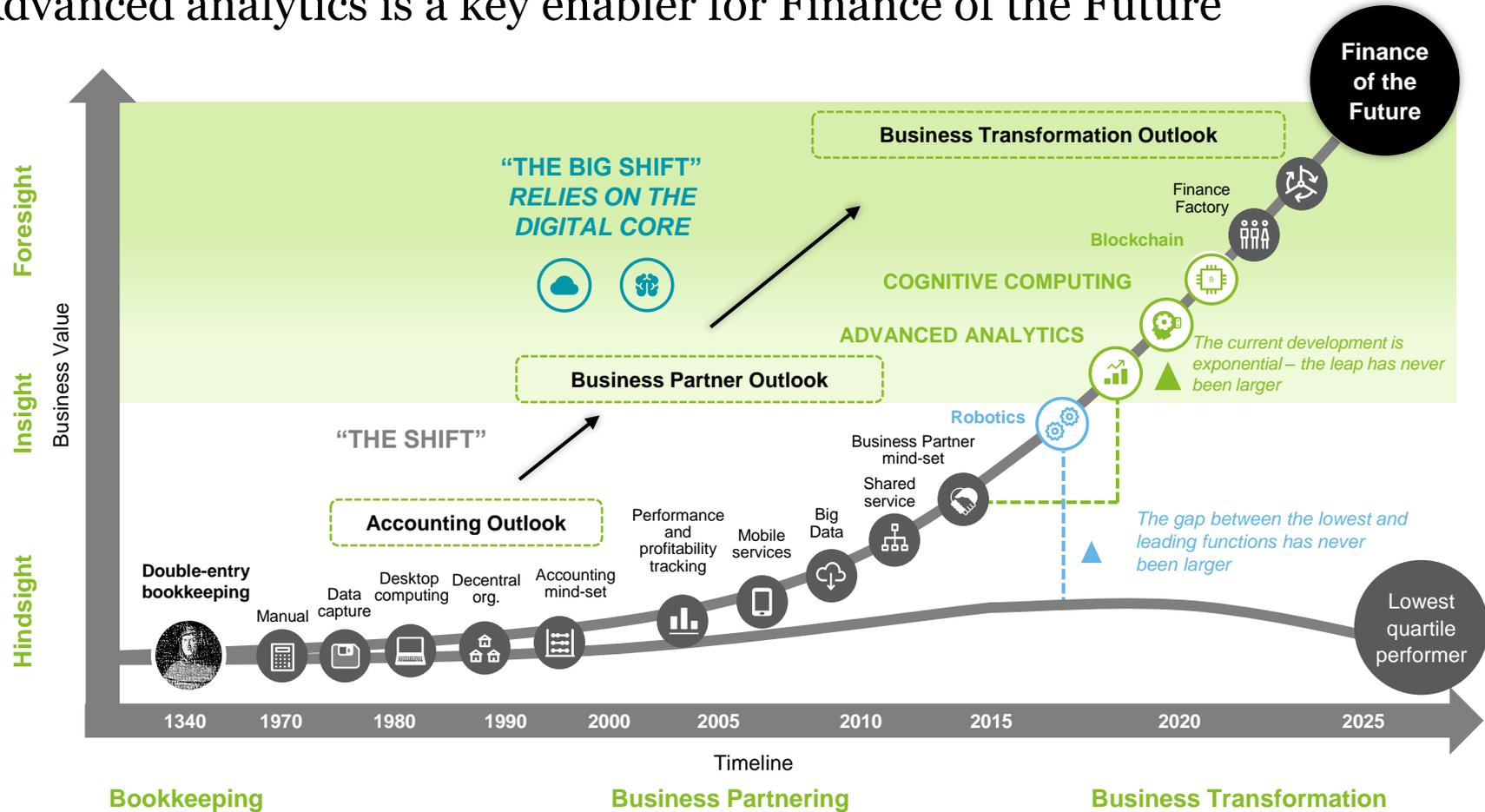
Poll Question 4

Where are you as an organization today on the Analytical maturity scale?

- a. Descriptive
- b. Diagnostic
- c. Predictive
- d. Prescriptive

Poll Question 4 Results (Placeholder)

Advanced analytics is a key enabler for Finance of the Future



Panel Discussion



Gizela Michta
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Workday Adaptive Planning
Leader
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Atir Jawed
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Questions and Answers



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Thank You to Our Featured Presenters!



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Final Reminders

- ▶ **Complete the Evaluation poll** – 2 options
 - On your screen
 - Evaluation Survey icon at the bottom of your console
- ▶ **Access to your CPE Certificate** – 2 options
 - Click the “CPE” icon at the bottom of your console
 - or
 - Click the link in your post-event e-mail
- ▶ Please print a copy of the CPE certificate for your records.
- ▶ Your CPE credit will be automatically recorded in your transcript.

Thank you!

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