

The Ultimate Guide to FP&A in 2021

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Q&A

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Help



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Moderator



Steve Shannon

Director

Partnership Marketing, Business Development

IMA

Featured Presenter



Seung Yoo
Product Manager
(formerly FP&A Analyst)
Workday Adaptive Planning

Seung Yoo's Biography

- Seung Yoo is a Product Manager working on Workday Adaptive Sheets features.
- Prior to Workday, he held several positions such as solutions consultant, implementer, architect, and sales engineer.
- Seung has worked closely with many customers from various industries like Healthcare, Credit Unions, Retail, Manufacturing, Hospitality, Agriculture, and non-profits.

Featured Presenter



Tom Peff
Product Marketing
(formerly Director Finance, FP&A)
Workday Adaptive Planning

Tom Peff's Biography

- Tom Peff is a finance professional with over 15 years' experience in FP&A, operational and principal investment roles, at both early and late-stage companies.
- Before moving to a solution advisory role, Tom served as Director of FP&A at Adaptive Insights (which was acquired by Workday).

Learning Objectives

Upon completing this webinar, you will be able to:

1. Describe how to start the financial modeling process based on items such as customer acquisition cost, headcount forecasting, and top-line growth rates.
2. Explain how to save time by quickly generating reports and metrics in any Microsoft Office tool.
3. Recognize best practices for reporting to your board.
4. Compare your organization's standing against its peers using benchmarks.

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Webinar Topics

- 01** Top-line Modeling
- 02** Headcount & Expense
- 03** Reporting
- 04** Collaboration
- 05** Q&A

Polling Question 1

What area caused you the most headache in 2020?

- a) Topline modeling
- b) Headcount & expense
- c) Reporting
- d) Collaboration across the org (or lack of)

Polling Question 1 Results (Placeholder)

The Death of the Annual Plan...

Bull & Bear
Cases?

Rolling
Forecasts?

New
Opportunities?

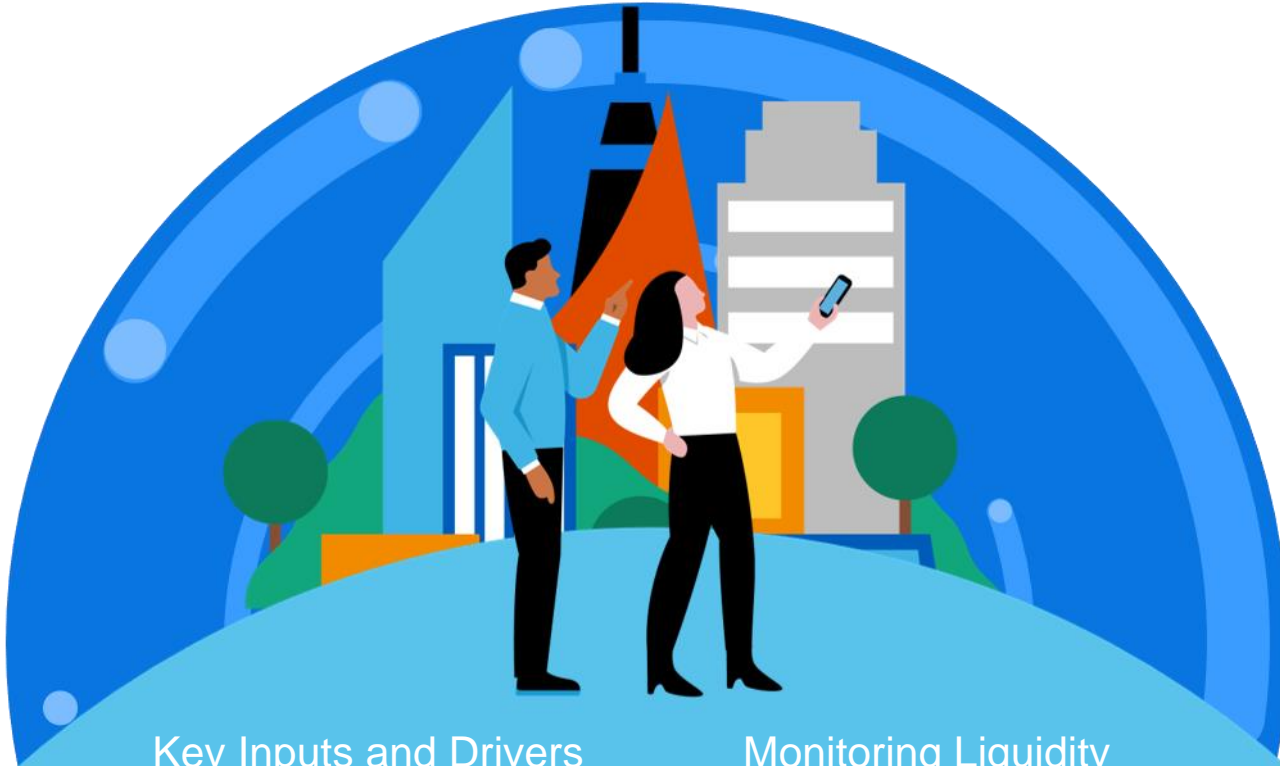
Dated
Assumptions?

Ad-hoc
Analysis?

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



Modeling Multiple “What-if” Scenarios



Key Inputs and Drivers

Monitoring Liquidity

End-to-End Business Model

Top Line

**How is the
plan built?**



Why tackle the top-line?



Run holistic 'what-if' scenarios



Automate complete report packages



Engage strategic participation

Many approaches to modeling...

Crawl

Walk

Run



Dimensionality, granularity, driver logic, ownership, data integration can all be vectors of complexity

Hard code
Automate w/ EIP

Revenue translation
Amort, time lag profiles

Transaction cohorts
Gaming, consumption

Growth rates
Aggregate or by segment

Rep capacity
Productivity, ramp, quota

Quota & Territory
Separate Sales domain

Price * Volume
Multi-dimensional

Customer-based
Contract database

Pipeline
Opps from SFDC

Subscriber waterfall
Beg + New + Upsell – Churn

Advertising
Impressions, clicks

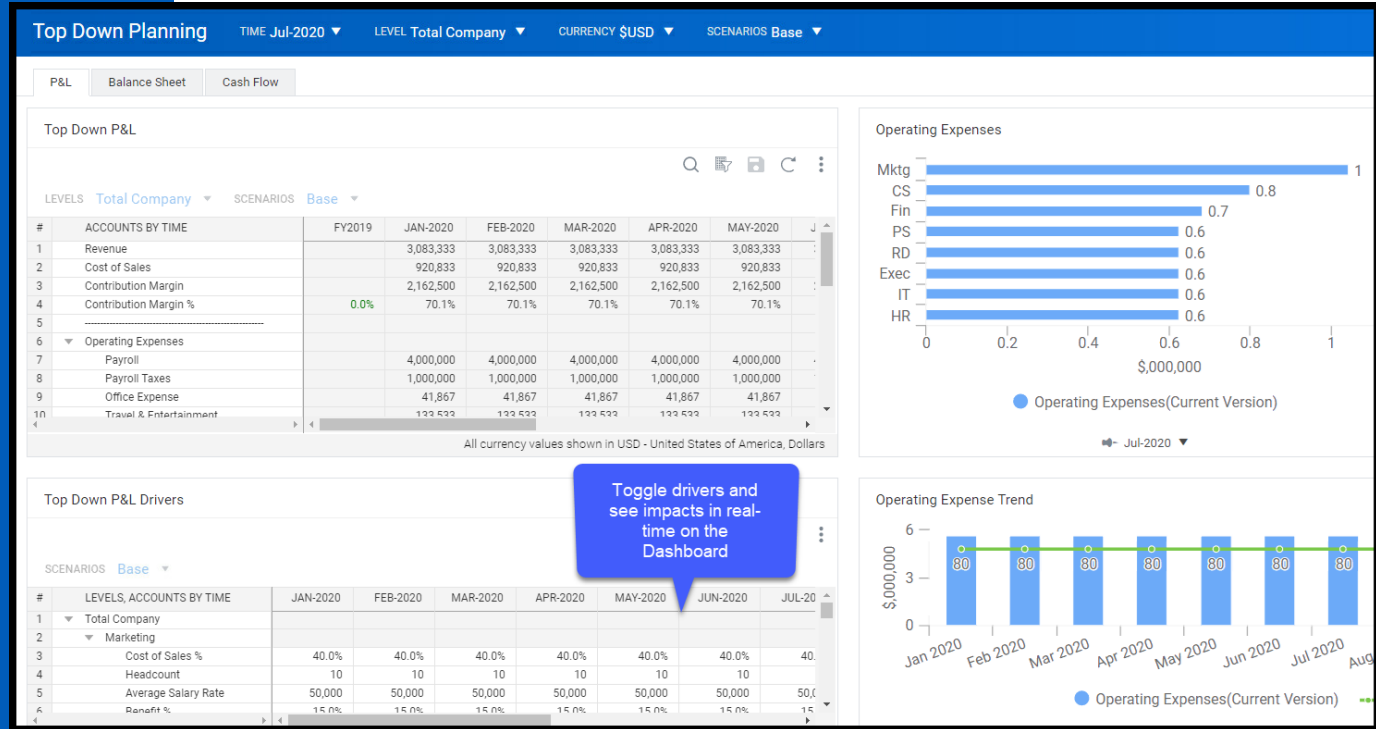
Video on demand
SVOD, TVOD, AVOD

Service delivery
Backlog, utilization

Freemium
Lead conversion

Project-based
By customer

Top Down Planning Model



Polling Question 2

How do you model the top-line?

- a) Hard codes from sales
- b) Segment growth rates
- c) Price * volume
- d) Sale rep capacity (quota * ramp * attainment)
- e) Pipeline / account based

Polling Question 2 Results (Placeholder)

Headcount & Expense



Headcount
OPEX
CAPEX

Project / Initiative Budgeting

Project planning, core to some industries, is critical in times of uncertainty where initiatives need prioritization



Nonprofits



**Professional
Services**



Life Sciences



**Higher
Education**

Polling Question 3

Your headcount reconciliation is worse than your financial close.

- a) True
- b) False

Polling Question 3 Results (Placeholder)

Reporting

**Automation
Matrix/Web
Dashboards**



A New Approach to Reporting

Static Reporting Process

Slow and manual

Rigid, requires IT

Siloed with disparate data

Delayed and infrequent

Pre-defined, summary-level

Dependent on analysts

Active Reporting Process

Fast and automated

Easy to create, modify, manipulate

Integrated with financial and operational data

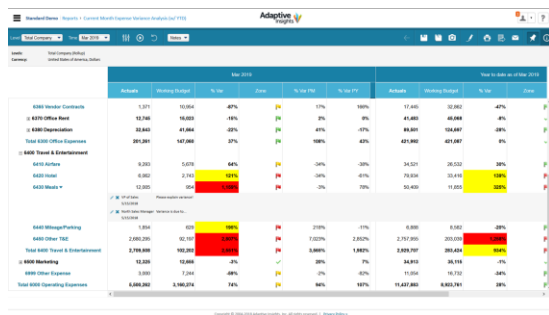
Up-to-date and on-demand

Interactive, drill to detail

Self-service creation

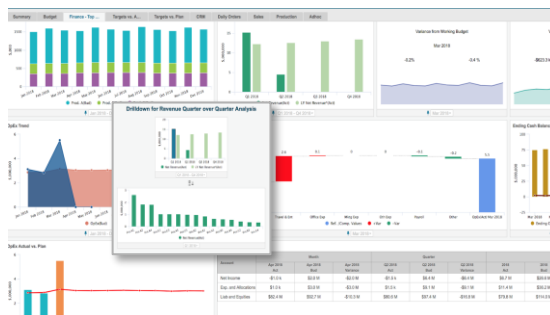
Telling a Visual Story

Self-service, online reports



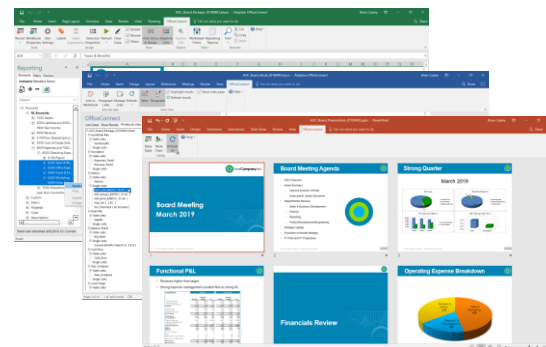
- Online management reports
- Ad hoc analysis
- Variance analysis

Dashboards



- Flash reports
- Operational analytics
- KPIs

Office Integration



- Board reports
- Management reports
- Financial statements

Polling Question 4

What area of your reporting is the most difficult?

- a) Financial statements
- b) Board packs
- c) Management KPIs
- d) Executive dashboards
- e) Ad-hoc

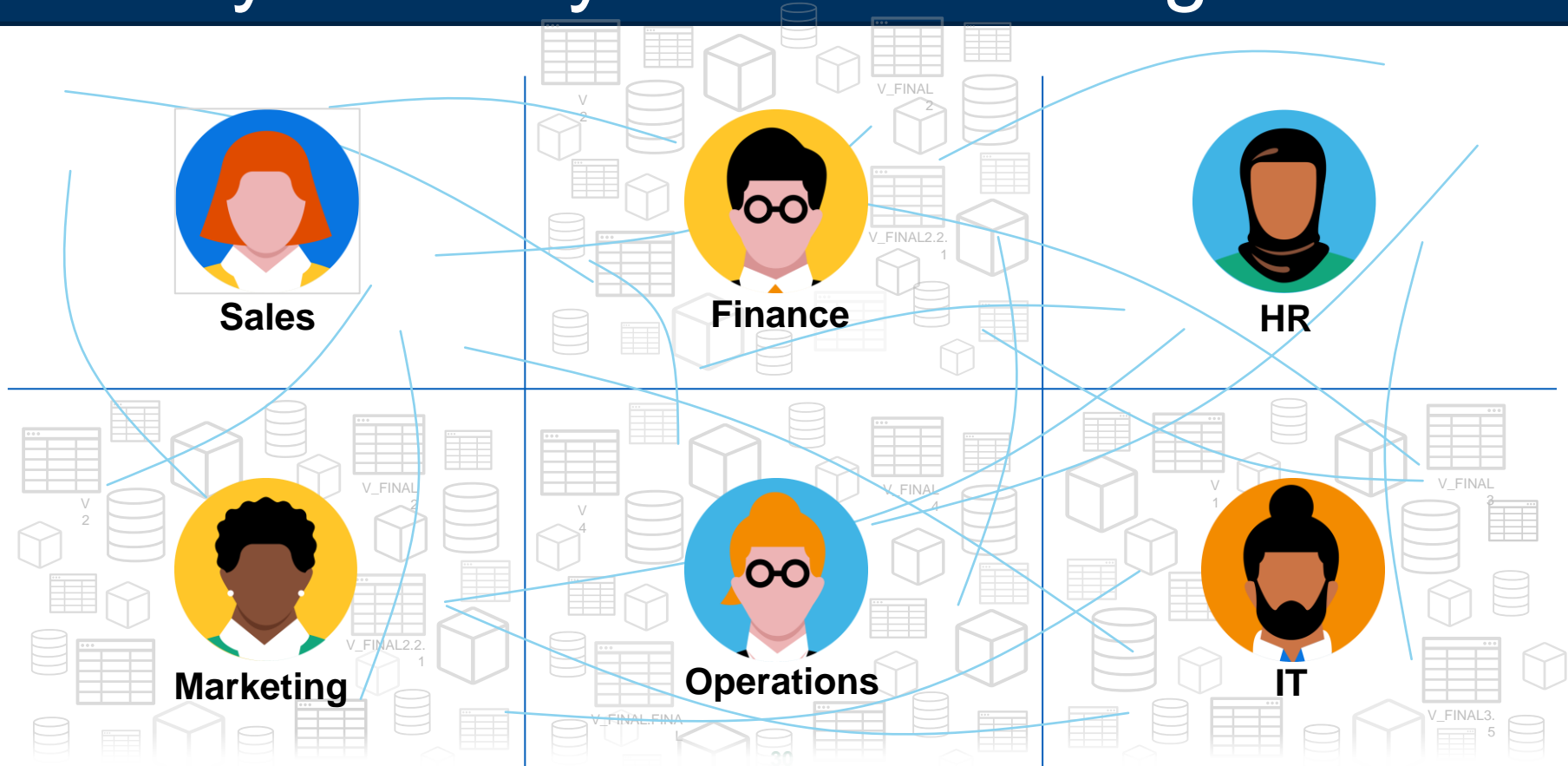
Polling Question 4 Results (Placeholder)

Collaboration



**Working
with the
whole
business**

Today's Reality: Static Planning



Financial Planning

- Planning, Budgeting & Forecasting
- Profitability modeling
- Scenario planning
- Strategic planning
- Financial and management reporting

Sales Planning

- Territory
- Account segmentation
- Quota
- Capacity
- Sales forecasting

Marketing Planning

- Campaigns and programs
- Trade promotions
- Scenario planning
- Pricing optimization
- Brand investment

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Workforce Planning

- Headcount & cost
- Skills capacity plans
- Talent requisition
- Compensation plans
- Retention programs

Operational Planning

- Demand Forecasting
- Production planning and unit costs
- Call center volumes
- Foot traffic, store unit economics
- Grant and student planning

IT Planning

- Project planning
- Data center capacity
- Hardware, software
- CapEx & investment
- Upgrade and maintenance

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Polling Question 5

I'd be interested in:

- a) Attending an industry roundtable discussion
- b) Seeing a customized demo/trial
- c) More info (eBooks, white papers, videos)
- d) None of the above

Polling Question 5 Results (Placeholder)

Questions & Answers



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Thank You to Our Featured Presenters!



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Final Reminders

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 - On your screen
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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.



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