

Future-Ready FP&A: Elevate Your Finance Career with Technology

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The Association of
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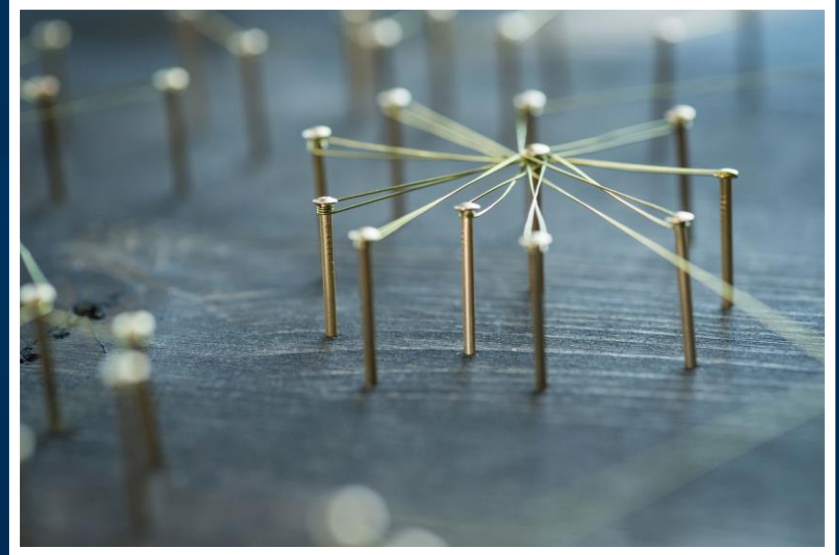
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Agenda

1. Traits of top performing FP&A organizations
2. What are the emerging skills in our space?
3. How to best leverage new technologies
4. Creating a framework for a high performing CFO organization
5. Key take aways



Evolution of FP&A Skills

- Seen as a back-office function
- Shareholder Communication
- Risk Management
- Transactional
- Compliant
- Manual Processes



Poll Question 1:

What would you like your organization's FP&A team to focus on in 2025?

- A. More business partnering
- B. Tools and technology investments
- C. Employee skill training

FP&A Evolution

- Move from a cost center to a value creator
- Extend beyond finance to become a more cross functional partner - xP&A
- Creating and aligning strategic, financial, and operational plans
- Driver of digital transformation

Only 12.5% of organizations spend more than 40% of their time on high-value activities



Traits of Top FP&A Organizations

- High levels of automation
- Very consultative to the business
- Provides deep and meaningful analytics
- Can plan and forecast quickly/continuously
- Scenario planning and sensitivity analysis
- Robust framework for improvement



Emerging Skills

Evolution of FP&A Skills

- 59% of organizations see Analytics expertise as the most sought-after skill in FP&A (+9% YoY). The biggest skill gap in FP&A continues to be converting data into insight and action*
- Technology skills are now a pre-requisite
- Emotional intelligence (EQ) is prized



FP&A skillsets

- Analytics & Data Science
- Digital Literacy in FP&A Tools
- Financial Modeling & Scenario Analysis
- Business Intelligence & Data Visualization
- Storytelling & Communication
- Connecting & Business Partnering

Analytics & Data Science

What? Use data to predict trends and gain insights into financial performance.

Why? Helps forecast accurately and provides actionable insights.

Knowledge/Focus - Data mining, Predictive analytics, Statistical modeling

Practical Example: Predict next quarter's revenue based on past sales patterns



Digital Literacy in FP&A Tools

What? Master FP&A software to improve processes and reporting.

Why? Speeds up tasks, reduces errors, and makes insights more accessible.

Knowledge/Focus - FP&A software, Report automation, Integration with other systems

Practical Example: Trial Balance automatically loaded from ERP on daily basis; expense variance reports automatically generates department heads



Financial Modeling & Scenario Analysis

What? Create financial models to simulate different scenarios.

Why? Plan for uncertainty and make better decisions.

Knowledge/Focus - Sensitivity analysis, Scenario planning, Risk management

Practical Example: Model shutting down a location and merging customer with other location, how it affect profits, help CFO & CEO decide



Business Intelligence & Data Visualization

What? Visual financial data in easy-to-understand formats.

Why? Easier for decision-makers to grasp insights quickly.

Knowledge/Focus - Visualization tools, Dashboards

Practical Example: Present revenue trends and costs in simple graphs, helps the Board understand financial health quickly Vs presenting as data report

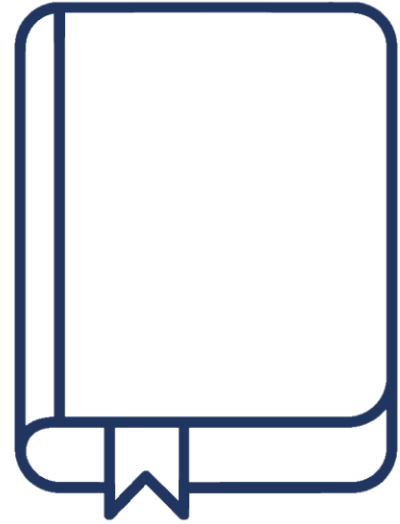
Storytelling & Communication

What? Presenting financial data in a clear, engaging way that drives action.

Why? Helps stakeholders understand insights and make informed decisions.

Knowledge/Focus - Data storytelling, Simplifying complex information, Effective communication techniques

Practical Life Example: Tell the story of how last quarter's sales growth came from new product launches, making the data relatable and actionable Vs just showing numbers,



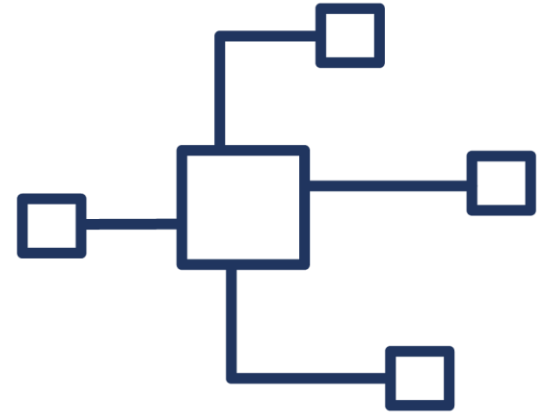
Connecting & Business Partnering

What? Building strong relationships across departments to drive collaborative decision-making.

Why? Aligns financial planning with business goals; ensure broader perspective in decision-making.

Knowledge/Focus - Cross-departmental collaboration, Strategic input from non-financial teams, Relationship management

Practical Example: Work with the sales team to understand upcoming promotions; adjust the budget to ensure enough resources are allocated



Poll Question 2:

What skills would you like to focus on developing more?

- A. Analytics
- B. Technology and Data Science
- C. Partnering Skills (influence, connecting, storytelling)

Leveraging New Technologies

FP&A Technology Statistics

- 58% use Excel as their main system for planning and forecasting
- 31% do not have a single source of data that everyone trusts
- 46% of C-Suite teams have online access to real-time performance data



Our Role in the Tech Ecosystem

- Ensure that tools, data, and processes are relevant, concise, and aligned with desired business outcomes
- We can extend the work that IT does by influencing the technology strategy to align with goals and expectations
- We are skilled at building business cases for goal changes and justifications
- Act as trusted advisors to connect the numbers to the activities for business partners.



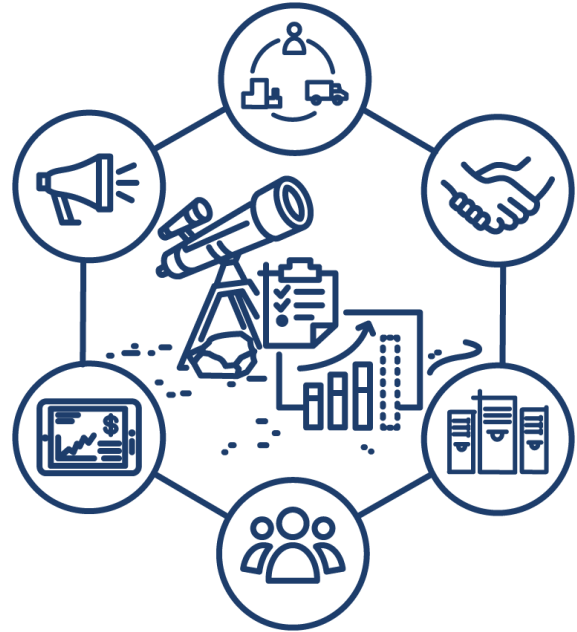
Core Tech Stack

- Enterprise Resource Planning (ERP)
- Human Resources
- Customer Relationship Management (CRM)
- Operations Tools
- Excel



Useful FP&A Tools

- Data Warehouse/Lake
- Data Connectivity / Integrations
- AI
- Reporting and Analytic tools
- EPM Tools



Data Warehouse / Lake

- One source of truth
- Easier data access
- Mitigates data silos



Data Integration (ETL)

- ETL = Extract Transform Load
- Data in place vs. moving data
- Files vs API/Direct connections



AI and Machine Learning

- Data Preparation
- Error identification
- Manage and analyze vast quantities of data
- Large Language Models



"Over 70% of enterprises expect to implement AI over the next 12 months." - Forrester

Reporting and Analytic Tools

- Dedicated visualization tools
- BI/Query tools
- Interactive/Data generation tools



EPM Tools

- Performance reporting and analysis
- Budgeting and forecasting
- Financial consolidation
- Workflow / collaboration



Things to look for when choosing technology

- End user self-service / ease-of-use
- Vendor innovation and investment
- Connectivity
- Flexibility
- ROI



Poll Question 3:

What tools do you currently use for planning?

- A. Mostly Excel
- B. A modern EPM Tool
- C. Modern EPM tool + AI + Predictive Analytics
- D. All of the above

Enabling an Agile FP&A Organization

Create a Vision

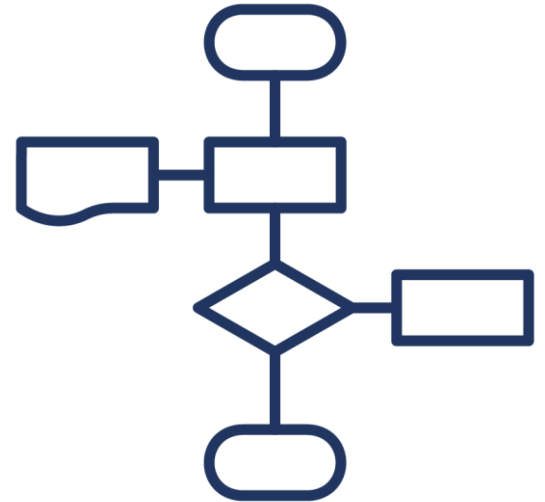
- Align FP&A strategies with Business Goals
- Build Intentional business partnering
- Set Agile Financial Strategies
- Empower Teams
- Drive with Technology
- Measure & Adapt



Focus on Process first

Automating inefficient processes is not effective!

- Define the desired outcomes of the FP&A process
- Define reports and KPIs
- Align data structures and sources
- Emphasis cross departmental touch points



Consult with operations regularly

- What activities need to improve
- What does value look like
- Optimal information timing
- Self service



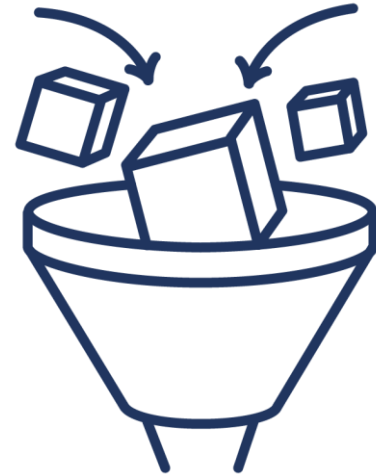
Focus on Employee Development

- Train using hands-on experience, classroom learning, and mentorship
- Define career progression and be open about gaps in skills/experience
- Foster a culture of continuous learning
- Provide regular feedback in real time... do not wait for a review because it is often too late
- Hire with modern skillsets in mind
- Celebrate!



Create a Robust Technology Strategy

- Integrate Data / Systems
- Strive for “one source of truth”
- Software Investment Strategy
- Focus on Adaptability
- Focus on self service



Mindset

- Partnering
- Ownership
- Value focus
- Accept that change is the new stability
- Appreciate business matters
- Be curious



Poll Question 4:

What is the focus for your FP&A organization in 2025?

- A. Investments in skills
- B. Investments in technology
- C. Investment in process and data improvements

Key Take Aways

Key take aways

- Develop a growth mindset
- Drive value
- Focus on both soft and analytical skills
- Be deliberate with career development
- Focus on process and automation to achieve higher performance
- Be open to new tools and techniques

Conclusion



Questions and Answers



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Thank you!

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