

# Scenario planning - Agility has become a business imperative

Kelsey Jenson

Tom Peff

April 28, 2021

Sponsored by:



The Association of  
Accountants and  
Financial Professionals  
in Business



# Webinar Features and CPE Credit

Q&A

Asking Questions




Help



CPE Credit

## CPE Credit

 0 min(s)

### Criteria for Full Credit

- ☐ Minutes to Watch: 50
- ☐ Number of completed Poll(s) required: 3

# Moderator



**Sue Khawaja**  
**Business Development Manager**  
**IMA**

# Featured Presenter



**Kelsey Jenson**  
**Director of Finance**  
**Workday**

# Kelsey Jensen's Biography

- Kelsey is the Director of Finance at Workday and has nearly a decade of FP&A experience within various SAAS companies, both private and public, as well as Corporate & Professional FP&A. She is proficient with revenue, headcount, and expense modeling, ranging across both short and long-term outlooks.
- Kelsey holds a Bachelor of Arts in Business Administration and Accounting from the University of Southern California.

# Featured Presenter



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

# Tom Peff's Biography

- Tom is the Director of Product Marketing at Workday, previously Finance Director for Adaptive Insights, has over 15 years experience in financial, operational and principal investment roles at both early and late-stage companies.
- He holds a BA in Economics and Finance from Princeton University.

# Learning Objectives

*Upon completing this webinar, you will be able to:*

1. Describe how to run what-if scenarios with driver-based models.
2. Explain the importance of accurate people planning.
3. Recognize the benefits of automated KPI reporting.



# Navigating the Changing World

Supply and Demand  
Disruptions

Cash Flow  
Management

Remote Workforce

“

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

Deloitte



# The Death of the Annual Plan...

Bull & Bear  
Cases?

Rolling  
Forecasts?

New  
Opportunities?

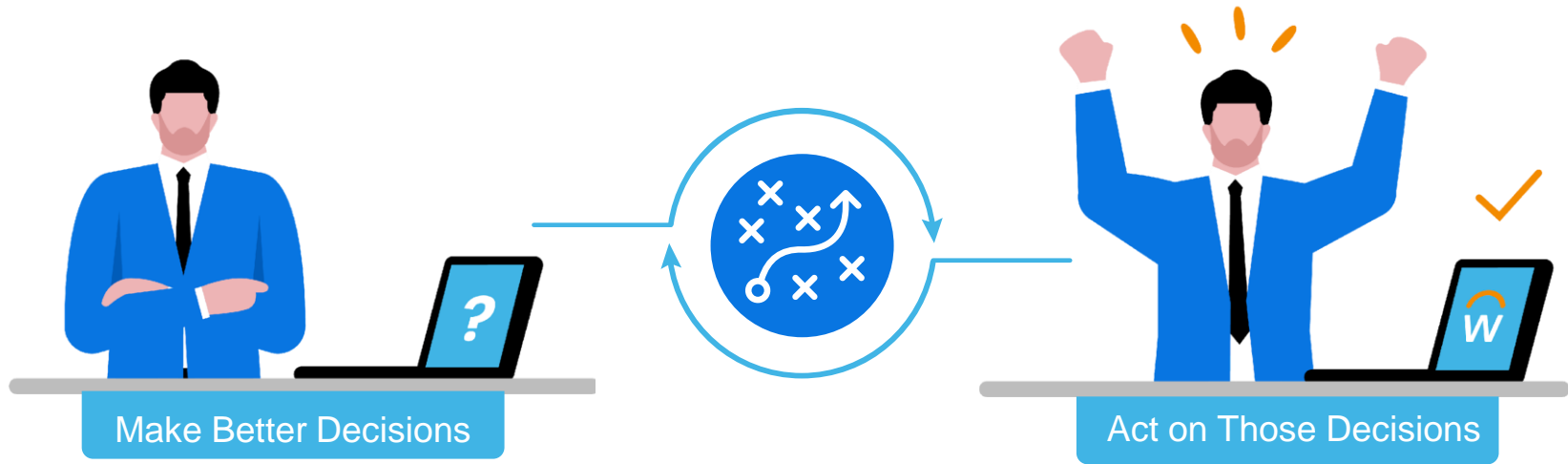
Dated  
Assumptions?

Ad-hoc  
Analysis?

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



# Planning is the Path to Business Agility





+12,000 Employees | \$3B Revenue | HQ in Pleasanton, CA



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



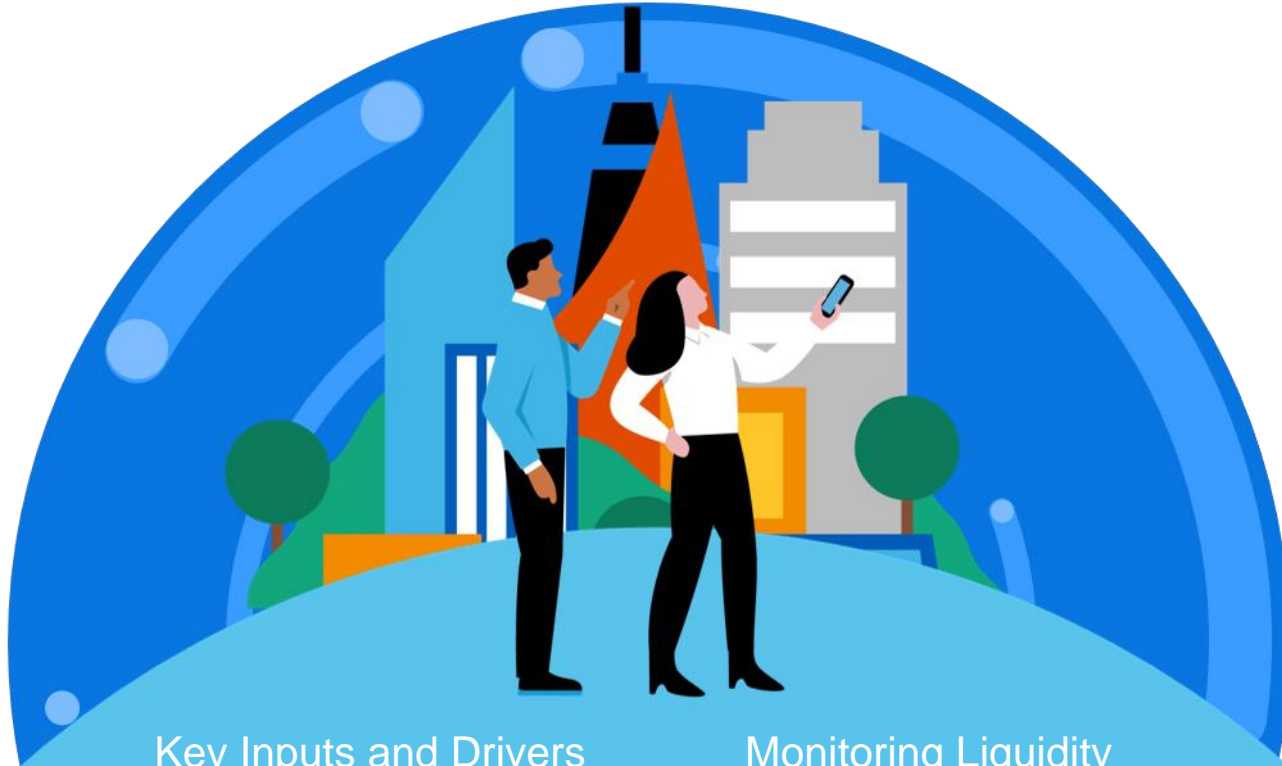
# Polling Question 1

Where is the biggest change, gap or opportunity for improvement in planning at your organization?

- a) Cadence – reforecast frequency
- b) Metrics – forward BS, cashflow, operational metrics
- c) Metadata / structure – dimensions, channels, segments, products
- d) Method – tops-down, ‘zero-based’, initiatives, range of outcomes
- e) Collaboration
- f) Awareness / strategic importance

# Polling Question 1 Results (Placeholder)

# Modeling Multiple “What-if” Scenarios

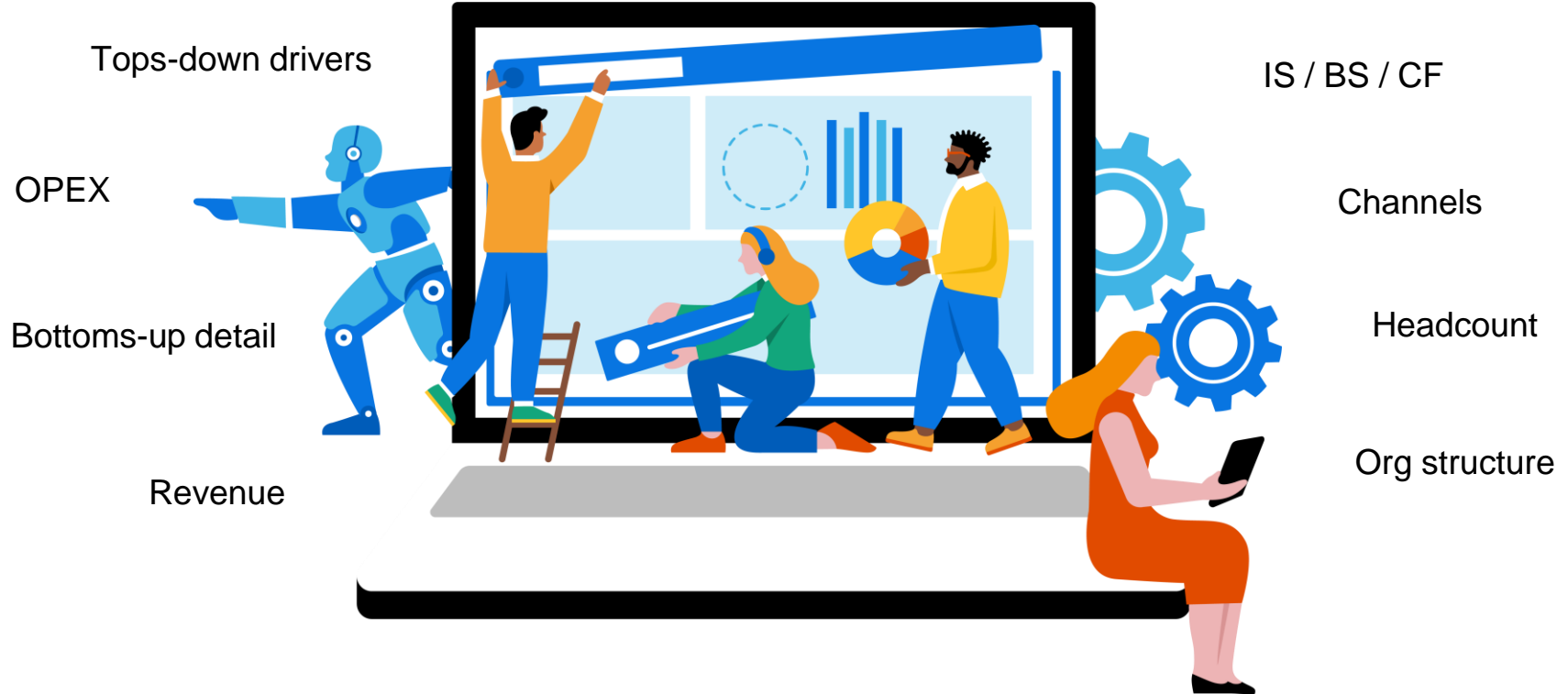


Key Inputs and Drivers

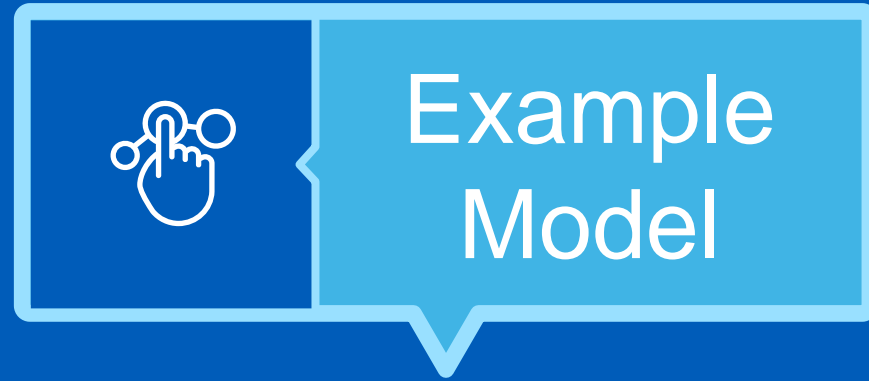
Monitoring Liquidity

End-to-End Business Model

# Do you have what you need in your model?







Flexible, driver-based planning

# Staying on top of the People Plan is critical and challenging.

It's the **largest expense** driver and in growth organizations is **highly dynamic**.

But it lacks system integration, so it's **manual** and there's **NO source of truth**.



# Do the math, there's a lot to go for here...

Hiring 100 people @ \$200K  
Getting just 5% better

=



**\$1M!!!**  
Savings



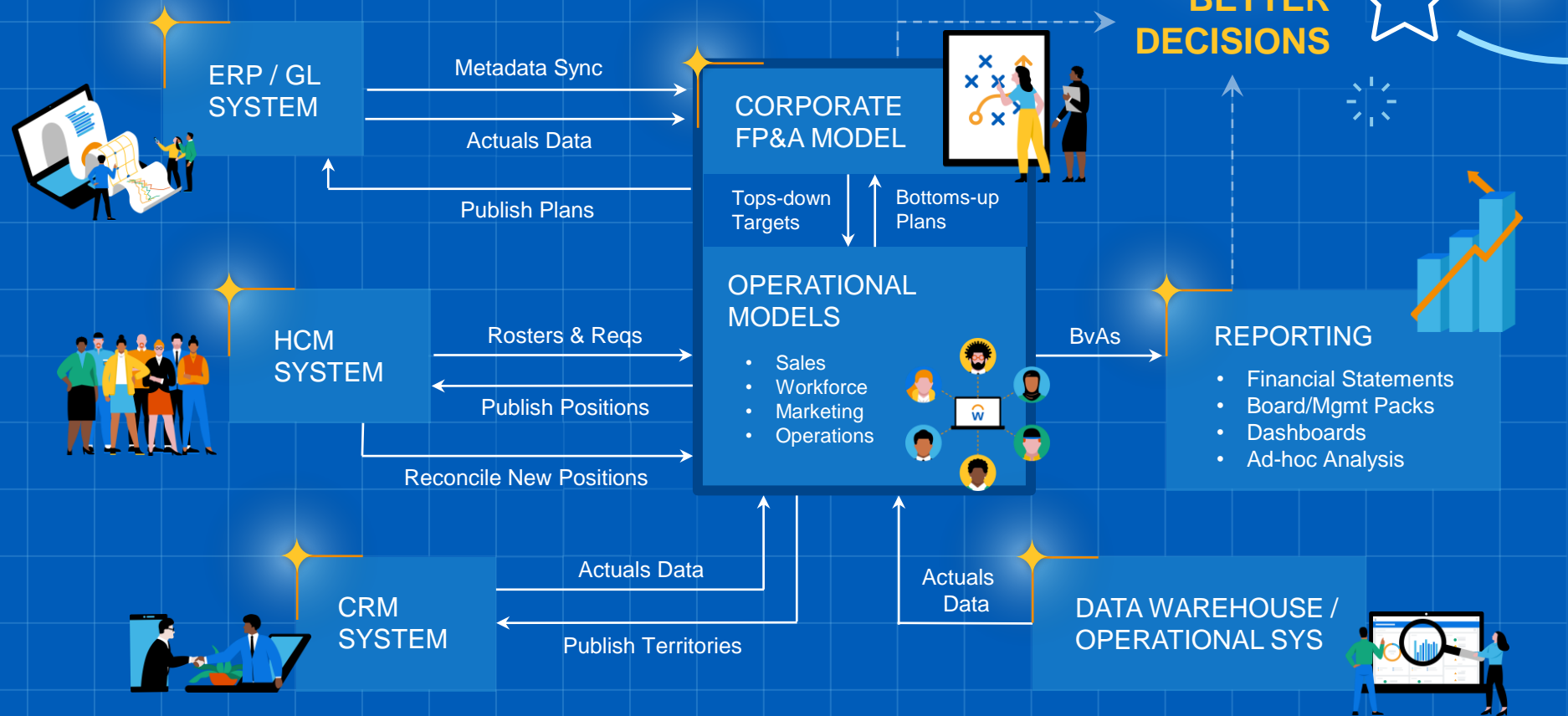
# Polling Question 2

Headcount reconciliation is a bigger pain point than the financial close.

- a) True
- b) False

# Polling Question 2 Results (Placeholder)

# Platform to Plan, Execute, Analyze



# Polling 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)

# Polling Question 3 Results (Placeholder)





Example  
Model

Automated reporting

# Polling Question 4

I'm interested in...

- a) Roundtable chat with other finance professionals in my industry
- b) Let me play around in the model, see a demo
- c) More information...webinars, ebooks, demo videos
- d) I'm all set, thanks

# Polling Question 4 Results (Placeholder)

# Questions & Answers

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



**Tom Peff**  
Director, Product Marketing  
Workday



**Kelsey Jenson**  
Director of Finance  
Workday



**Sue Khawaja**  
Business Development Manager  
IMA

# Thank You to Our Featured Presenters!



**Tom Peff**  
**Director, Product Marketing**  
Workday



**Kelsey Jenson**  
**Director of Finance**  
Workday

# 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.



The Association of  
Accountants and  
Financial Professionals  
in Business

# Thank You to Our Sponsor!



[www.Workday.com](http://www.Workday.com)

