

LET IT GO!!!...to move forward.

Steve Player, Managing Director,
Future Ready Finance



Meet your speaker

Steve Player, Managing Director, Future Ready Finance

Steve serves as the Managing Director of Future Ready Finance. He also leads the Beyond Budgeting Round Table North America (BBRTNA) working with companies to implement continuous planning processes

Steve has over 30 years experience improving performance management. He is the co-author of *Future Ready: How to Master Business Forecasting* and *Beyond Performance Management* as well as five other books on cost and performance management.

Working with the CFOThoughtLeader.com website, Steve cohosts the Planning Aces podcast which features innovative planning approaches.





**Let It
Go!!
WHY?**

Because it prevents
you from reaching
your true objective.



Volatility

Uncertainty

Complexity

Ambiguity

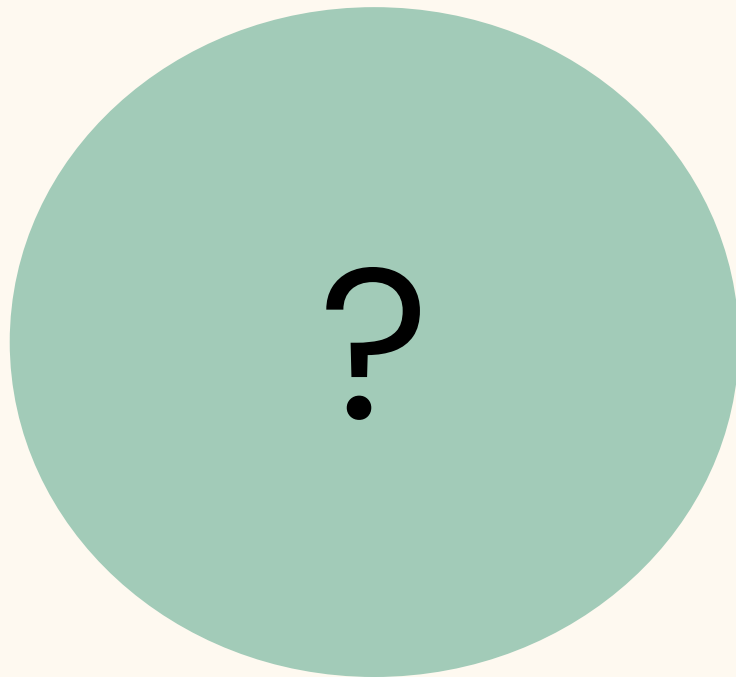
- Post Shutdown but not Post COVID-19
- Office re-openings but in a hybrid form
- Return of Inflation, War, and Political Volatility

How is FP&A Spending Their Time?

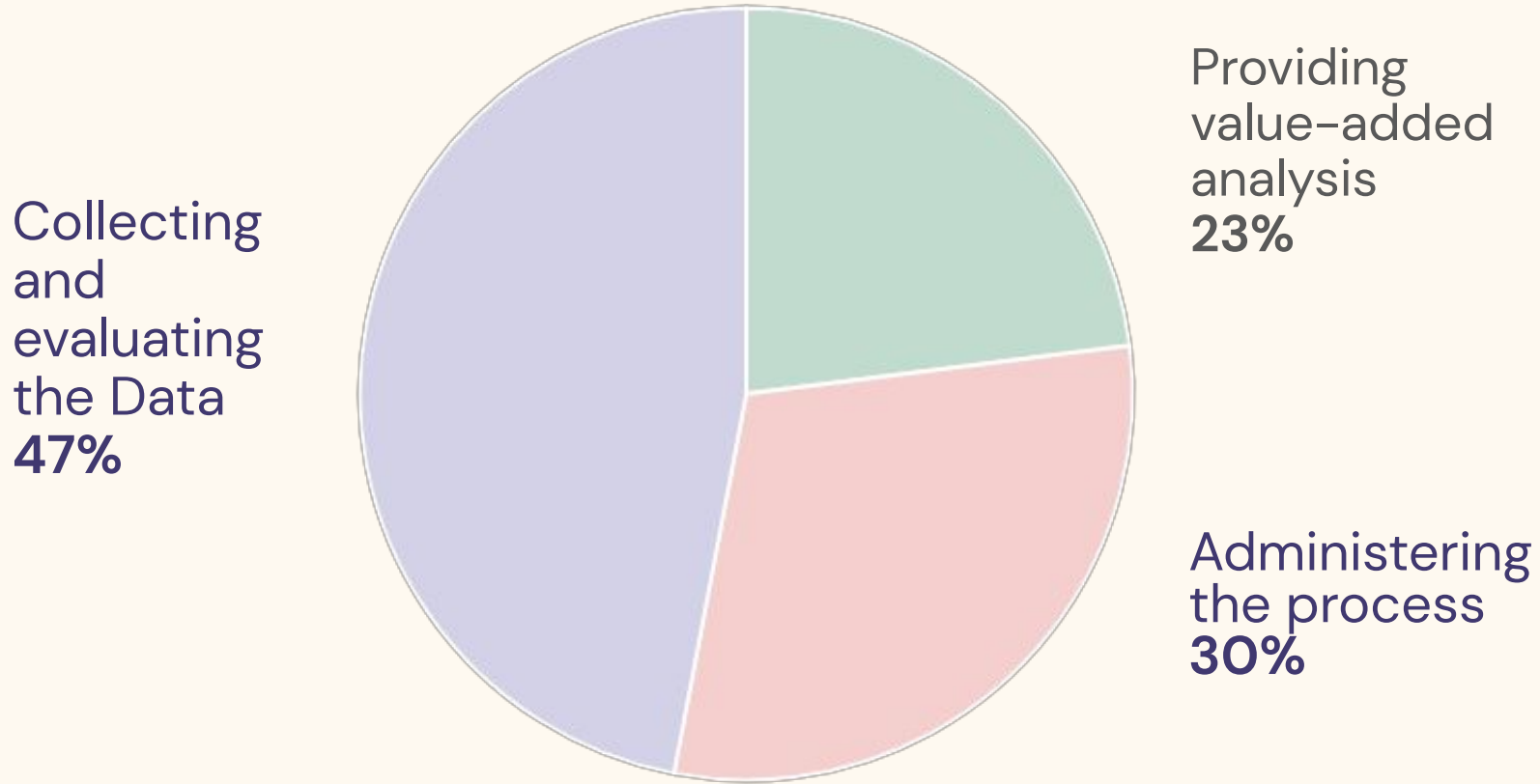
Providing value-added analysis

Administering the process

Collecting and valuating the data



How is FP&A Spending Their Time?



"If decisions were a choice between alternatives, decisions would come easy. Decision is the selection and formulation of alternatives."

–Kenneth Burke (from *Towards a Better Life*)

To Create Capacity, What Things Does Finance Need to Stop?



**Stop Doing
Budgets—
It is an
Overloaded
Tool.**



Step 1 – Separate Budget Purposes



SOURCE: Adapted from *Implementing Beyond Budgeting*, Bogsnes, (2017, Wiley)

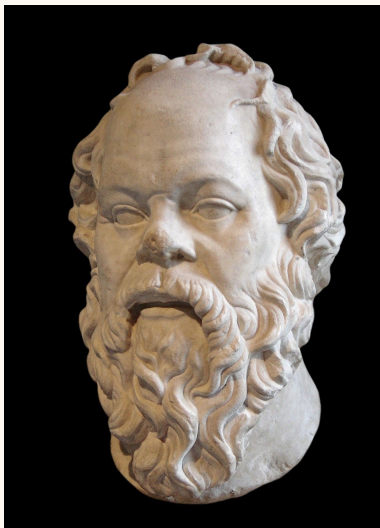
Step 2 – Improve Each Purpose



SOURCE: Adapted from *Implementing Beyond Budgeting*, Bogsnes, (2017, Wiley) • Relative improvement

7 Things
Finance
will
START



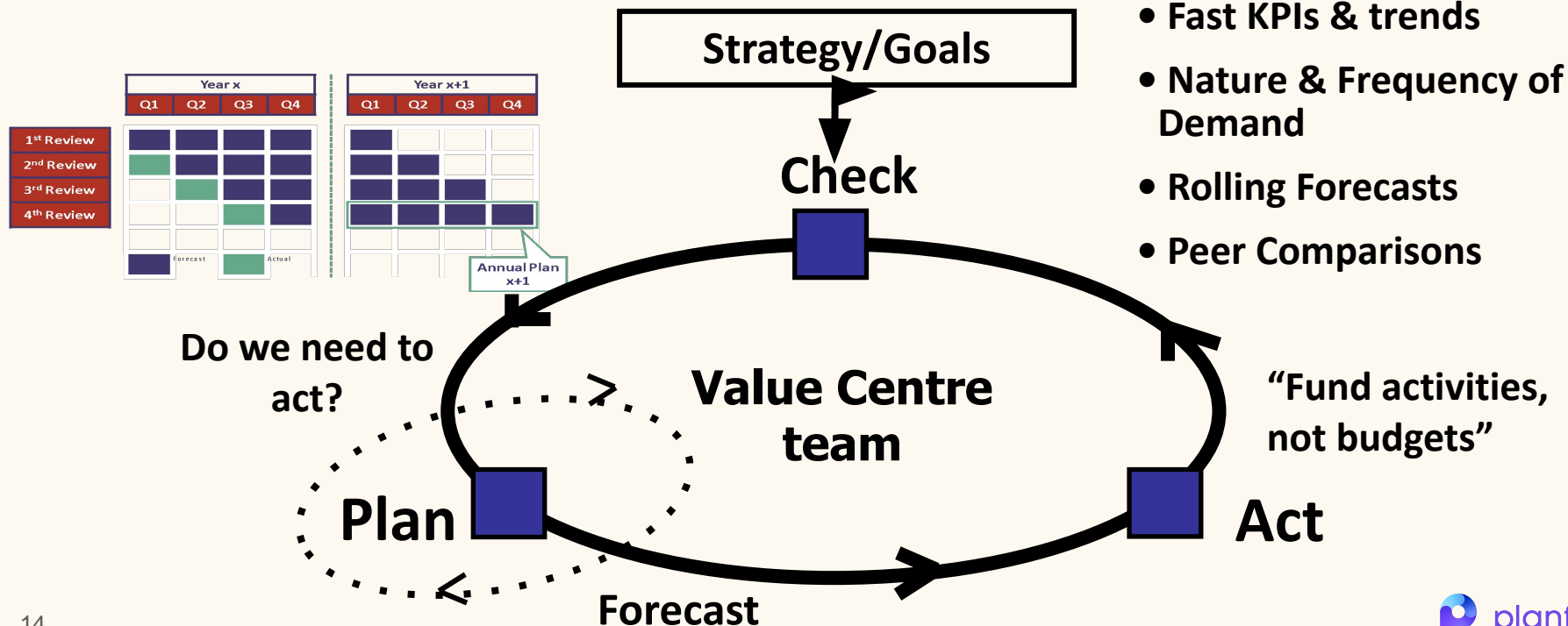


“The secret of change is to focus all of your energy not on fighting the old, but on building the new.”

—Socrates

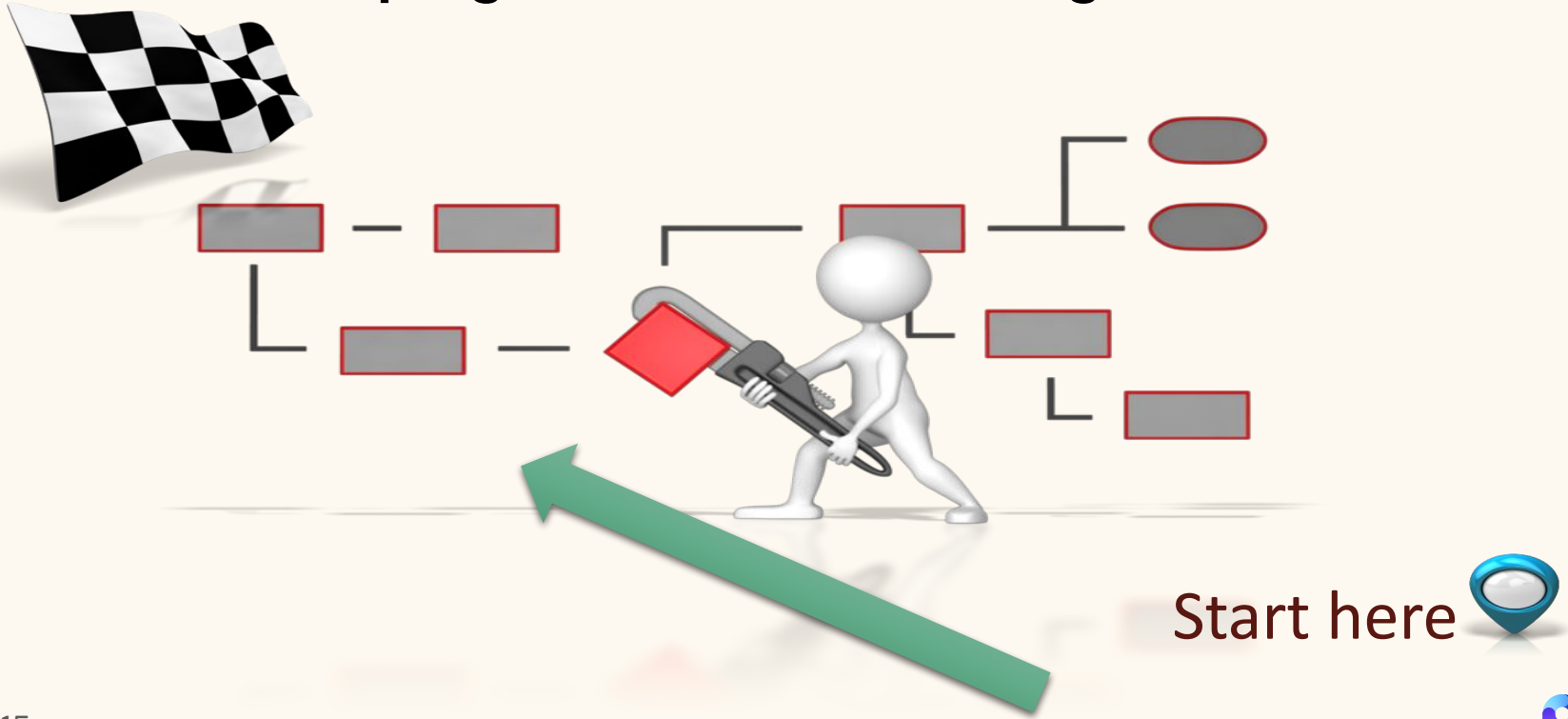
Finance will START...

1. Shifting to continuous monitoring



Finance will START...

2. Developing driver-based rolling forecasts



Design Using the Five Attributes of Diamond Level Forecasting

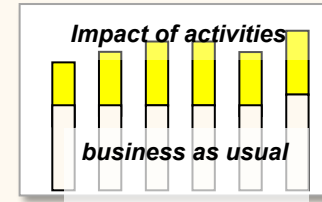
TIMELY



...in good **time** to take action

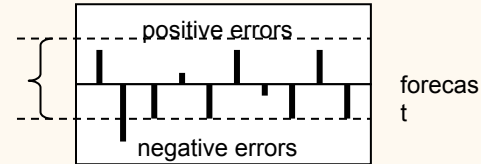
ACTIONABLE

...good forecasts have **information** about things we can **change**...

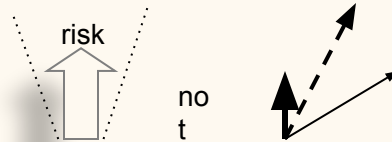


RELIABLE

...**unbiased** (+ errors = - errors)
with an **acceptable** (known) level of **variation**...



ALIGNED



...pointing in the same **direction**...

**COST
EFFECTIVE**



...right **first** time - no **rework** or waste

Finance will START...

3. Leveraging internal and external big data



Finance will START...

4A. Scenario Planning

a. Develop multiple scenarios

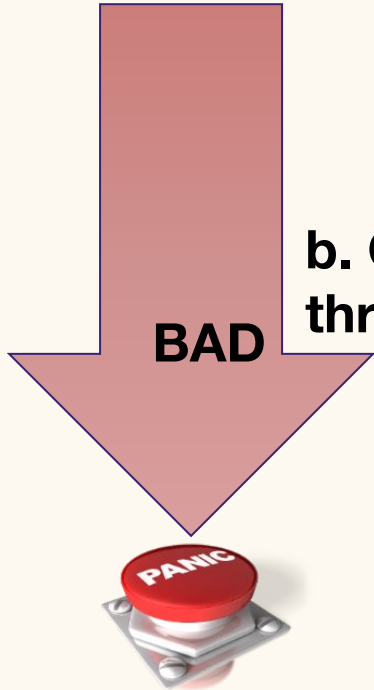
b. One so bad that it threatens bankruptcy

c. One so good you can barely spend all of it

d. Issues/Opportunities/Causes?

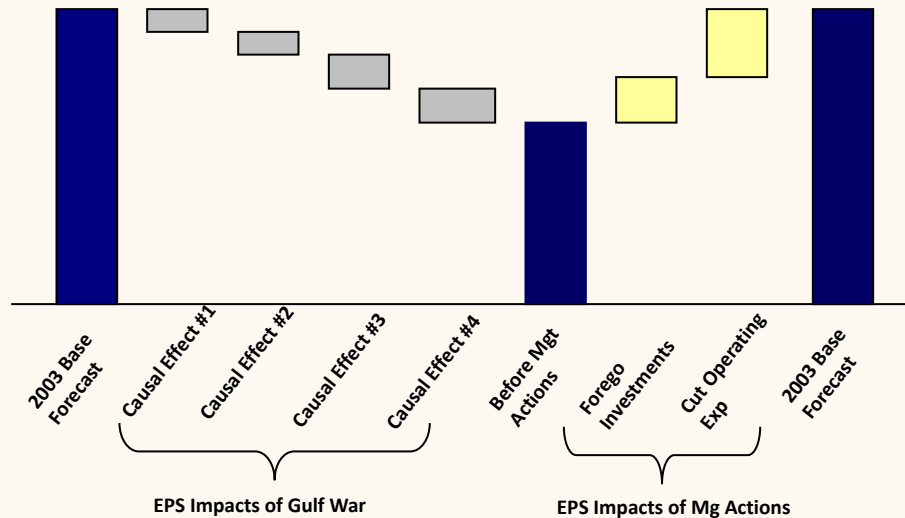
e. Leading indicators?

f. Build game plans



Finance will START...

4B. Scenario Planning



- Create “playbooks”
- Forecast impact of uncontrollable variables
- Mitigate risks and take advantage of emerging events

Finance will START...

5. Making faster decisions with better visualization and reporting



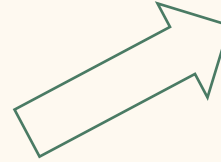
Finance will START...

6. Redesigning Finance work

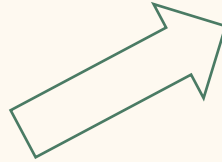


Finance will START...

7. Leading the business transformation



TRANSFORMATION

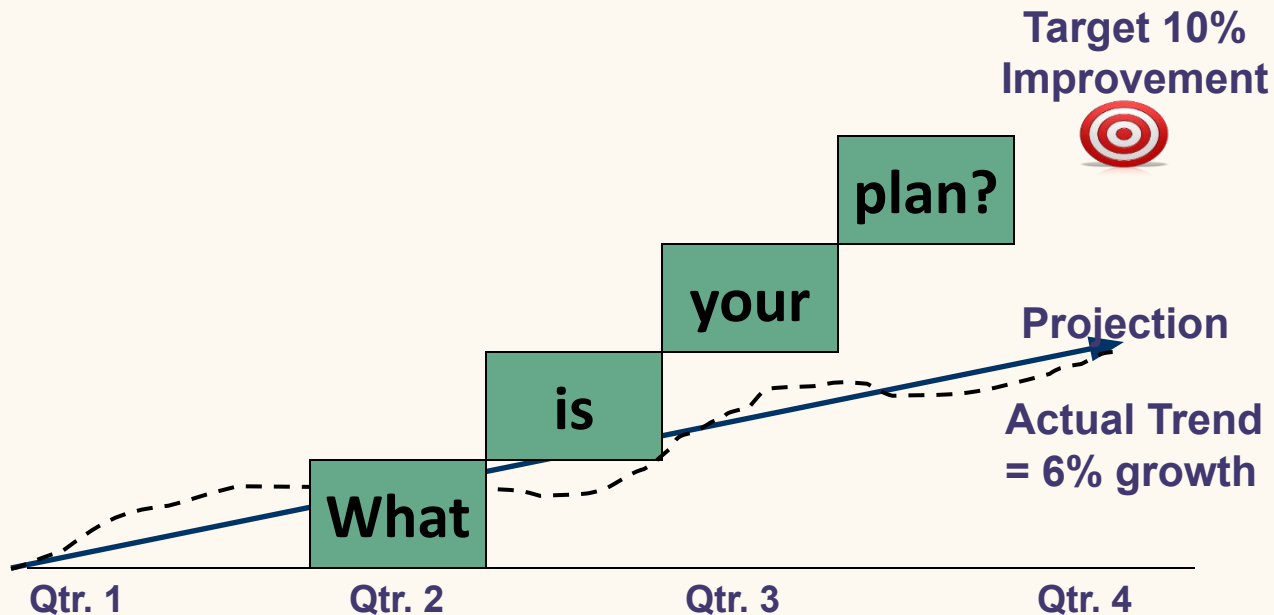


Replacing Budgets with Continuous Planning

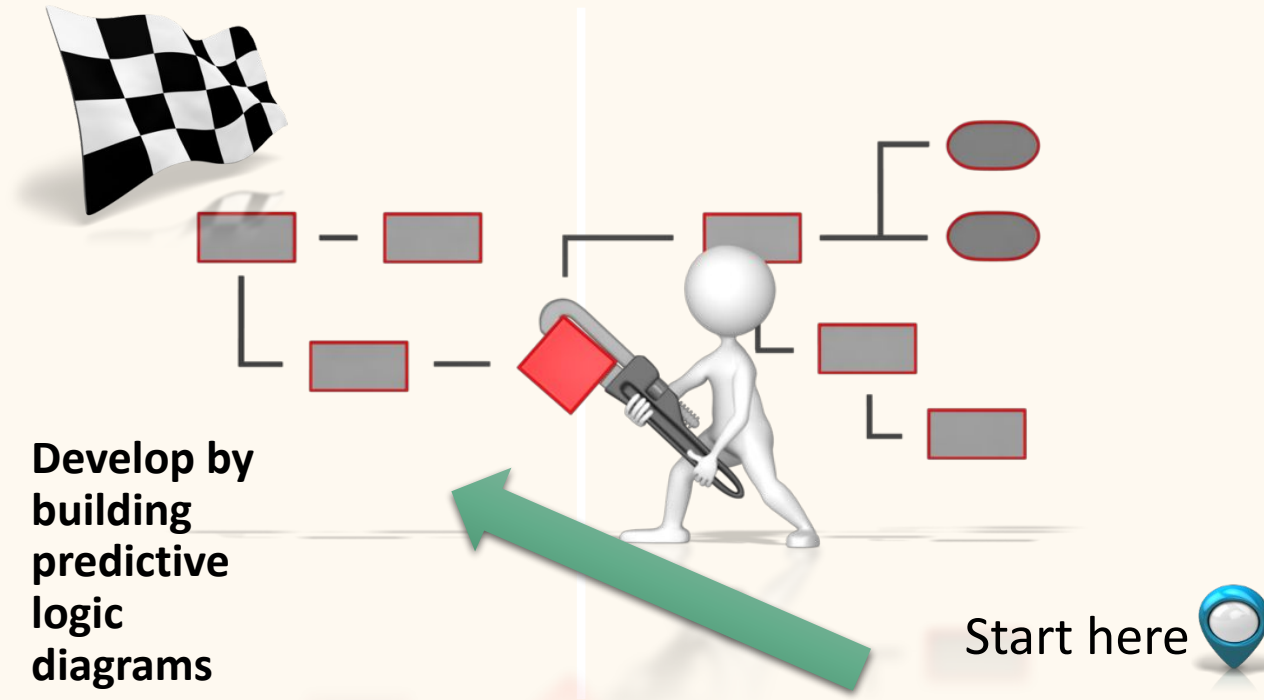
Make planning a continuous and inclusive process, not a top-down annual event



Future Ready Finance becomes...Operational



Implement Driver-Based Planning



Needed: Leaders to Transform Finance



futurereadyfinance.com

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