FP&A HELPS MEET THESE TOP CHALLENGES:

FP&A's increasingly strategic role in today's environment

Finance executives see FP&A as a crucial lever to manage the most material organizational challenges.

Advanced operating models can strengthen FP&A in 3 ways

An independent survey of FP&A leaders shows that mature organizations should focus their attention on organizational models, technology and data accuracy:

1. ORGANIZATIONAL MODEL
Mature FP&A organizations leverage global or regional shared services and outsourcing more often than their less-mature peers - allowing them to realize economies of scale, improve service levels, and share best practices while building capabilities for supporting enterprise-wide strategic roles.

Mature FP&A organizations are 2 times less likely to use decentralized, organizational models.

53% of immature FP&A organizations
22% of mature FP&A organizations

Two-thirds of FP&A organizations have target models that include global and regional SSCs for:

- Decision analysis and management reporting
- Performance management
- Planning and budgeting

2. TECHNOLOGY
Mature FP&A organizations expect high business impact from improved use of advanced technology and are more aggressive at deploying it.

Who expects high impact?

27% of immature FP&A organizations
44% of mature FP&A organizations

Where is big data a priority for FP&A?

27% of immature FP&A organizations
54% of mature FP&A organizations

3. WHAT TECHNOLOGY IMPLEMENTATION IS A PRIORITY?

- Master data management and governance:
  - 25% of immature FP&A organizations
  - 48% of mature FP&A organizations

- Planning and forecasting:
  - 19% of immature FP&A organizations
  - 43% of mature FP&A organizations

- Global data warehouses:
  - 33% of immature FP&A organizations
  - 48% of mature FP&A organizations

*Percentages are the number of respondents selecting these top challenges.
DATA ACCURACY

61% of organizations state that variations in process and data quality significantly impact FP&A performance.

Mature organizations are more acutely aware of the importance of data standards and quality and its impact on FP&A performance.

WHERE IS DATA ACCURACY A FOCUS AREA?

Planning and budget
- 35% of immature FP&A organizations
- 54% of mature FP&A organizations

Decision analysis and management reporting
- 25% of immature FP&A organizations
- 41% of mature FP&A organizations

Performance management
- 24% of immature FP&A organizations
- 41% of mature FP&A organizations

Advanced organizational models and related practices are an untapped lever. They help evolve the CFO’s role into a data-driven strategist with the ability to turn insights into enterprise action.

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