

AFP® FP&A GUIDE: GET YOUR DATA RIGHT



GETTING YOUR DATA RIGHT REQUIRES FP&A

- Quality data is central to FP&A
- FP&A is central to quality data



A DIGITAL TRANSFORMATION IS NOT A PROJECT

- Transformations do not have an end date
- Build the business case on strategy, not financials
- Get the team to work together



BUSINESS DRIVES DATA, NOT THE OTHER WAY

- First attempt: A data-first approach did not endure
- Define the enablers and assess the gaps
- Select the right use cases
- Build out a roadmap with incremental steps
- Manage an inclusive team



DELIVER DATA AS A SERVICE

- Goal: Flip the pyramid of value versus effort
- Discipline at the core, flexibility at the edge
- Most critical: Create an analytical framework
- Simplify the data and reporting architecture
- Maintain your gains through the delivery funnel



CREATE A CENTER OF EXCELLENCE AROUND REPORTING

- Start small and grow
- Constant communication and continuous learning
- Bring in the stakeholders
- Maintain the process over time
- Develop a change request process



DATA CHANGES YOUR PEOPLE STRATEGY

- Fewer people at the pyramid base leads to diamond outputs
- The interlocking elements of the four Ts: Talent, Teams, Technology and Tactics
- Fitting people to the new model



LEVERAGE OUTSIDE FORCES AS CATALYSTS FOR CHANGE

- View data as an asset
- Make capabilities accessible everywhere
- Connect to other initiatives on the technology roadmap
- Build on our success, expand our reach



SUMMARY: PUTTING IT ALL TOGETHER

- Business leads, data follows
- Executive sponsorship is key
- A hub-and-spoke model for your team
 - Enduring change requires a broad coalition.
 - Communication is key
- A hub-and-spoke model for your data
- Select the right use cases
- The critical skill is critical thinking



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