FP&A: What It Is & How To Succeed on the Job
What FP&A Does

1. Business Partnership / Strategic Consulting
   - Strategy
   - Consulting
   - Business Partnership
   - Decision Support

2. Planning
   - Strategic Planning
   - Long Range Planning
   - Annual Planning
   - Scenario Planning

3. Performance Management
   - KPI’s
   - OKR’s
   - Dashboards
   - Performance Reporting

4. Ad Hoc Analysis
   - What is ... ?
   - What if ... ?
   - What was...?
   - How did...?

5. Forecasting
   - Quarterly
   - Monthly
   - By Week / By Day
   - By Business Unit
   - By product type
   - By product

6. Budgeting
   - Quarterly
   - Monthly
   - By Week / By Day
   - By Business Unit
   - By product type
   - By product
FP&A = Interconnected to Most All Aspects of a Biz
FP&A = Integrated in the Biz; Financial Neocortex
Roles w/in FP&A

**Retail (Target)**
- Corporate Financial Planning
- Investor Relations
- Strategy Finance
- Corporate Development

**CPG / Manufacturer (P&G)**
- Corporate Financial Planning
- Investor Relations
- Strategy Finance
- Corporate Development

**“Above the Biz”**
- Business Unit Finance
- **Negotiations** Finance
- Digital/E-Commerce Finance
- Private Label Finance

**“In the Biz” (Commercial)**
- Marketing Finance
- Supply Chain Finance
- HR Finance
- IT Finance
- Operations (Stores) Finance

**“In the Biz” (Support)**
- Marketing Finance
- Supply Chain Finance
- HR Finance
- IT Finance
- Operations (Plant) Finance
The FP&A Hierarchy

CFO
SVP
VP
Sr Director
Director
Sr Manager
Sr Financial Analyst
Financial Analyst
## What it Takes to Succeed

### Table Stakes

- Excel & PPT
- Modeling & Analysis
- Data Visualization
- Understand Financial Implications of Business Decisions
- Communicate
- Be in a Team
- Take Directions
- Execute Tasks
- Understand the Business & Business Model

### Good

**Table Stakes, plus...**

- On Top of Things
- Anticipate
- Nose for What Others Want/Need
- Clarity of Thought
- Clear & Concise Communication
- Understand Business Implications
- Work Well w/ Others
- Desired Business Partner
- Your Opinion is Sought
- Understand the Industry

### Thrive & Get Promoted

**Good, plus...**

- Drive & Achieve Results
- Create Solutions
- Generate the Best Ideas
- Think Outside the Box
- Lead Teams & Projects
- Inspire Others
- People want to Work w/ and for You
- Exude Company Strategy
- Exude Company Values
- Understand Customers, Suppliers, Investors, Adjacent Industries & Public Perception
How to Succeed: Internship or First 3 Months on the Job

1. Create a Plan on How You Will Succeed
2. Ensure You Know How to Do What You Might Get Asked To Do
How to Succeed: Internship or First 3 Months on the Job

1. Make a Plan / Create a Strategy
   - Have Goals
   - Get Them “On Paper”
   - Get a 2nd Set of Eyes on Them

2. Search for & Eliminate Blind Spots
   - Can you explain the basics of your finance curriculum to your grandma?
   - Can you explain what an FP&A professional does to a plumber?
   - Do you know what current employees think you should know?

3. Pre-Study
   - Books
   - Online Courses
   - Investor Relations Pages
   - CapIQ/Bloomberg
   - Equity Research Reports

4. Pre-Network
   - Set up GTKY’s
     - Ask for add’l people to meet w/
     - Ask how to prepare
     - Pressure test your prep plan

5. Ultra-Proactivity
   - Put in the time
     - Early, late, weekends
   - Ask questions until you really understand
   - Create early deadlines for yourself, and get your work in front of people
   - Find your “low stakes” go to person
   - Find your knowledgeable, non-deciding, expert

6. Execute
   - Create Great Work
   - Be Bold
   - Be Confident
   - Think Through Every Question That Could Be Asked
   - Leave no stone unturned
Questions?