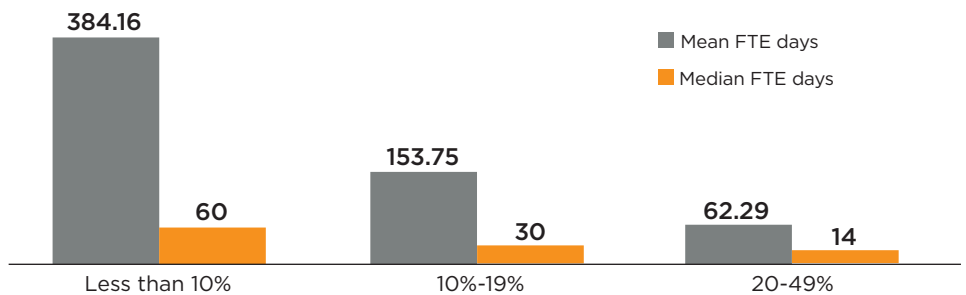**AFP®** ASSOCIATION FOR FINANCIAL PROFESSIONALS

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Financial Planning & Analysis Benchmarking Survey:
FP&A, a Function in Transition

Key Finding: Investment in Technology Yields Better Efficiency Measures

If FP&A is to achieve its goals of becoming a strategic function and a better business partner, it needs to have the time to spend on high-level tasks. The survey examined the relationship between the percent of the total FP&A budget companies spend on technology and process efficiency and the amount of time FP&A staff spend on "grunt work."
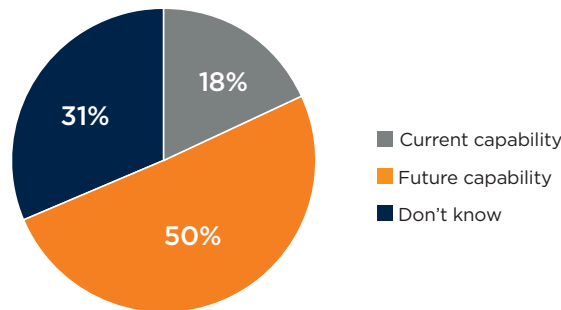
FTE Days Spent on Collecting and Manipulating Budget Data by Investment in Technology

- Mean FTE days
- Median FTE days

	Less than 10%	10%-19%	20-49%
Mean	384.16	153.75	62.29
Median	60	30	14

Key Finding: Taking a Better Look Forward

Investment in technology also plays a role in helping FP&A look further into the future. Predictive analytics is a functionality many of today's FP&A teams see as the next big step forward. While the typical company is not yet fully enabled in the use of predictive analytics, half of survey respondents expect their organizations to have such capability in the future.

Current and Future Use of Predictive Modeling (e.g. forecasting, time-series analysis) to Analyze Big Data
(Percentage Distribution of Organizations)

- Current capability — 18%
- Future capability — 50%
- Don't know — 31%

Key Finding: Gaining Better Access to Data

What's allowing FP&A to take a more-informed look forward is the growing ability to feed analytics models with better data. Already, nearly a third of companies has access to integrated traditional and unstructured data across enterprise sources as well as some external data, and they run both historic analysis as well as predictive algorithms.

Organization's Maturity with Regards to Information Availability and Analysis Capabilities
(Percentage Distribution of Organizations)

- Currently have
- Should have

	Data is stored in spreadsheets or system extracts.	Data is in department or line-of-business silos.	Structured operational data is available and may include some basic external data.	Enterprise sources as well as some external data.	Real-time, internal and external data is readily accessible across the enterprise based on need.
Currently have	5%	18%	40%	29%	9%
Should have	1%	3%	12%	27%	56%