

# FP&A INFOCUS

Financial Planning and Analysis



## How Marsh & McLennan Strategically Invests in Its Finance Team

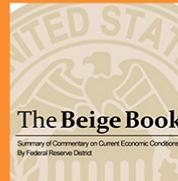
The CFO of Marsh & McLennan Companies knew that more strategic, all-encompassing training would benefit his team.

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## How the Beige Book Can Help FP&A Pros

The Fed's "Beige Book" might show FP&A practitioners how to use anecdotes to rescue insights from mountains of data.

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## How Effective is Data Visualization?

Are we presenting information in a way that enables decision-makers to absorb the key points and make better decisions?

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Chris Ortega, finance manager for Emarsys North America, discusses the future of FP&A and artificial intelligence.

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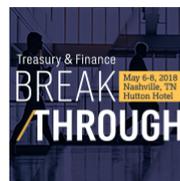
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