

# The FP&A Transformation Playbook: From Spreadsheet Heroes to Strategic Partners

*Presented by:*

*Alok Rathod, Head of FP&A, Metro TV Refrigeration Company*

*Anshuman Yadav, Founder & CEO, NeuraCraft*

*Terry Matthews, FP&A Manager, Air Control Concepts*

# Which problem sounds most like your organization?



Finance excluded from strategic planning



Close cycle too slow for business needs



Systems breaking under growth/complexity



High FP&A turnover, losing key talent



Insights ignored by stakeholders



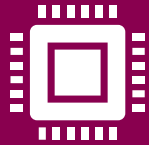
Forecasts always miss targets

# Poll Results

90% of FP&A  
Transformations Fail.  
Why?

# Why FP&A Transformation Fails?

Most transformation initiatives focus on:



Implementing the latest technology



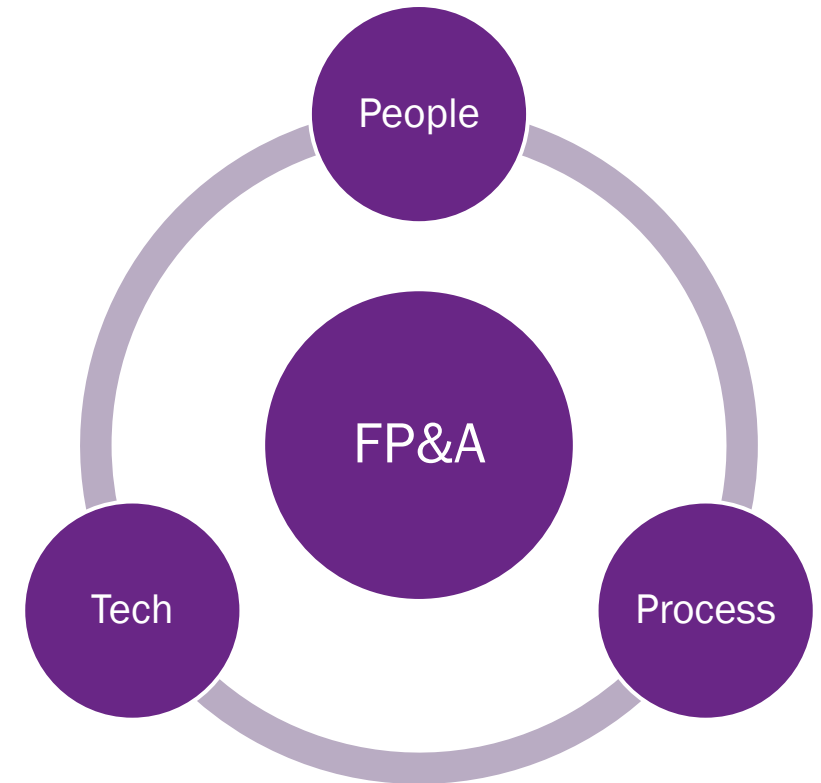
Perfecting one process at a time



Creating more reports for stakeholders



Adding more finance headcount



# Alok Rathod

Head of FP&A, Metro TV Refrigeration Company



- 13+ years across Fortune 500, Family Businesses & Startups
- Markets: US, India, Hong Kong
- Creator: Five Pillars Framework
- Finance × Media graduate
- FP&A mentor + Thought leader

# You Will Learn...

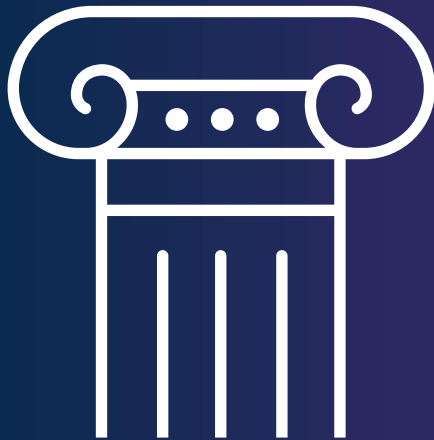
- 01 Why 90% of FP&A Transformations Fail?
- 02 The Five Pillars of World-Class FP&A
- 03 Transformation in Action (3 Case Studies)
- 04 Sequencing for Success
- 05 Creating Value as a Strategic Advisor
- 06 Your First 30 Days & Q&A

# The FP&A Transformation Framework

# The Five Pillars Framework

World-class FP&A functions excel across 5 interdependent pillars:

Strategic  
Partnership



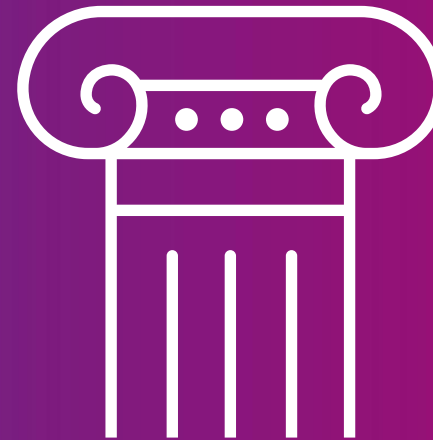
Process  
Excellence



Technology  
Enablement



Talent  
Development



Stakeholder  
Engagement



# Three Companies, Three Transformations

# 3 Companies, 3 Critical Problems

Company	Industry & Size	The Critical Problem
Apex Inc	Global furniture company, \$15B revenue	Finance finds out last
Summit Group	Family-owned leather company, \$500M revenue	Stale insights for business
Velocity Media	NYC media production startup, \$50M revenue	CEO flying blind on KPIs

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Apex Inc.

"Finance Finds Out Last"

# Apex Inc – "Finance Finds Out Last"

**March 2023**

- Business units made \$300M+ in acquisitions and divestitures in Q1
- FP&A learns about decisions AFTER board approval

## The Symptom:

Reports created, but not influencing decisions

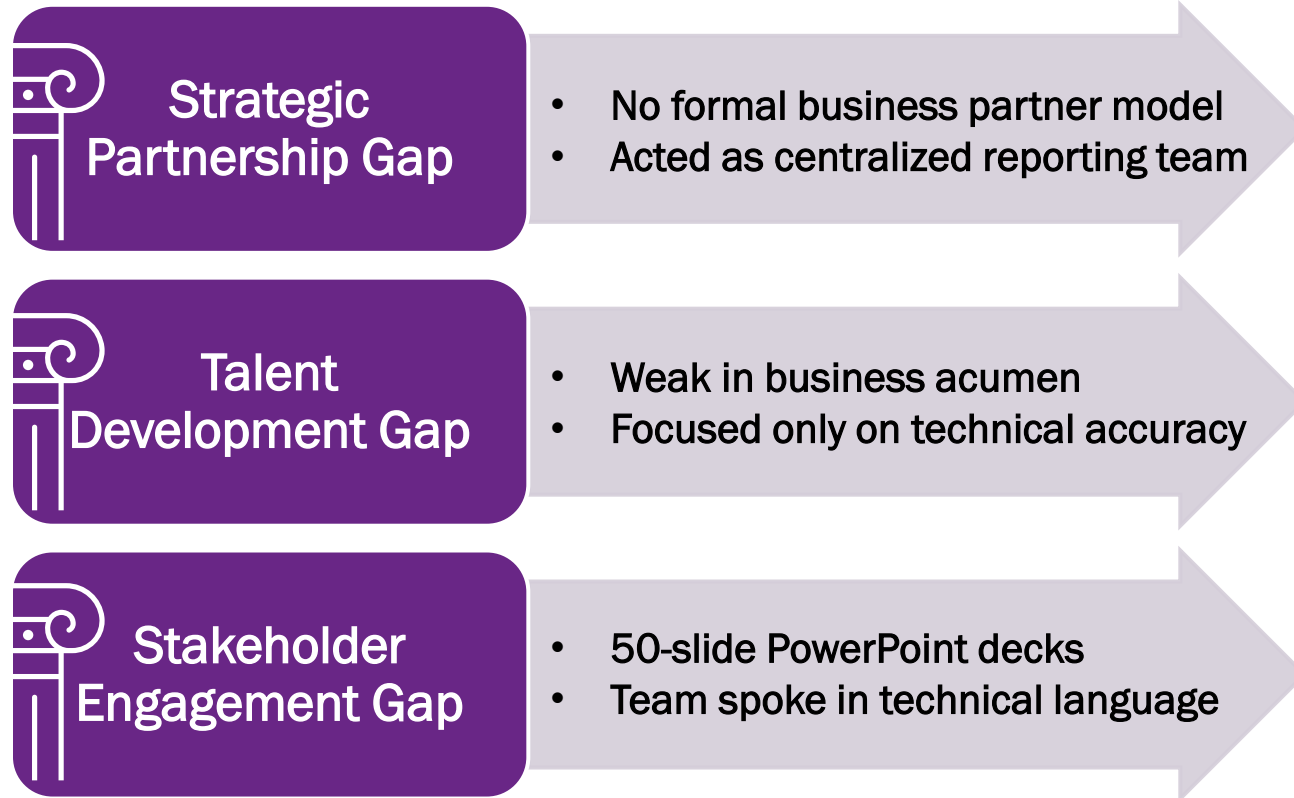
## The Real Problem:

Finance lacked credibility, relationships, and communication to be strategic



# Apex Inc – The Root Cause Analysis

## Why Was Finance Sidelined?

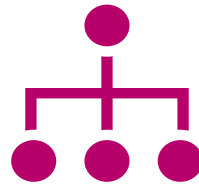


# Apex Inc - 12 Month Transformation



## Month 1-3: Strategic Partnership

- Business Partner Model
- Strategic Planning Calendar
- Warm introductions to business unit presidents



## Month 4-6: Talent Development

- Business Acumen Program
- Shifted hiring criteria
- Industry experience > technical perfection



## Month 7-12: Stakeholder Engagement

- Executive Brief Format
- Monthly Strategic Reviews
- Weekly business unit leadership meetings

# Apex Inc – The Results

## From Excluded to Essential

### Business Impact

- 100% of major capital decisions
- \$75M in poor acquisition targets
- \$100M in merger synergies

### Team Impact

- Voluntary turnover: 8% (from 25%)
- Time on strategic: 60% (from 20%)

### Overall Impact

- 12 months to transform
- ROI evident in Month 8

CEO



FP&A totally rocks!

CFO



Time for my bonus

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Summit Group

"It's Always Too Late"

# Summit Group – "It's Always Too Late"

July 2024

- Major customer threatens to leave over pricing
- **11 days later**, customer already signed with competitor. Lost \$8M in annual revenue

## The Symptom:

Slow, manual processes creating outdated information

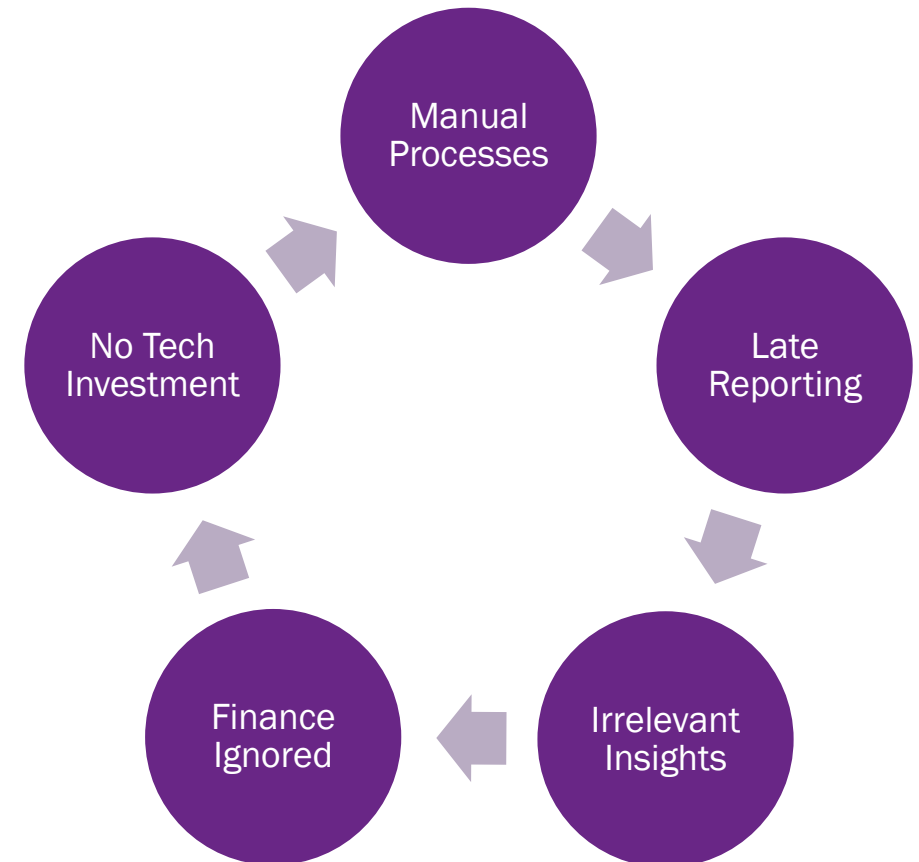
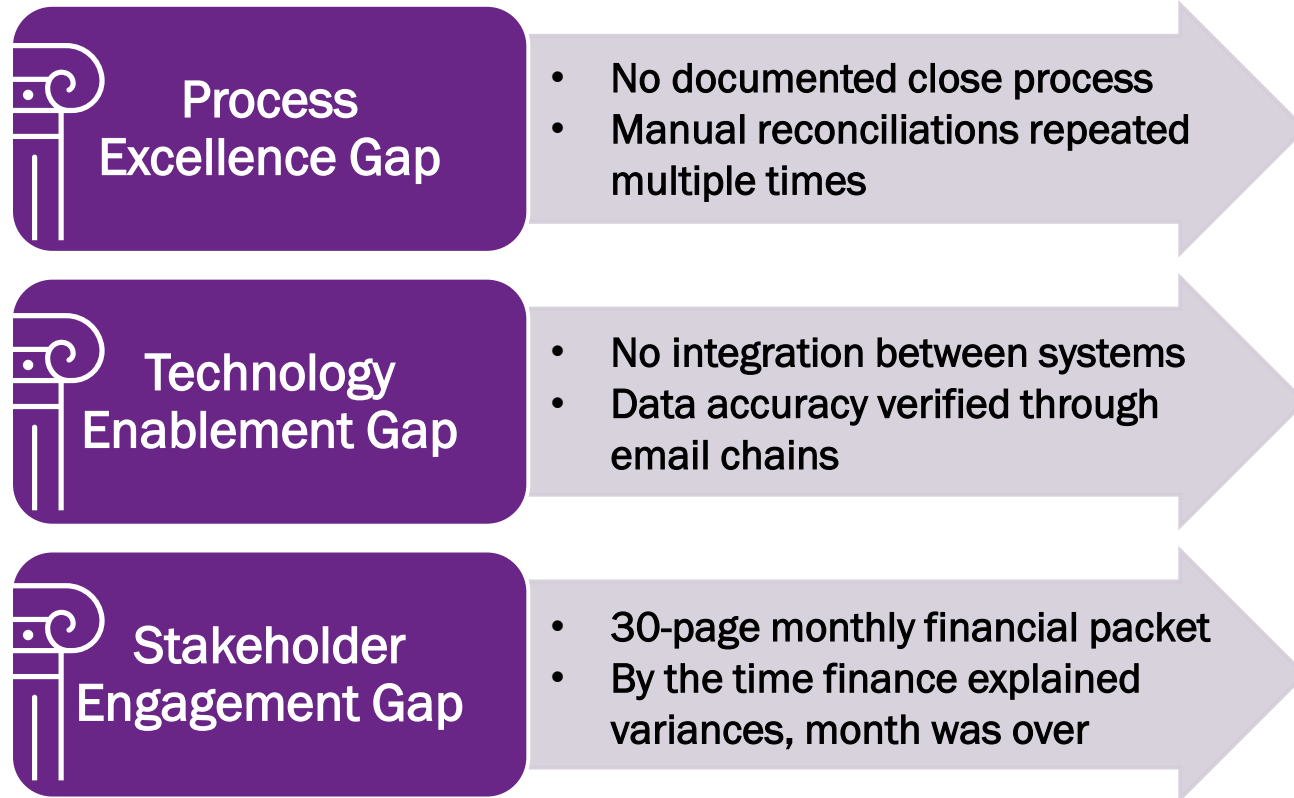
## The Real Problem:

Inefficient processes compounded by inadequate technology and poor stakeholder communication



# Summit Group – The Root Cause Analysis

## Why Analysis Took 11 Days?



# Summit Group – 9 Month Transformation



## Month 1-3: Process Excellence

- Process Mapping Workshop
- Eliminated 40% of activities
- Implemented Continuous Close System



## Month 4-6: Technology Enablement

- Tech Optimization Audit
- Implemented Cloud BI Tool
- Built Real-Time Dashboard: 10 key metrics updated daily



## Month 7-9: Stakeholder Engagement

- 1-Page Executive Summary
- 30 minutes on trends
- Trained operational leaders to read their P&L

# Summit Group – The Results

## From Rearview Mirror to Windshield

### Business Impact

- 67% faster with same team size
- Subsequently won \$12M contract
- Forecast accuracy: 92% (from 73%)

### Financial Impact

- \$50K investment, \$400K savings
- Zero month-end overtime

### Overall Impact

- 9 months to full implementation
- Positive ROI by month 4

\$50K in,  
\$400K out

Finance has  
better ROI than  
Marketing

CEO

Head  
of FP&A

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Velocity Media

"Is There Enough Cash?"

# Velocity Media – "Is There Enough Cash?"

November 2024

- Board meeting, Series C discussion
- Founder responds with gut feel estimate
- Frustrated CFO walks out of the meeting

## The Symptom:

Founder's Excel model breaking under hypergrowth

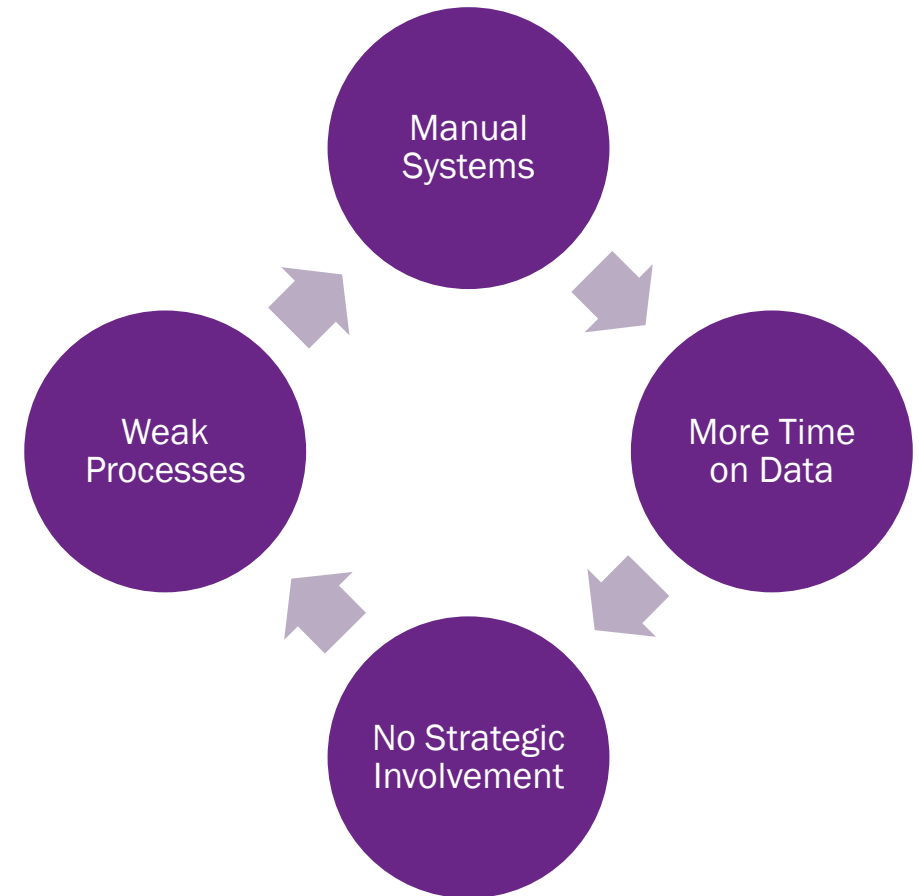
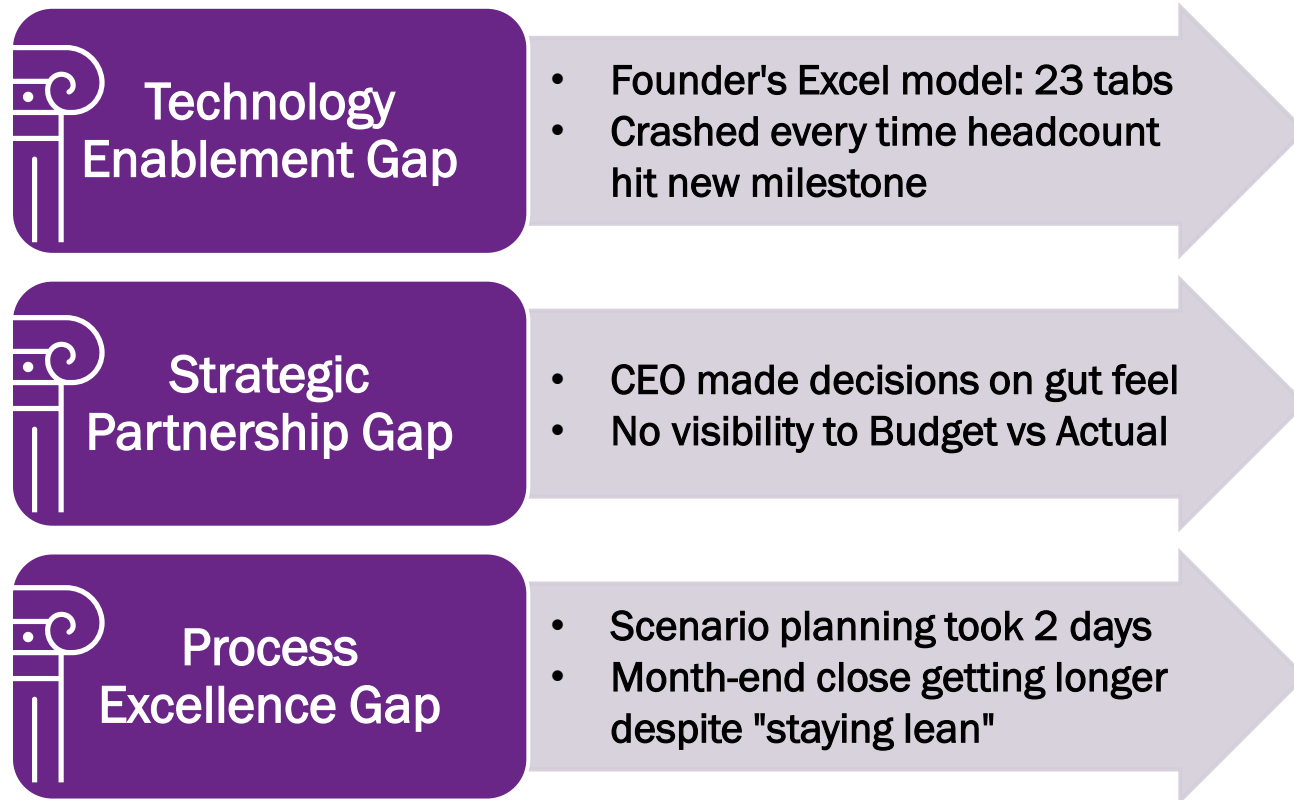
## The Real Problem:

Lack of systems and processes preventing strategic partnership



# Velocity Media – The Root Cause Analysis

## Why Was The Founder Flying Blind?



# Velocity Media – 4 Month Sprint



## Month 1-2: Technology Enablement

- FP&A Stack with integrations
- Real-Time Exec Dashboard
- **Self-Service Analytics:** Most important metrics 24/7



## Month 2-3: Strategic Partnership

- Weekly Sync
- Scenario Planning Tool
- Finance embedded in **Quarterly Planning Process**



## Month 3-4: Process Excellence

- Process Documentation
- Scalable 3-Statement Model
- **Rolling 18-Month Forecast** updated monthly

# Velocity Media – The Results

## From Chaos to Competitive Advantage

### Fundraising Impact:

- Successfully raised \$50M Series C
- Board metrics available in real-time
- Scenario analysis in 15 minutes

### Business Impact:

- Identified burn trend 3 months early
- Grew from \$50M to \$200M revenue

### Overall Impact

- \$60K first year (cloud tools)
- Saved \$180K in hiring costs

Scenario analysis in 15 minutes?

My 23-tab Excel wasn't scrappy

I tried to tell you....

Board Member



Founder



CFO



What These Three  
Stories Teach Us?

# Key Lesson #1: Start With Most Painful Business Problem

Company	The Solution	Pillars Orchestrated	The Outcome
Apex Inc.	Strategic inclusion	Partnership + Talent + Engagement	Finance at the table
Summit Group	Fast insights	Process + Technology + Engagement	5-day close, timely decisions
Velocity Media	Scaling growth	Technology + Partnership + Process	Infrastructure for 10x growth

# Key Lesson #2: Sequence Matters

Your Success Outcome	Focus On These Pillars	Quick Win (30 Days)
Strategic inclusion	Partnership → Talent → Stakeholder	Create 1-page executive brief, request one strategy meeting
Fast close/insights	Process → Technology → Stakeholder	Map close process, eliminate one redundancy
Scaling growth	Technology → Partnership → Process	Document top 3 processes, implement one automation

# Key Lesson #3: Pillars Are Interdependent

Technology Enablement - Process Improvement = Expensive Chaos

Strategic Partnership - Talent Development = Unsustainable

Process Excellence - Stakeholder Engagement = Irrelevant Efficiency

# Perspectives From the Field

# Anshuman Yadav

Founder & CEO, NeuraCraft



- 12+ years across Fortune 500s and high-growth startups
- Former Fractional CFO to scaling companies
- MBA, Kellogg School of Management
- Member, Forbes Finance Council

# Terry Matthews

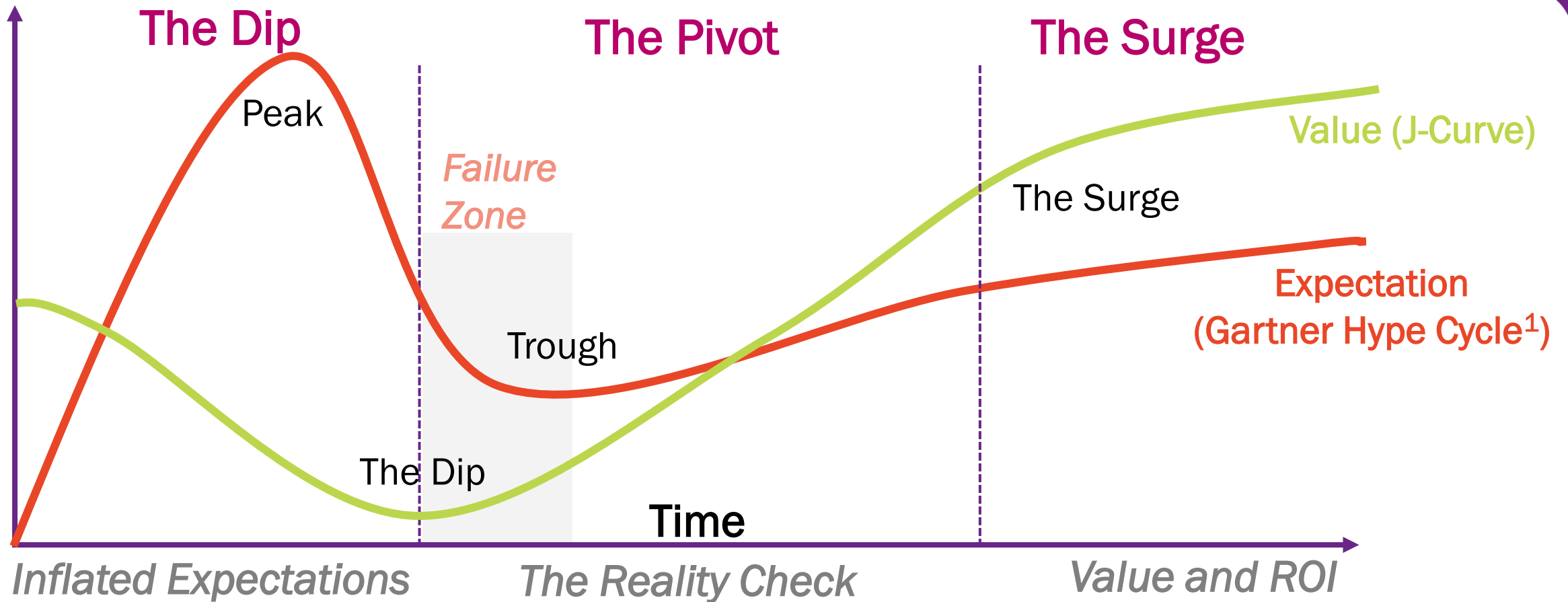
FP&A Manager, Air Control Concepts



- 10+ years in PE-backed mid-market companies
- Builds FP&A functions from the ground up
- First FP&A hire across multiple portfolio companies
- Translates data into strategy and performance growth

# Tech Adoption in FP&A

*Gap Between Hype & Harvest*



**FP&A Outcome: Trusted Strategic Advisor**

# The Path To Strategic Value

*Sequencing It Right*

## Strategic Partnership

*Influence (Real-time Scenarios, Capital Decisions)*

## Tech Enablement

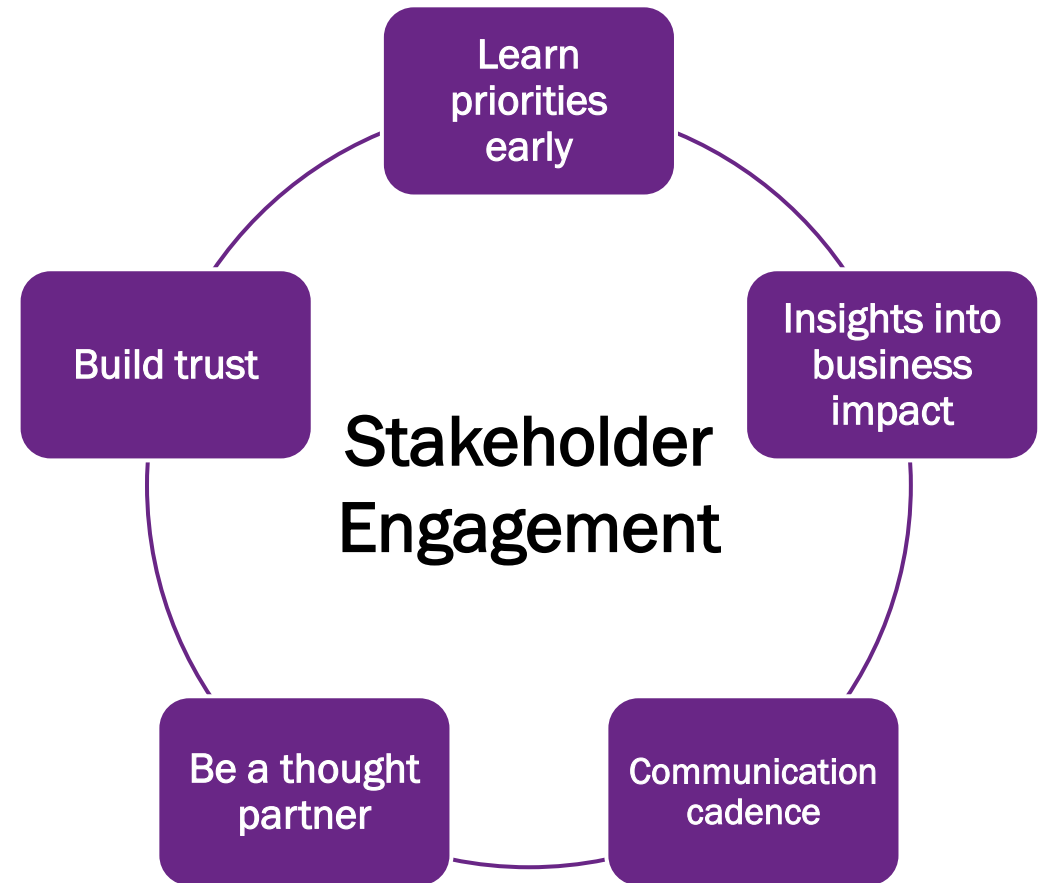
*Speed & Scale (Automation, Integration, AI)*

## Process Excellence

*Reliability & Trust (Clean Data, Clear Ownership)*

**The Trap:**  
Automating  
Chaos

# How FP&A creates value in PE world?



# Closing Poll

# What's your FIRST 30-day action item?



Map one  
key process



Meet one  
business leader



Test one  
automation tool



Train one  
team member



Create a  
1-page brief



Need more  
planning time

# Poll Results Display

Thank you!

Questions & Discussion