



# Introduction to cloud-based planning

(featuring RSM Workday Adaptive SmartLaunch)



# Agenda



State of Finance Planning & Automation (FP&A):  
best practices & tool landscape



Today's future: a look into AI and machine learning



Shared success stories



Workday Adaptive Planning SmartLaunch demo

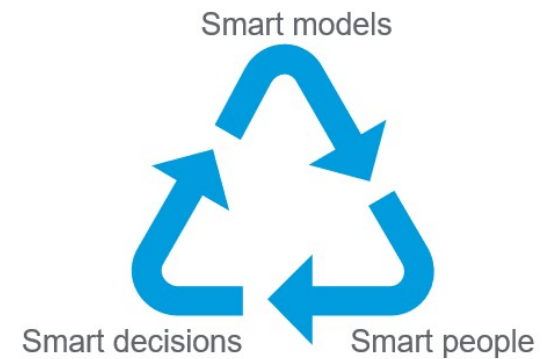


# State of FP&A: 2024

FP&A best practices  
FP&A tool landscape

# 2024 FP&A best practices

Best practice	Best practice description
<b>System/model requirements</b>	
Model agility	Any FP&A model should be able to incorporate fast-paced changes with little difficulty.
Integrated modeling & connectivity	FP&A models should be able to send and receive data to other parts of the organization and IT systems.
Integrated financial modeling	FP&A models should integrate with financial systems of the org for reliant and automated information.
Scenario based	Models and systems should allow for easy comparisons of different scenario outcomes without needing significant maintenance.
AI capable	Systems should be capable of introducing AI concepts to the organization (or at least make you AI ready).
<b>Team/organization requirements</b>	
Teamwork & collaboration	Modeling inputs should be given to those with the most knowledge of the data and communicated with the FP&A team.
Future thinking	The team should have the ability to focus on tomorrow and not today's fire drills.
Talent development	Fostering an environment of learning and developing future talent is critical.
Continuous analysis & planning	The team should have the capability of a reliant system to be continuously planning and forward thinking.
Adaptable to change	With a rapid changing landscape, the team must be able to adapt quickly to new problems and new technologies that could arise.



# CPM and FP&A tool horizon

Current leaders, visionaries and challengers in today's landscape

## Gartner



## RSM partners



## Other leaders



# CPM solution myths

## Myths

1

Extended timeline to implement

2

High total cost of ownership

3

ERP can produce similar results

4

Digitization is the same thing as automation



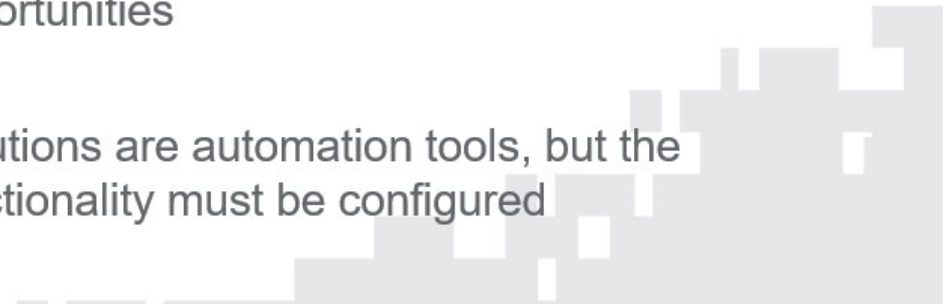
## Truth

Solutions can be phased in to achieve short term value

Most solutions can be right-sized for the client's size and business requirements

Solutions typically provide fit-for-purpose functionality and expanded automation opportunities

Solutions are automation tools, but the functionality must be configured



# How do these systems help?

Best practice	How it's done in Excel	How it's done with a tool
<b>System/model requirements</b>		
Integrated modeling & connectivity	<i>"The IT team wants to get the forecast data into a BI tool for reporting, I'll need to re-format and change the data around before its ready"</i>	<i>"The IT team asked me for a refresh, I pushed the integration button and you should have updated data in about 5 minutes"</i>
Integrated financial modeling	<i>"Accounting just posted a last-minute entry, I need to manually download a file before I can import into my model and link up any new data by formulas"</i>	<i>"Accounting just posted a last-minute entry, let me push the integration button"</i>
Scenario based	<i>"I need to update for a new scenario, it will take me a few hours to add the appropriate formulas, then combine into a single worksheet for comparison"</i>	<i>"I created a new scenario in the model and updated our assumptions, here would be the projected impact"</i>
AI capable	<i>"AI would be great for us, but our data is not centralized and is not in the best shape, so it would not be a good investment at this time"</i>	<i>"Our tool already uses some AI technology, and it has already stored the data appropriately to be ready for upcoming AI initiatives"</i>
<b>Team/organization requirements</b>		
Teamwork & collaboration	<i>"The HR team still hasn't sent me there final numbers and I don't see it updated on the finance shared drive, can we push our meeting until I had a chance to review"</i>	<i>"I can see the HR team is making some updates in the system, here are the preliminary numbers but once they have completed we can run the report again to confirm the changes"</i>
Future thinking	<i>"I heard about this new initiative we might start and think it would be interesting to start tracking that data, but I need to diagnose why my forecast is broken with the new spreadsheet we received first"</i>	<i>"With the new data in the system, let me adjust some of our templates to begin capturing data for this initiative next year"</i>
Continuous analysis & planning	<i>"Due to the amount of time and resources that go into planning, we really on plan two times a year with a few "high level" models quarterly"</i>	<i>"We plan regularly to capture the most updated accounting information and to stay on top of our trends"</i>

Today's future:

AI and machine learning in FP&A



# AI and machine learning buzzwords

Buzzword	What this means	Subtopics of value
<b>Artificial Intelligence definitions</b>		
Artificial Intelligence	<i>A broad field of study that aims to develop machines capable of human like intelligence.</i>	<p><u>Narrow AI</u> – Highly specialized models for specific needs</p> <p><u>General AI</u> – General model to replicate human intelligence for variety of tasks</p>
Machine learning	<i>A subset of AI that focuses on mathematical equations (Algorithms) to teach the AI what is correct or incorrect</i>	<p><u>Supervised learning</u> – algorithm is trained on Labeled Data, predict values of labeling</p> <p><u>Unsupervised learning</u> – algorithm uses unlabeled data to learn patterns and relationships</p> <p><u>Reinforcement learning</u> – training algorithm to interact with environment and process feedback</p>
Predictive analytics	<i>Use of statistical techniques, data mining, machine learning algorithms to analyze the past to try and find patterns or trends to predict the future</i>	<i>Predictive analytics is not just about your captured data, but also the economic factors that impact your industry and your organization uniquely</i>
<b>What are popular techniques &amp; algorithms in FP&amp;A?</b>		
Regression analysis	<i>Used to find relationships between variables for predicting numerical outcomes</i>	<i>One of the most common and frequent FP&amp;A methods</i>
Clustering	<i>Identifying large groups of data based on similarities</i>	<i>Common for trend detection and customer segmentation</i>
Dimensionality reduction	<i>Uses techniques such as PCA (Principal Component Analysis) to reduce the size of data while maintaining critical information</i>	<i>Used heavily for system changes and data migrations</i>

# Reasons why AI is big news!

1

Data driven decisions



AI can detect trends and relationships hidden inside of both financial and statistical data to improve decision making

2

Automatic risk management



AI can always be evaluating the data, providing real-time alerts to proactively catch risks or problems early

3

Operational efficiency



The use of AI to perform replicable and repetitive tasks such as data entry has shown up to 43% increases in operational efficiency  
(per Statista's 2024 survey)

4

Reduction in data error



Manual data entry and calculations are prone to human error, using AI can help reduce those risks and improve confidence and faith in the data

# AI can be risky

1

AI is still new



AI is still new and is a rapidly changing area of technology and roadblocks and entry barriers still are common.

2

Data security



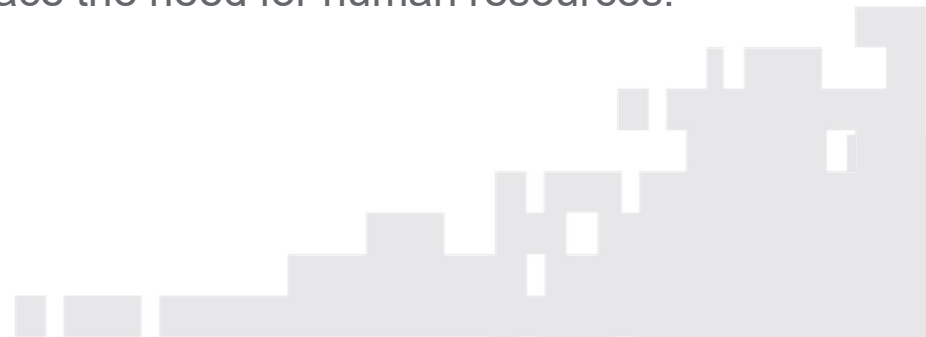
AI is so new that compliance is playing catch up, so many companies are still fearful the data may not be trusted or secured.

3





AI does not solve everything



There is no such thing as a silver bullet. AI can do many great things but will never replace the need for human resources.



# Existing AI features within CPM:

Solution	Feature
 <b>Oracle</b> ENTERPRISE PERFORMANCE MANAGEMENT	“Intelligent Performance Management” or “IPM” as it referred to allows users an intuitive interface to select data sets and apply specific AI capabilities for scenario planning, analysis, and reporting”
 <b>OneStream</b>	Sensible ML used by OneStream allows FP&A professionals to utilize a library of ML and AI elements to scenario plan and analyze existing data sets
 <b>Workday</b> Adaptive Planning	Anomaly detection compares existing plan data with predicted outputs, identifying variances above or below identified thresholds. Soon to launch Predictive Forecasting!
 <b>SAP</b>	SAP’s 4HANA is heavily used by FP&A professionals for specific needs of the organization such as HR, Financial Close and Reconciliation’s, and other key areas.

# Client success stories

# Workday Adaptive Planning – a government contracting company

## Challenge

FP&A users were tasked with the need to plan a large amount of projects and related labor expenses in a shortened turn around time. Corporate users were additionally tasked with scenario planning DCAA provisional rates on a near monthly basis. The implementation of Workday Adaptive Planning required an automated connection to Deltek Costpoint, a bottoms up planning method for project costs and labor, and a full cost pool rate model “waterfall” to assist in scenario planning and reporting against specified rates.

## Approach

- Conducted discovery sessions with FP&A users to discuss existing templates and business requirements
- Conducted discovery with corporate users to discuss pool structure and board requirements
- Provided guidance on full system architecture including import to Deltek Costpoint and export of data to Datawarehouse/Tableau
- Built standardized assumptions and project templates to calculate appropriate revenue and cost pool rates/allocations

## Outcomes

- Increased analytic time of the FP&A team
- Streamlined monthly project reports
- Streamlined corporate reporting
- Created new functionality of what if scenario planning cost pool rates
- Reduced inconsistent planning assumptions to provide better accuracy



**ENTERPRISE PERFORMANCE  
MANAGEMENT**



**Client**                      **Medical Devices Manufacturer**

**Project Background**

The client, based out of Dayton, Ohio is one of the leading manufacturers of medical and dental equipment and devices and has an extensive B2B go-to market strategy. The client has legacy on-premise ERP, close, consolidate, plan and reporting systems and the processes are extremely manual. The client engaged RSM to conduct a current state assessment of their finance and reporting process and develop a future state transformation roadmap for their processes. Key areas included **record-to-report, plan-to-act**, order-to-cash, acquire-to-retire and procure-to-pay.

RSM's engagement led to a development of a future state roadmap to help the client execute on their finance transformation priorities using a point solutions approach. The client is getting ready to execute on their priority – implementation of Oracle EPM for close and consolidation in the new calendar year.

**Value Delivered**

- Future state process design by task level granularity
- Functional design to support client's move to a new business model (B2C)
- Future state implementation roadmap for finance transformation
- Inventory of key business requirements for close, consolidation, financial planning and reporting
- Detailed project plans and timeline for priority 1 projects
- Deliverable of resource map and requirements for priority 1 projects

**Relevance to Rhino Systems**

- Current state assessment
- Future state process design
- Oracle EPM Cloud (FCCS and PBCS)
- Multiple ERPs and COAs
- Multi-national, multi-currency, Intercompany challenges
- Manual planning and management reporting processes

# Workday Adaptive Planning – a life sciences company

## Challenge

Using a CPM product prior to engaging with RSM to implement Workday Adaptive Planning. They realized that the CPM product in place was not robust nor advanced enough to allow them to scale as they grew their business. The client was challenged to find a CPM tool that would be scalable for growth while maintaining ease of use for end users. Adaptive entered the conversation as it enables organizations of all sizes to scale their financial modeling in line with the growth of the business.

## Approach

- Conducted discovery sessions with FP&A users to discuss existing templates and business requirements
- Conducted discovery with accounting users to discuss GAAP reporting requirements and cash flow requirements
- Provided guidance on full system architecture including BC integration and clinical trial modeling options
- Built standardized assumptions and expense templates to calculate driver based forecasted figures
- Built standard templates for data entry with dimensionality for enriched reporting

## Outcomes

- Increased efficiency of analysis for the FP&A team
- Allowed FP&A to plan for personnel, contractors and consultants in a customized format
- Enabled FP&A to easily track budget vs actuals through reporting functionality
- Enabled accounting to toggle cash flow numbers with user overrides
- Paved the way for a Phase II for driver based clinical trial modeling



# Q&A



It's not a starting point, it's a  
launch pad...



RSM SmartLaunch demo

**THE POWER OF BEING UNDERSTOOD**  
ASSURANCE | TAX | CONSULTING



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