

Finance Business Partnering

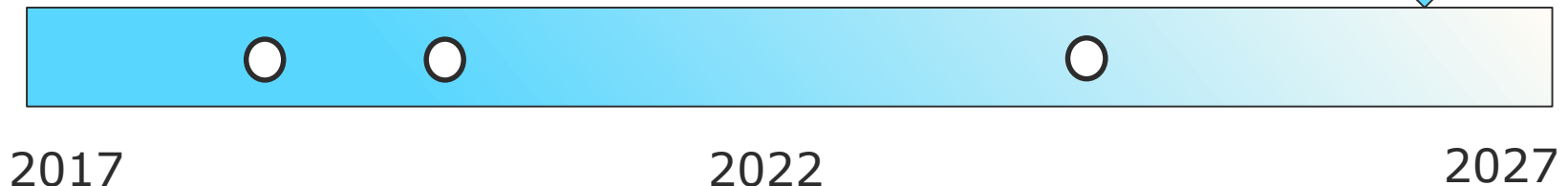
We will start at 12.30pm GMT



Paul Clarke CPFA LB
Barnet
Brendan McCarron
CIPFA

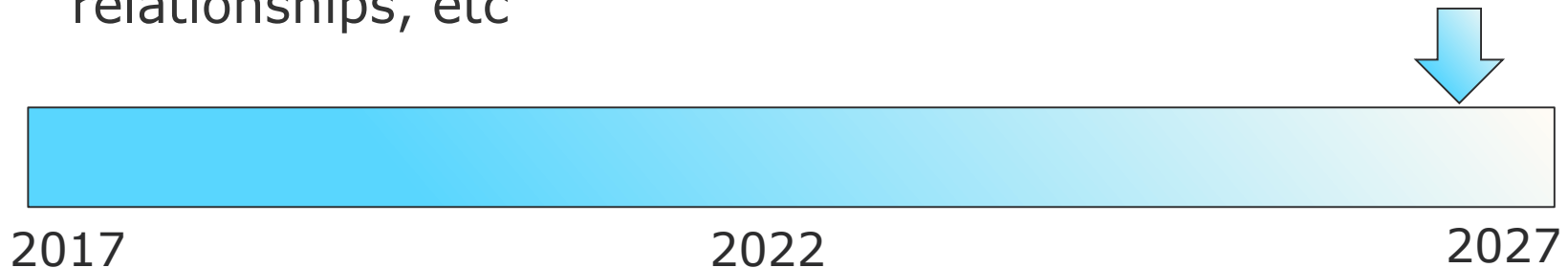
Agenda

- To cover ...
 - The operating model - the systems, policy and technology, etc that have to be in place for business partnering to work.
 - Convince customers of the value of business partnering.
- Timeline
- Areas of discussion
 - The value of business partnering
 - The business partnering operating models, including the human element
 - the next generation workforce
 - Obstacles to adoption and how to overcome them



Value and value adding

- Outcome value - external impact on...
... beneficiaries, stakeholders, customers, society
- Drivers of value – in value chain of organisation and its stakeholders and partners...
... financial, operational and customer, resources, systems, culture, staff characteristics, unique IP, relationships, etc



Were the forecasters right?



Source: The role of the CFO and finance function in a 4.0 world- (EY, 2017)

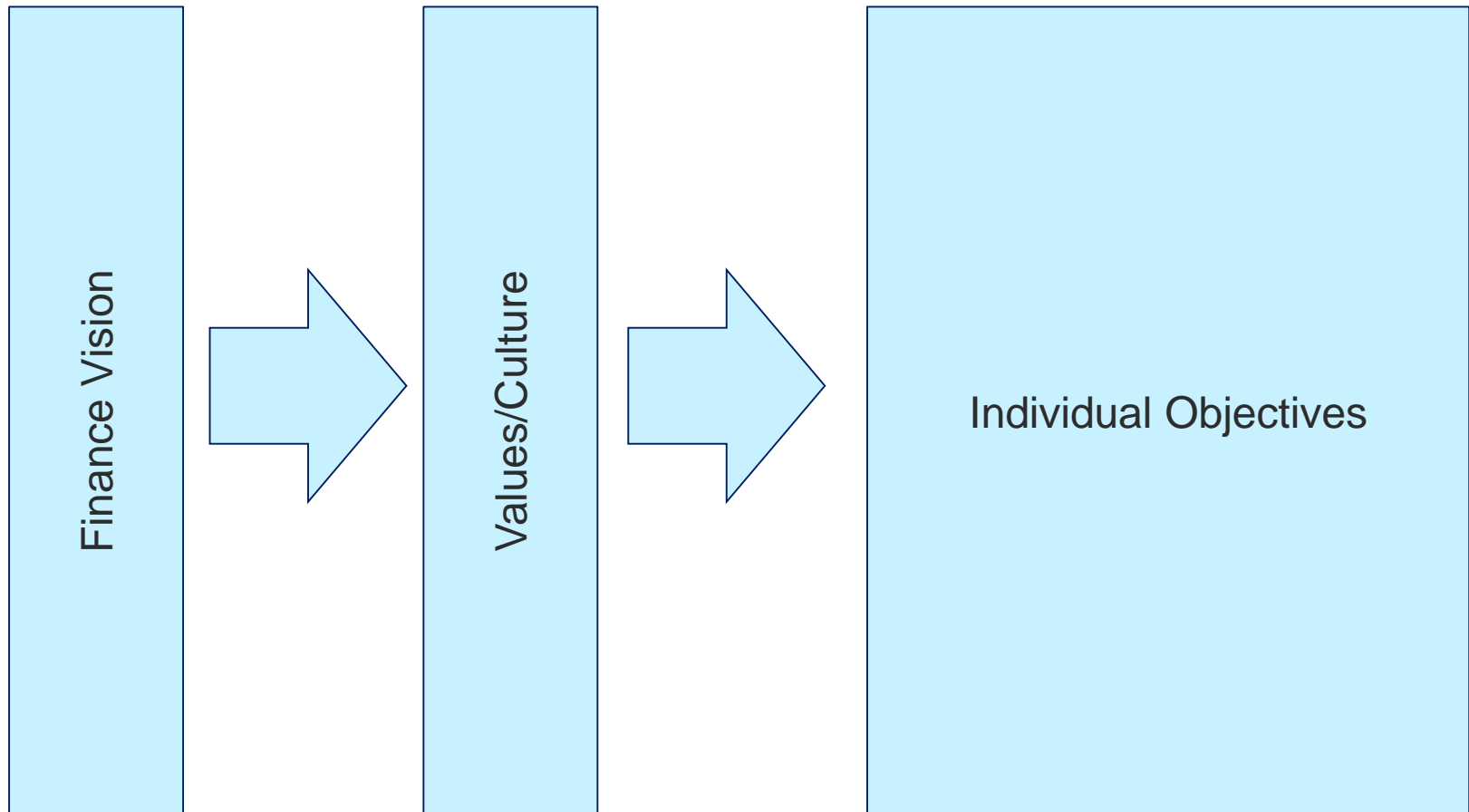
How do we measure performance/value?

Machine Learning	VTF % CFO Forecast	VT ML % ML Outlook
FY16 Q2	3.5%	-0.5%
FY16 Q3	-3.3%	3.3%
FY16 Q4	1.2%	0.8%

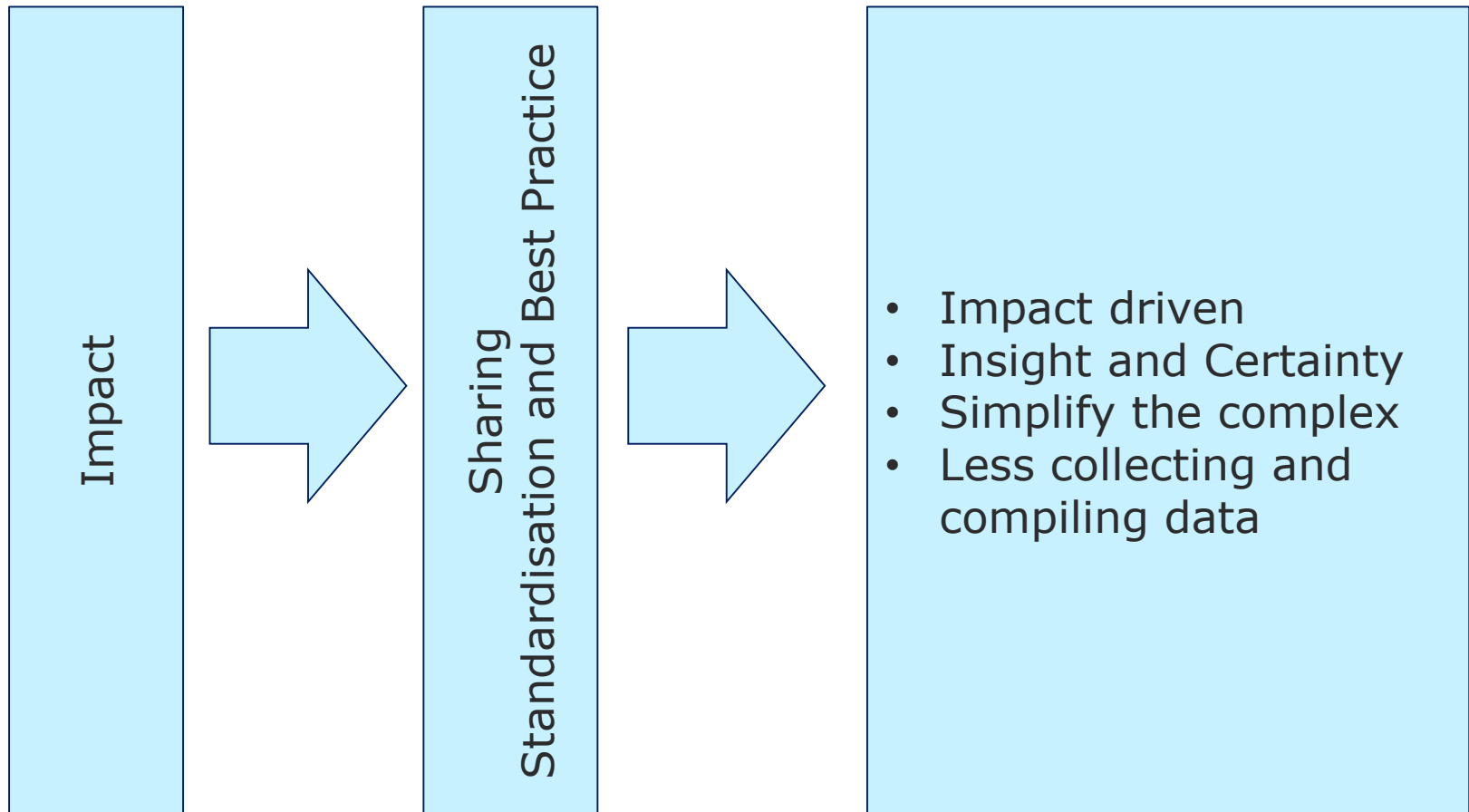
Source: Microsoft

- Strategic Influence Events
- Cash Savings
- Cash Maximisation
- Relative pay levels
- Performance Appraisals
 - 360 reviews
- Widespread Accountability
 - how

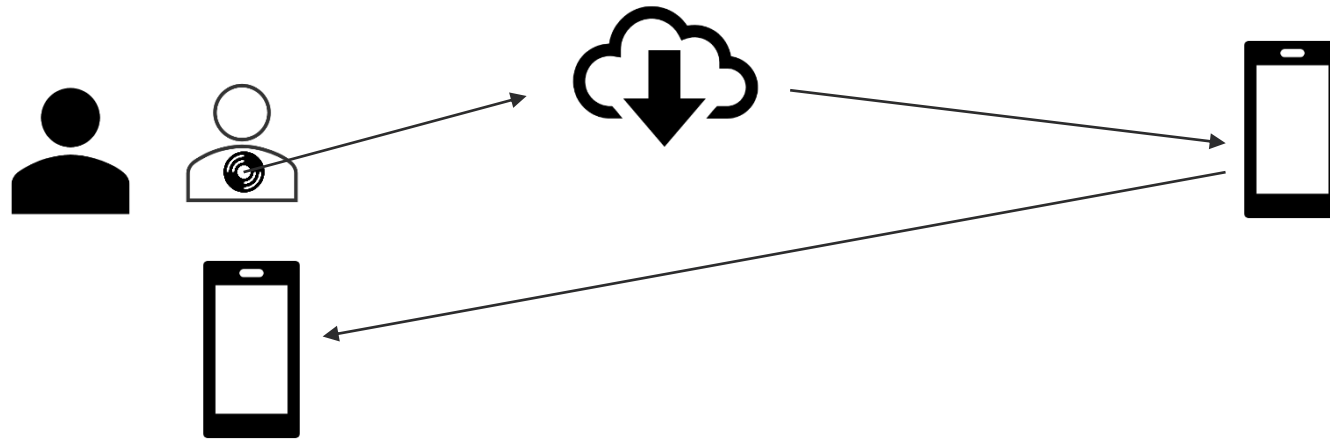
How do we measure performance/value?



How do we measure performance/value – toward an operating model?



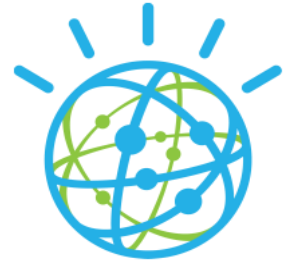
AI – Robotic Process Automation and Internet of things



- All routine (and some non-routine) service delivery sensed, costed, processed, analysed and accounted for (using blockchain). Decision support information provided in real-time or on demand to decision-makers and decisions/responses communicated back to operating units.
- Potentially with no staff involvement!

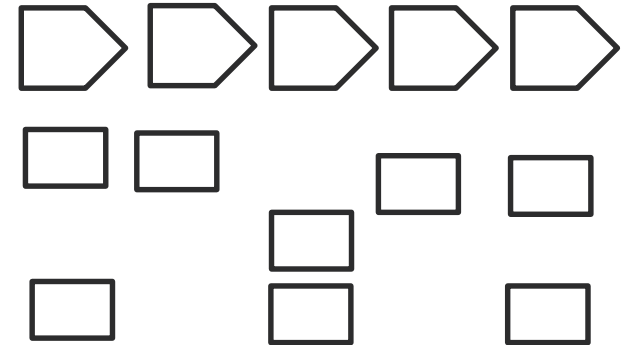
AI – expert systems

- This was a bigger issue for FBPs. It was expert systems that helped us to get real insight into value drivers; largely replaced traditional accountants like it was starting to do for lawyers and medical staff in 2017
- Cognitive computing, like IBM's Watson was advertised as "Systems that learn at scale, reason with purpose and interact with humans naturally" and they really delivered.
- Replicating complex decisions and thought processes by learning human's heuristics



The finance business partnering operating model

- Moved away from one size fits all
- Tailored, “risk based” models
- Fitted with the problems of recruiting suitable candidates
- Still have a centre, now made up of data scientists, analysts and “decision-coaches”



The human element of the operating model

- The problem of “rebadging” solved itself – where this was done, it simply failed
- Had to rethink completely the way that we trained and kept up-to-date finance professionals as the half-life of their professional knowledge was compressed
- Filling the ranks with tech savvy millennials, used to communicating in different ways and using technology as the norm, is going to enable a step change in the world of FBP.



Finance Business Partners

Posted 13 October by [Reed Finance](#) ENDED

📍 King's Lynn, Norfolk

💰 £50,000 - £55,000 per annum

🕒 Permanent, full-time

👤 2 applications

Do you hold a professional qualification (MBA, ACA, CIMA, ACCA)?

Do you have excellent analytical, influencing and business partnering skills?

Are you looking for a commercial finance role within a global brand that can offer professional and personal development?

If any of this peak your interest and apply to you? Then read on to learn more....

Reed Finance have been engaged by one of Peterborough's leading employers to recruit a commercially aware, analytical Finance Business Partner.

Problems and how they were overcome

1. Involving strategic leadership

Demonstrating value in meaningful way – showing the impact of better financial decision makers on things that leaders care about

2. System change

Need to appreciate the systemic changes necessary to the whole way the organisation work brought about by the AI revolution. FBP is a partnership between finance and decision-makers.

3. Staffing

Fewer, more highly developed and more continuously developed staff with a wider range of skill sets

4. Strategic resource allocation

We needed LA technology budgets and appetite to take a leap of faith with less staff and more machines to truly get the benefits

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