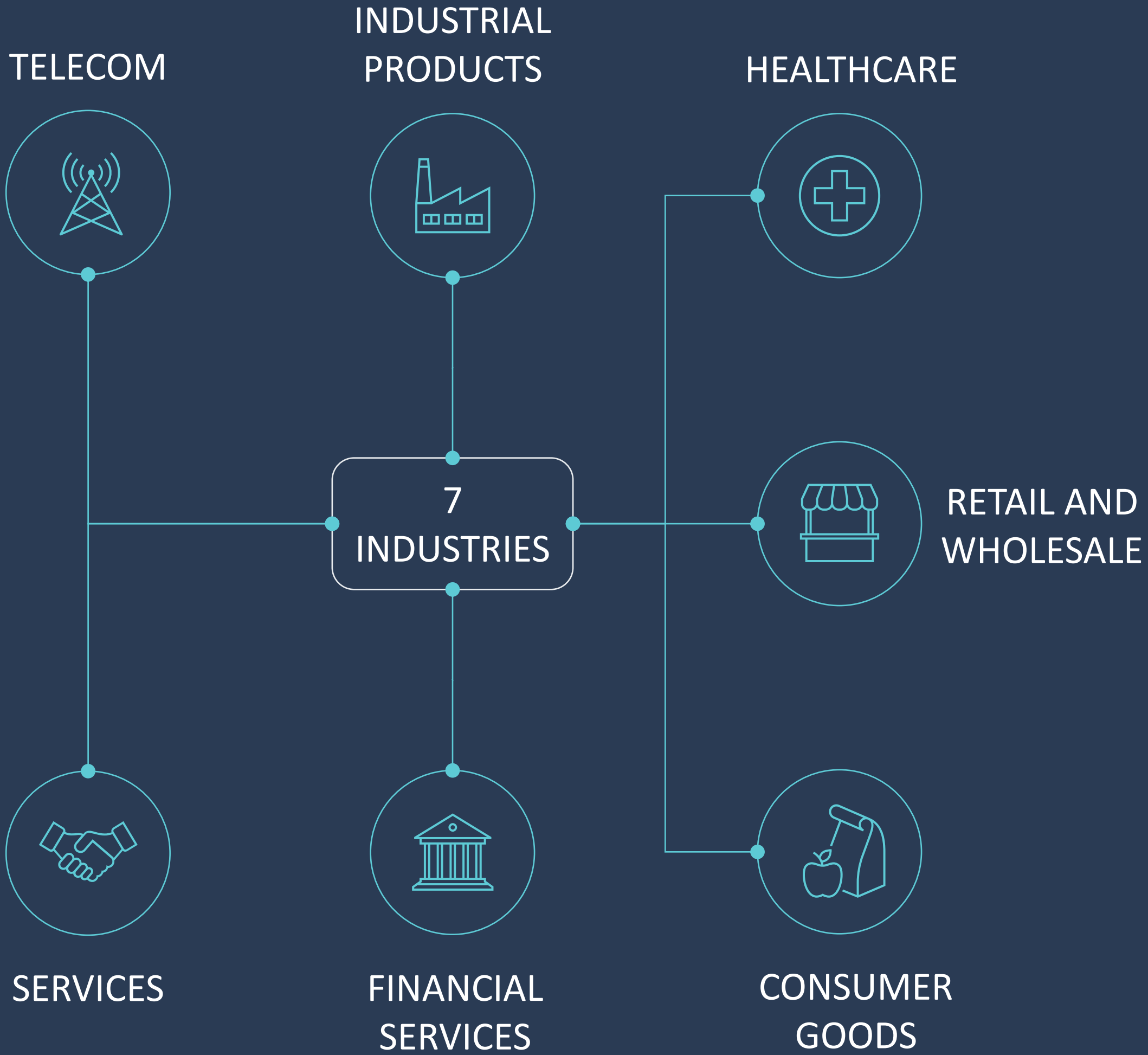
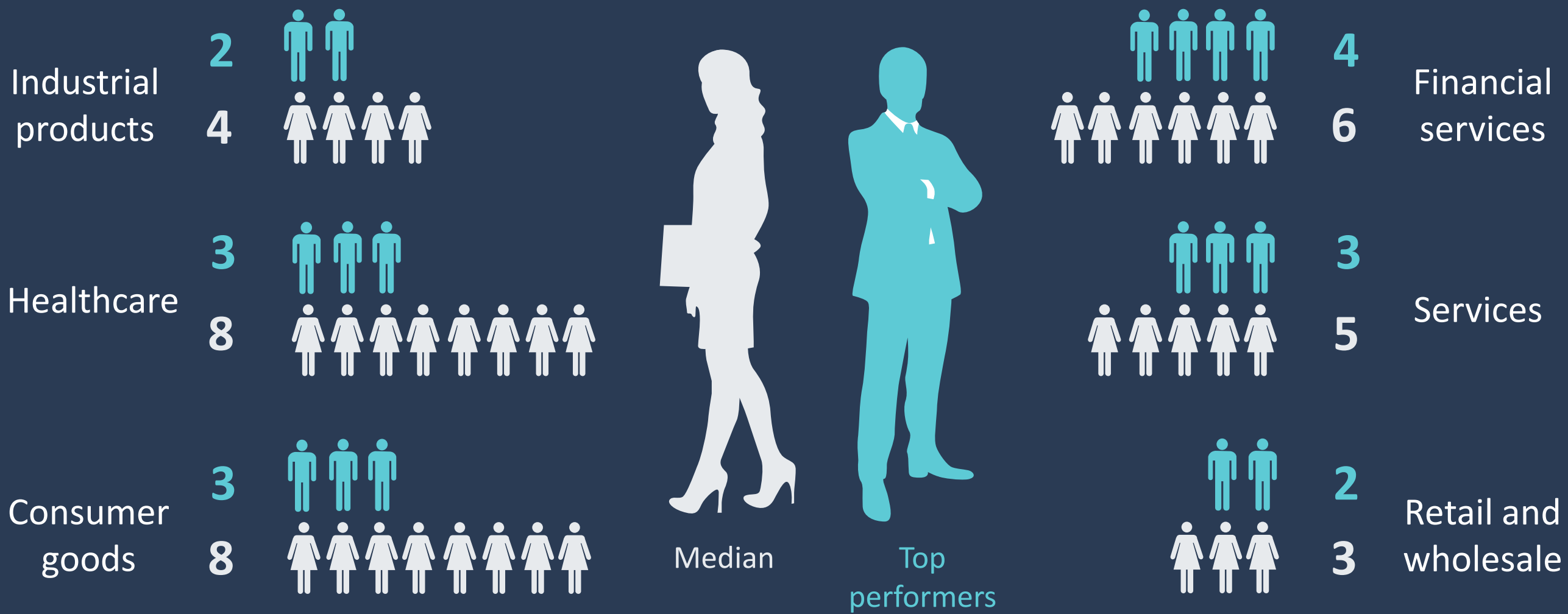


FP&A BENCHMARKING: INDUSTRY BREAKDOWN



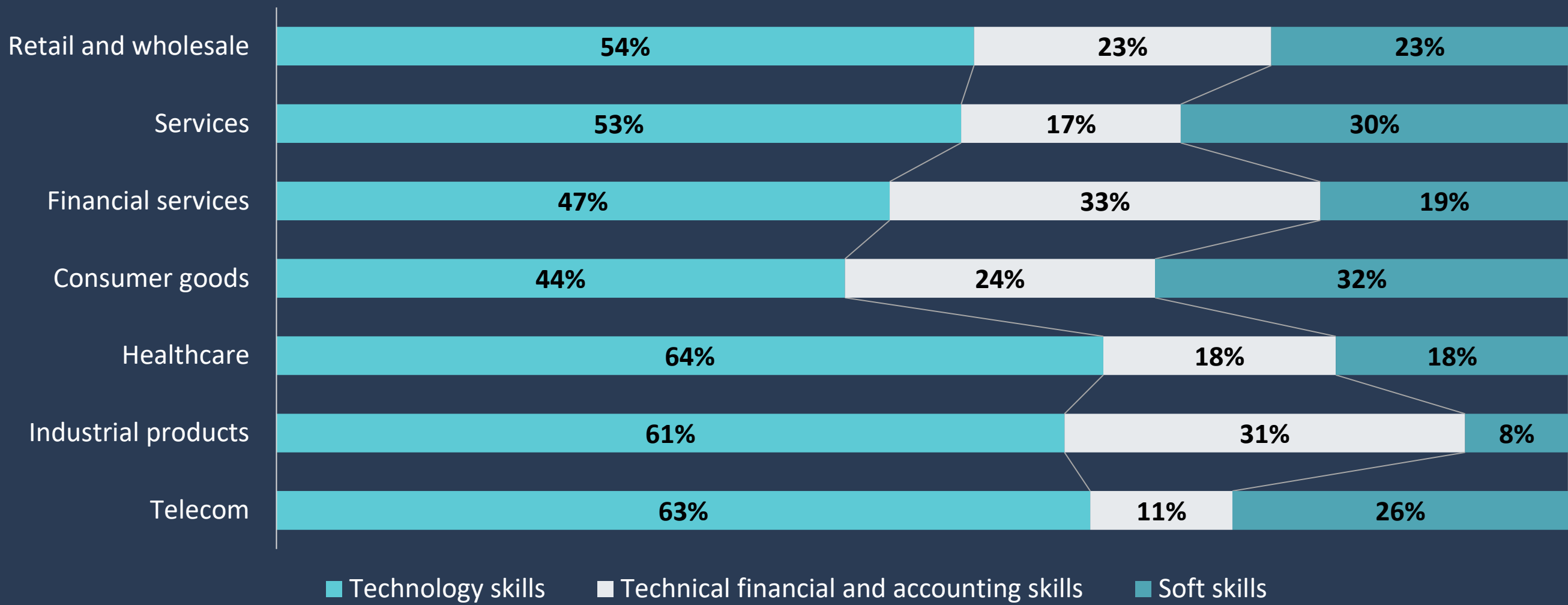
TOTAL EMPLOYEES IN FP&A STAFF¹



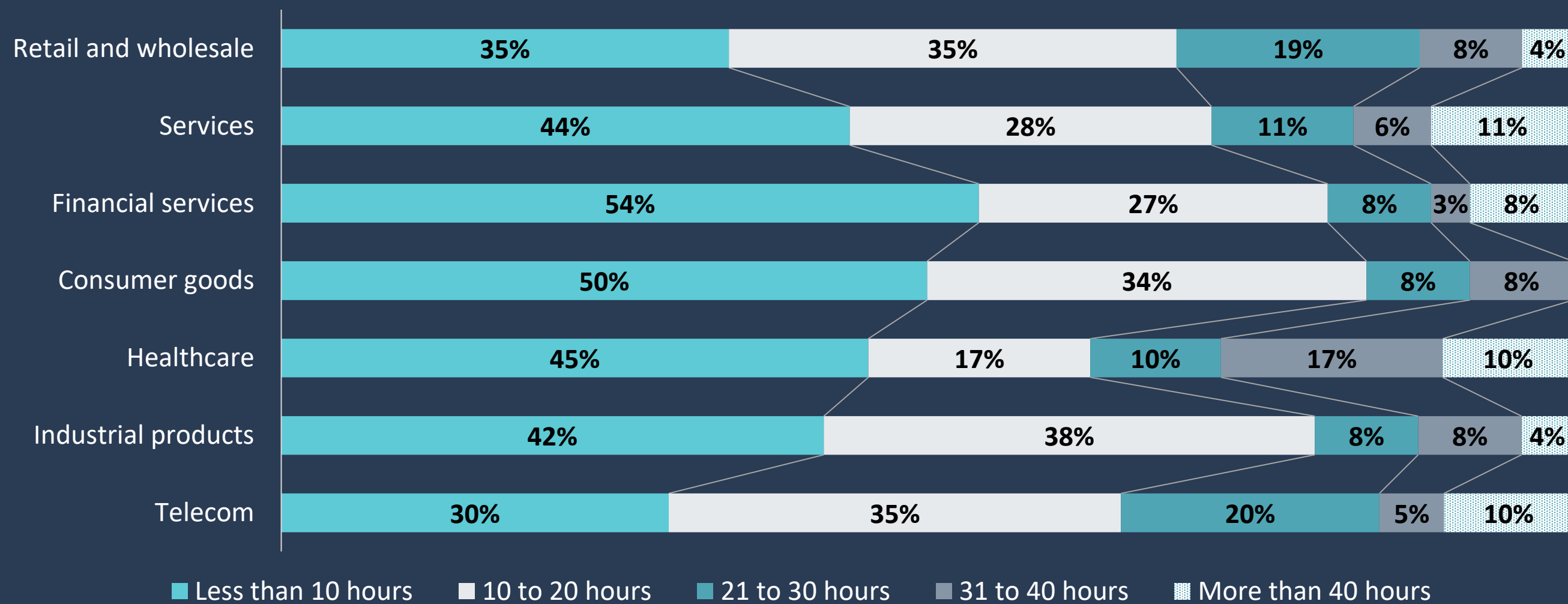
PERCENTAGE OF ANALYSTS IN THE FP&A STAFF (MEDIAN)¹




















































THE GREATEST SKILLS-RELATED OPPORTUNITIES FOR IMPROVEMENT FOR FP&A¹










































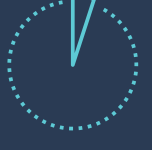









AVERAGE FORMAL TRAINING AND DEVELOPMENT HOURS BUDGETED PER YEAR PER FP&A PROFESSIONAL¹



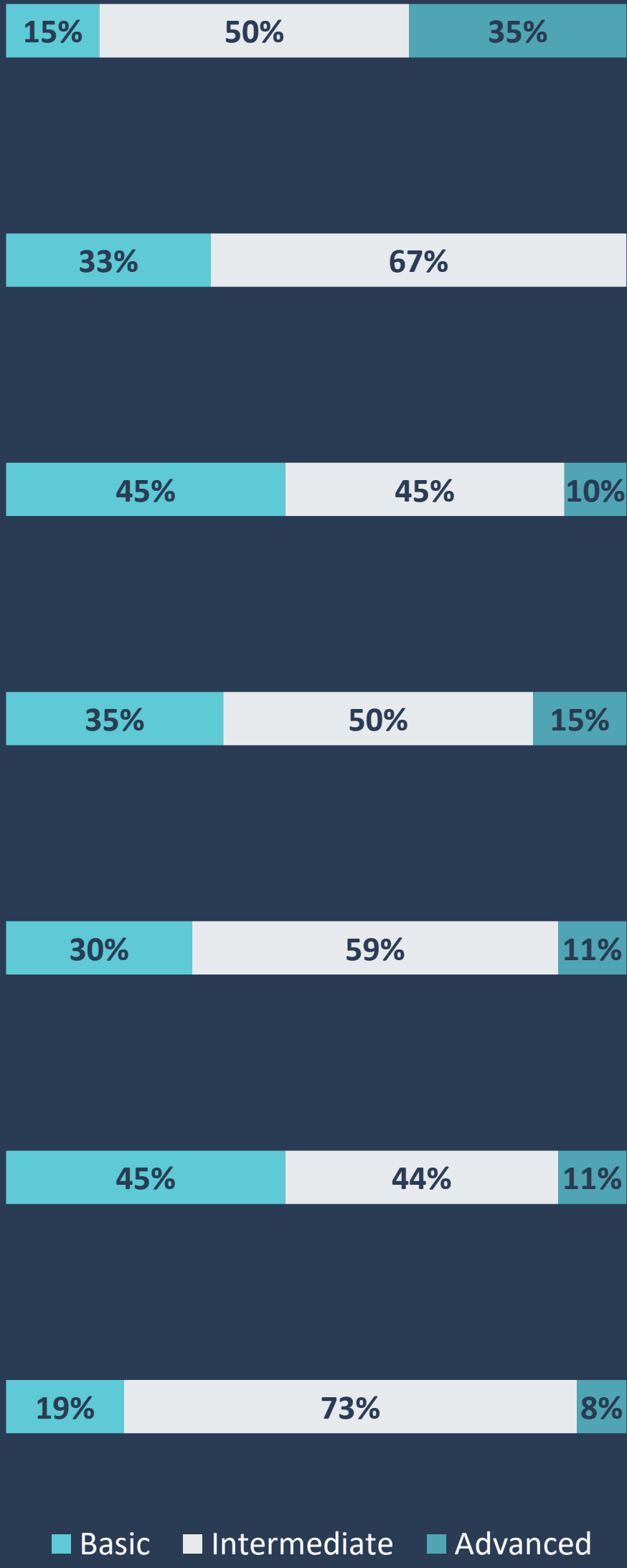
PLANNING/FORECASTING PRACTICES USED BY FP&A¹

	Telecom	Industrial products	Healthcare	Consumer goods	Financial services	Services	Retail and Wholesale
Rolling forecast	 85%	 74%	 66%	 46%	 70%	 53%	 72%
Scenario planning	 65%	 48%	 41%	 54%	 54%	 53%	 60%
Activity-based budgeting	 50%	 48%	 55%	 42%	 46%	 53%	 48%
Driver-based budgeting	 50%	 33%	 41%	 38%	 51%	 47%	 32%
Zero-based budgeting	 45%	 41%	 28%	 54%	 27%	 24%	 24%
Predictive analytics	 25%	 15%	 21%	 13%	 22%	 18%	 32%
Beyond budgeting	 5%	 15%	 3%	 4%	 5%	 3%	 4%

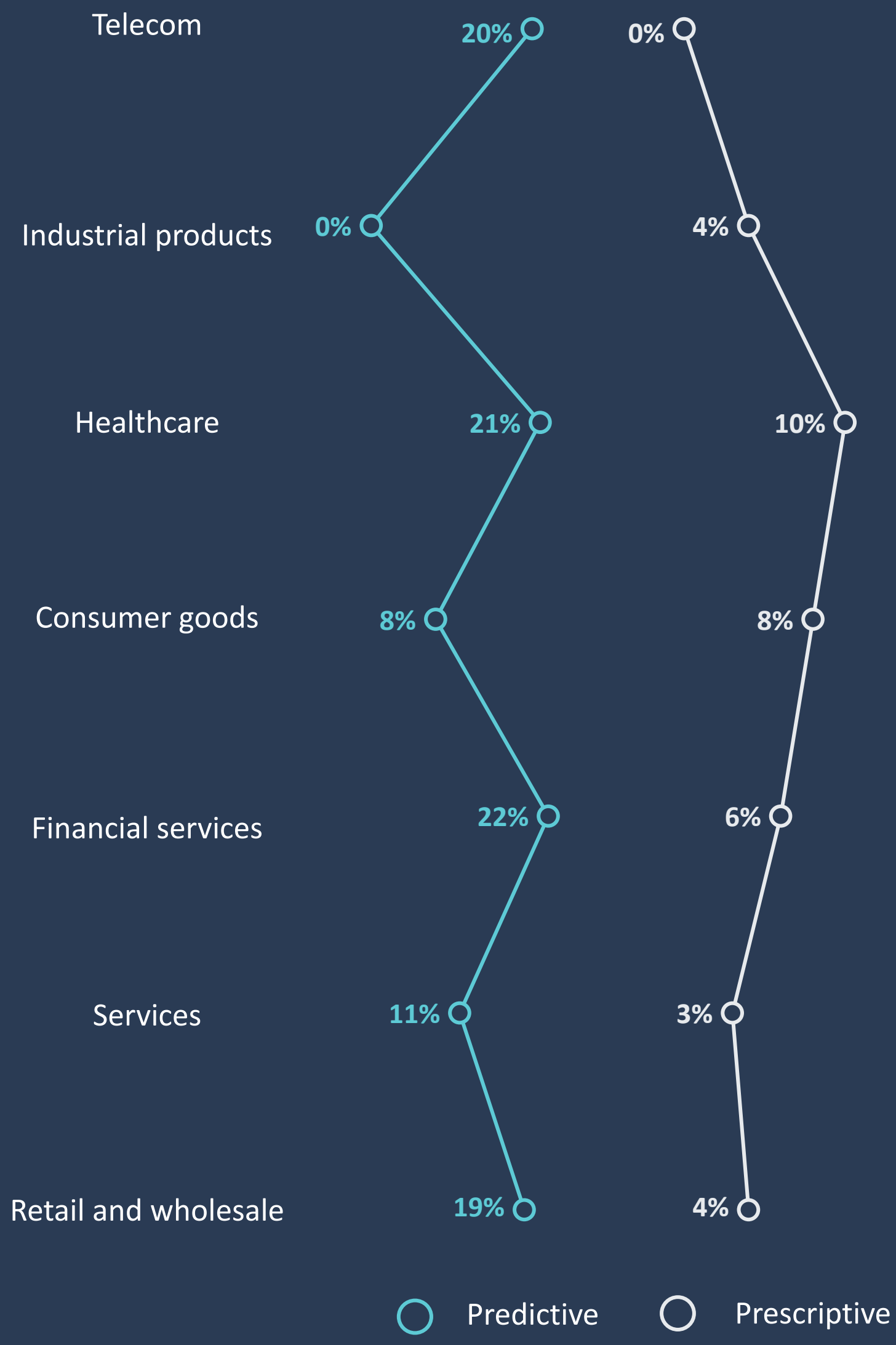
TOOLS AND TECHNOLOGIES USED BY FP&A¹

	Telecom	Industrial products	Healthcare	Consumer goods	Financial services	Services	Retail and Wholesale
Spread-sheets	 100%	 96%	 97%	 92%	 95%	 94%	 96%
Business intelligence	 75%	 52%	 66%	 73%	 59%	 50%	 54%
Reporting automation	 55%	 48%	 34%	 35%	 54%	 42%	 42%
Data visualization	 50%	 37%	 34%	 19%	 46%	 42%	 38%
Cloud	 35%	 30%	 48%	 8%	 35%	 44%	 35%
Robotic process automation	 20%	 4%	 7%	 8%	 3%	 8%	 0%
Mobile	 10%	 7%	 3%	 4%	 5%	 11%	 12%

LEVEL OF MATURITY OF FP&A TOOLS¹

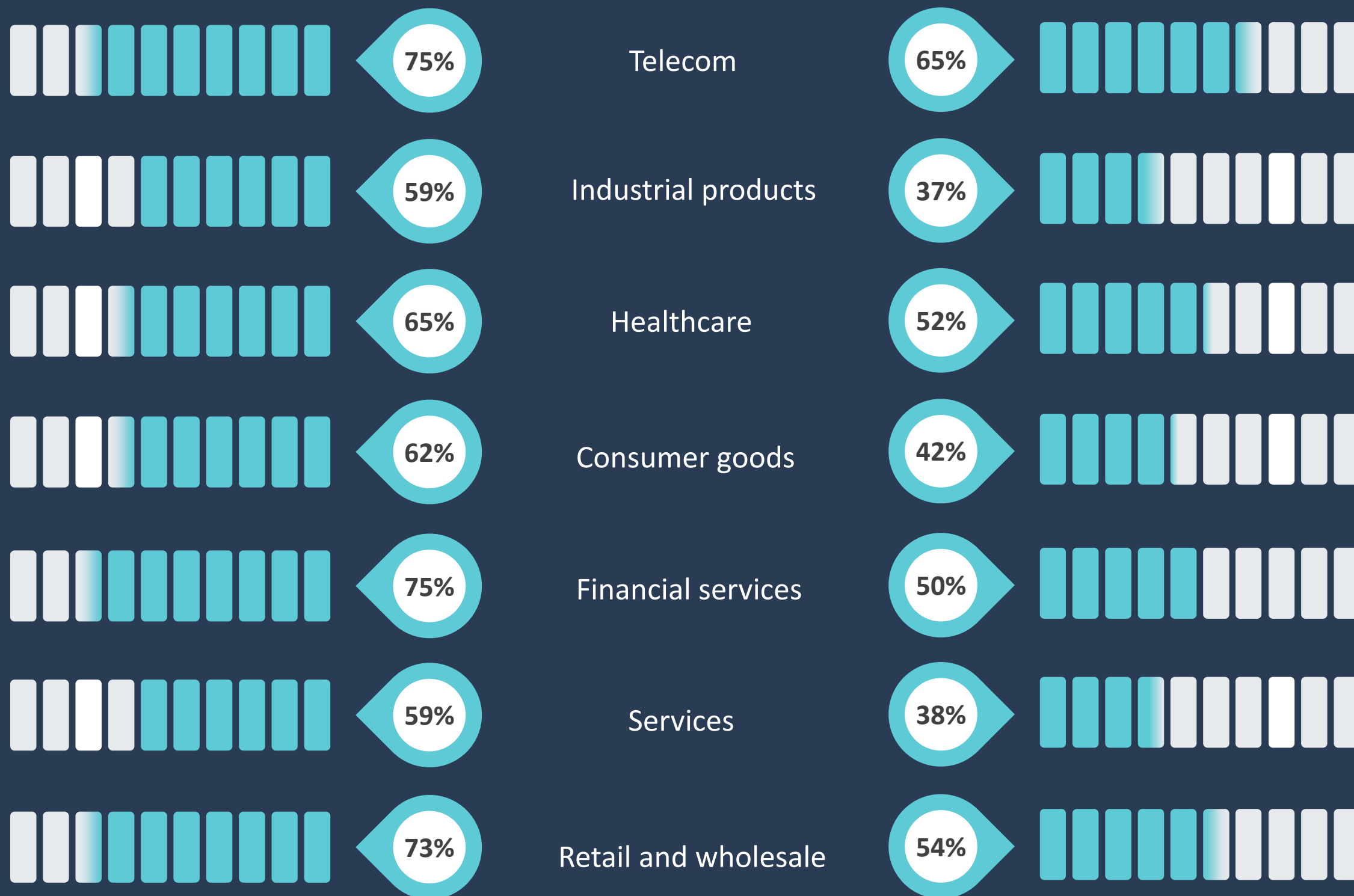


PERCENTAGE OF FP&A TEAMS WITH ADVANCED LEVEL OF ANALYTICS¹

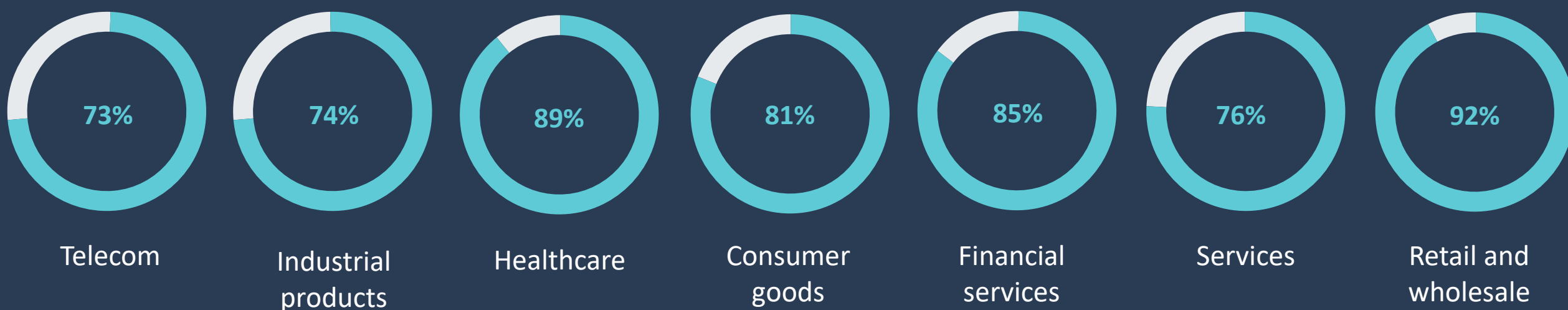


PERCENTAGE OF ORGANIZATIONS MEASURING FP&A TEAMS' EFFECTIVENESS¹

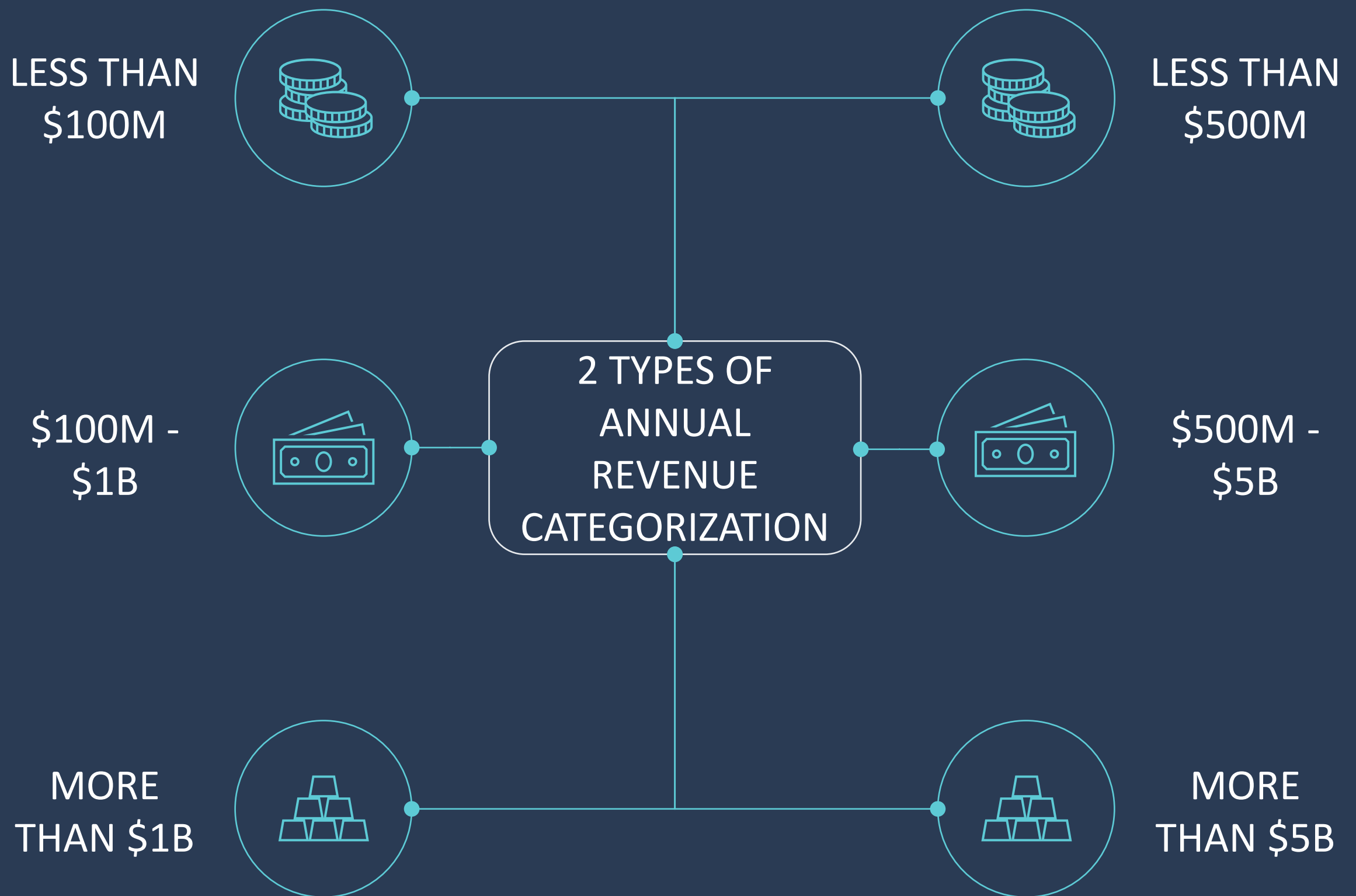
PERCENTAGE OF THOSE WHO USE FORECAST ACCURACY¹



PERCENTAGE OF FP&A TEAMS WHICH ANALYSIS EFFECTIVELY CONTRIBUTES TO OVERALL STRATEGY¹



FP&A BENCHMARKING: REVENUE BREAKDOWN



TOTAL EMPLOYEES IN FP&A STAFF (MEDIAN)³

Annual revenue less than \$500M



3

Annual revenue \$500M – \$5B



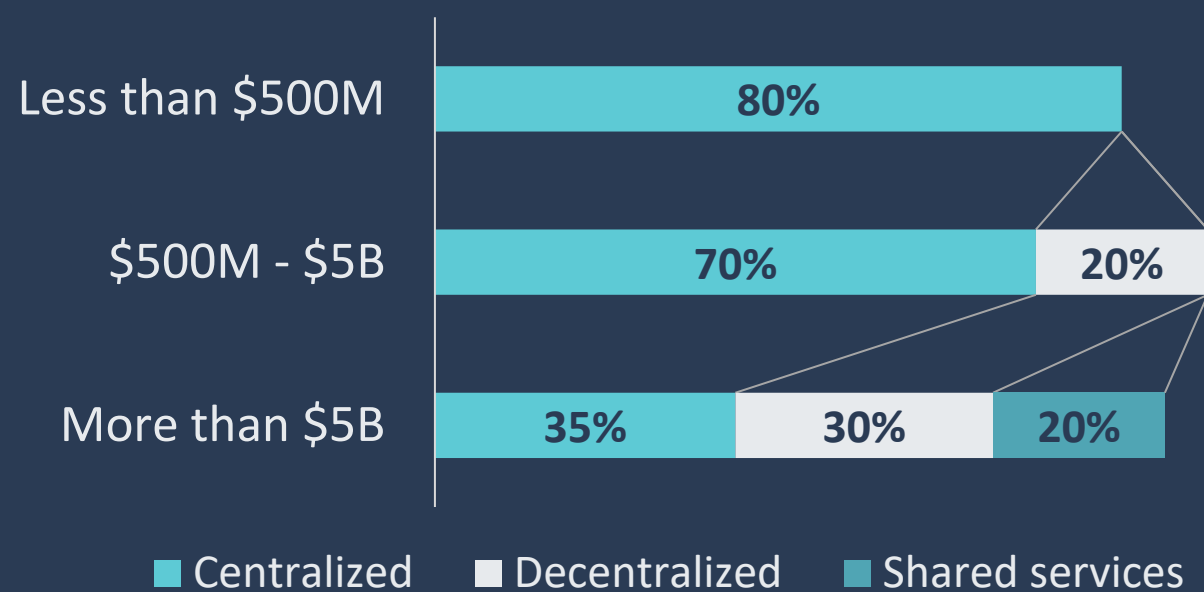
10

Annual revenue more than \$5B

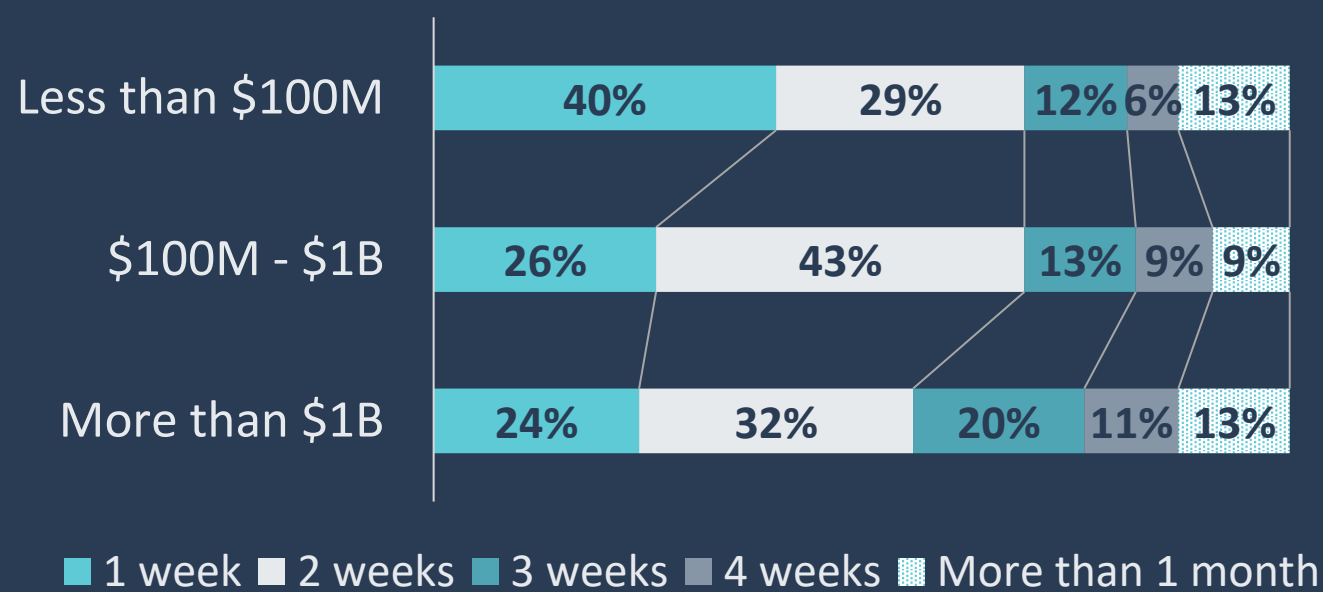


50

SERVICE DELIVERY MODEL, % OF FP&A STAFF (MEDIAN)³



TIME REQUIRED TO CREATE A TYPICAL FORECAST²



TOP-3 SKILLS LISTED IN A TYPICAL FP&A JOB DESCRIPTION, %²

Annual Revenue	Advanced spreadsheet skills	Build dashboards and visualizations	SQL
Annual revenue less than \$100M	96%	79%	22%
Annual revenue \$100M - \$1B	97%	71%	19%
Annual revenue more than \$1B	91%	68%	27%

REFERENCES

1. Preparing for the Next Level of Financial Planning and Analysis Survey: Industry Reports, APQC, AFP, 2019
2. FP&A Survey: The technology and data platform supporting finance decisions, AFP 2020
3. Preparing for the next level of financial planning and analysis, APQC, AFP, 2019