Abacum

Ultimate Guide to Creating Budgets That Drive Business Performance

A Strategic Approach for CFOs and Finance Leaders in Mid-Sized Tech Companies

2024 Ebook

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Welcome, finance heroes!

In the whirlwind of today’s market, finance isn’t just about numbers—it's about leading the charge in business performance and strategy.

At Abacum, our vision is simple: make finance teams the heroes of their organizations. We’re on a mission to empower you to become key strategic partners who drive performance, better visibility, accountability, smarter decisions and faster execution with our scalable financial planning solution.

This e-book, *Ultimate Guide to Creating Budgets that Drive Business Performance*, is packed with actionable strategies and real-world examples to help you bridge the gap between strategy and operations. We’ve included our own proprietary frameworks: TARGET to turn strategic goals into measurable success, and FUTURE, to scenario plan like a pro.

Whether you’re navigating market changes, leveraging new technologies, or fostering cross-functional business partnering, this guide will be your trusty sidekick. Together, let's revolutionize finance and lead our organizations to new heights.

Enjoy the read and let's make some magic happen!

Warmly,

Julio Martínez
CEO and co-founder, Abacum

From Traditional to Strategic

Overview

Welcome to the *Ultimate Guide to Creating Budgets that Drive Business Performance*. In today's fast-paced, dynamic world, the role of finance is evolving. Beyond traditional financial management, they're now expected to drive strategic and operational initiatives. This guide is designed specifically for CFOs and finance leaders who are ready to transform their budgeting processes into powerful, strategic initiatives that delve into operations and drive business performance.

Importance of Operational Budgeting

Traditional budgeting methods just don't cut it anymore. Relying on historical data, generic assumptions, or focusing on lagging financial indicators lead to missed opportunities. Finance leaders need to be more strategic and operational, meaning finance is expected to understand key levers and deploy resources in real time.

Finance leaders must adapt to the increasing demand for agility and precision in their budgeting processes. This means not just looking at financial indicators, but integrating strategic objectives and operating metrics into the budgeting process, ensuring that every dollar spent contributes to the broader business goals.

> *Gone are the days of working from spreadsheets in a silo. From start-up to scale-up, businesses demand deep understanding and real-time insights from their Finance team, with the ability to translate this data into action. The finance leaders I've seen be most successful drive forward the operations of the business way beyond their function.*
>
> Niklas Zennström, CEO of Atomico, Co-founder of Skype

Introducing the TARGET Framework

At the heart of this guide is our proprietary TARGET framework, a step-by-step approach to aligning your strategic objectives with your budgeting process. Here's a sneak peek:

T **Translate Objectives**
Convert high-level strategic objectives into specific, actionable goals.

A **Align Departments**
Ensure all departments align their plans with the strategic objectives.

R **Resource Allocation**
Allocate resources effectively to support strategic objectives.

G **Generate Metrics**
Establish KPIs to measure progress towards goals.

E **Evaluate Performance**
Regularly assess performance against strategic objectives.

T **Tweak and Improve**
Continuously refine and improve plans based on feedback and data.

In addition, we've included practical sections on how to:

- Avoid Traditional Pitfalls
  Identify and overcome common budgeting challenges.
- Implement Modern Methodologies
  Explore activity-based budgeting (including our adaptation for modern companies), zero-based budgeting, and hybrid approaches.
- Leverage Technology
  Use FP&A software and AI to streamline processes, perform advanced scenario planning, and what-if analysis to gain a competitive edge.

Why This Guide is Different

This guide doesn't just provide theory; it offers actionable insights, practical resources like checklists and templates, and relevant industry examples that will help you elevate your budgeting game immediately.

We've consulted with CEOs to understand their expectations of CFOs and finance teams. This ensures the content is up-to-date with what's top of mind for CEOs and board members, providing insights that are directly relevant to today's business leaders.

Whether you're looking to enter new markets, improve conversion rates, or streamline headcount costs, this guide has you covered. As a finance leader, your role in guiding your organization through strategic financial planning is crucial. This guide is designed to help you develop budgets that drive performance and strategic success.

Take Action Now

Dive into the following chapters to transform your budgeting process into a dynamic function that propels your business towards its goals. Let's embark on this journey towards smarter, more effective budgeting.

> *Continuous improvement should be the Finance leader's mantra. Great CFOs spend time identifying inefficiencies and slack, and helping leader refine their strategies to impact results.*
>
> Justin Kan, Cofounder of Twitch

Leveraging Budgeting to Drive Performance

Finance needs to play a central role in developing operational business plans that encapsulate the company's strategy. Rather than falling back to traditional budgeting methods, the modern CFO must bring focus to the company's key operational initiatives and business drivers.

A truly strong budget serves as the backbone of the company's execution roadmap and is a living document for performance management.

By being at the center of strategy and performance management, finance ensures that all efforts are aligned with the company's strategic objectives, driving overall business performance.

> *The most successful companies I've seen treat their budgets as living documents, continuously evolving with market changes.*
>
> Maximilian Tayenthal, Founder and Co-CEO at N26

The Changing Expectations of CFOs and Finance Leaders

The role of CFOs and finance leaders in tech companies has evolved significantly over the past decade. Once primarily focused on financial stewardship and historical reporting, today's finance leaders are expected to be strategic partners who drive business performance. CEOs and boards now expect that CFOs provide real-time insights and align financial planning with broader business strategies.

Key changes in expectations include:

Strategic Involvement

CFOs are now integral to strategic decision-making processes, requiring a deep understanding of market dynamics and competitive landscapes.

Operational Focus

Finance leaders must bridge the gap between strategy and operations, ensuring that financial plans translate into actionable operational plans.

Real-Time Decision-Making

The ability to provide real-time financial data and analysis is crucial for agile decision-making and resource allocation.

A 2024 survey by PwC found that 43% of finance leaders prioritize establishing finance as a partner to the business, emphasizing the need for more strategic involvement in budgeting processes.

↗ PwC

A Gartner report highlights that leading transformation and improving finance functions are top priorities for CFOs in 2024.

↗ Gartner

According to a McKinsey survey, nearly two-thirds of finance leaders now oversee their companies' digital activities, a role that has more than tripled since 2016.

↗ McKinsey & Company

Accenture reports that high-tech CFOs leading in digital transformation can potentially double their EBITDA CAGR over three years.

↗ Accenture | Let there be change

The Limitations of Traditional Budgeting

Traditional budgeting methods, while foundational, have significant limitations in the tech industry. These methods often rely heavily on historical data, which can be a poor predictor of future performance in a rapidly changing environment.

Key drawbacks to traditional budgeting include:

Lagging Indicators
Traditional budgets focus on historical data and past performance metrics, which don't capture real-time changes or future opportunities.

Lack of Flexibility
Static budgets built in massive spreadsheets aren't adaptable to unexpected changes or new business opportunities, leading to missed opportunities and inefficiencies.

Disconnected from Strategy and Operations
Traditional budgets are often based on financial statements and provide financial forecasts, but there's a pressing need to align budgets to operational performance. Budgeting must become a more dynamic and integrated process, bringing them closer to strategy.

Finance leaders must transform their budgeting processes to be more strategic, agile, and aligned with the company's goals.

> *Business performance insights are meaningless if left unexplored. But when harnessed, they possess the transformative power to make organizations unstuck. In this, the CFO's office stands as the true master of leverage.*
>
> Carmine Visconti, CEO at Quantive

Why Finance is at the Center of Operational Budgeting and Driving Performance

In today's rapidly evolving market, finance teams are uniquely positioned to lead the charge in transforming budgeting processes to drive business performance.

Why should finance be at the center?

1. **Comprehensive Access to Data and Oversight**
   Finance teams have unparalleled access to all relevant data across the organization, including financial, operational, and headcount data. This comprehensive access enables them to provide holistic, data-driven insight and make informed decisions.
   In addition, with their global view, finance teams can easily identify interdependencies and knock-on effects, helping companies course-correct to meet and exceed targets.

2. **Cross-Functional Collaboration**
   Finance already naturally collaborates across all departments, ensuring that every part of the organization is aligned with the strategic objectives. This cross-functional interaction is vital for creating integrated and effective budgets. No other department interacts with all the key internal and external stakeholders already (including the board).

3. **Focus on Value Creation vs 'Growth at All Costs'**
   With the focus shifted to value creation, there's a growing emphasis on ensuring that every budget decision is based on ROI and the strategic goals of the organization. Again, finance is uniquely positioned to evaluate the operations-to-finance impacts and help leaders prioritize initiatives that drive long-term growth.

4. **Technological Advancements Paired with Unique Skills**
   Finance professionals come equipped with the skills required to translate strategy into mathematical models. Those skills, plus advancements in FP&A software and AI, now give finance teams access to sophisticated forecasting, scenario planning, and data visualization, which are essential for modern operational budgeting.

The Wisdom of Planning: "Plans are Worthless, but Planning is Everything"

General Dwight D. Eisenhower once said, "Plans are worthless, but planning is everything." This resonates deeply in the context of modern finance — a static budget becomes outdated almost immediately in our fast-paced world, but the act of planning itself is what brings value and strategic insight.

Embrace the planning process:

- Strategic Review
  Regularly assess internal and external forces and risks. Understanding market dynamics and competitive landscapes is critical as no company operates in a black hole.

- Business Drivers Analysis
  Dive deep into what truly drives your business. Look beyond the numbers to customer behavior, market trends, and operational efficiencies.

- Past Performance Insights
  Analyze past performance to guide future decisions and avoid repeating mistakes. But don't fixate on the past. Past performance doesn't indicate future performance!

- Stakeholder Alignment
  Ensure everyone is on the same page. Clear communication and engagement with all departments are vital for cohesive strategy execution.

By focusing on continuous planning rather than a fixed budget, finance leaders can adapt quickly to changes, drive performance, and stay ahead of the competition. This approach enhances organizational agility and resilience, ensuring your company thrives in any market condition.

> *When preparing an annual budget tensions will always be high, as it's an exercise of calibrating expectations and sometimes tough decisions will have to be made. This is where I trust my CFO in helping place bets in the key areas that will help us be successful.*
>
> Avi Meir, Co-founder and CEO at TravelPerk

Bridging Strategy with Operations

Rolling Down from Company Objectives to Budget

Without going too corporate here, it's important to roll down from the company's key objectives to make sure that the budget is relevant.

	Definition	Example
Objectives	Specific, measurable goals that support a company's mission and vision. These objectives should be achievable, relevant, and time-bound (SMART).	Increase global market share by 15% over the next 18 months.
Strategy	The high-level plan to achieve the objectives. It includes the methods and approaches the company will use to reach its goals.	Expand into new international markets by enhancing product offerings.
Operating Budget The focus of this E-book!	The operational & financial plan that allocates resources to support the strategy. It includes detailed projections of KPIs and investments needed to execute, mostly in the short-term.	

Set objectives & strategies by “looking in” and “looking out” — in other words, understand the company's strategic positioning to determine what objectives should be and how to achieve them.

Looking in means evaluating internal capabilities, resources, and past performance. This involves understanding strengths, weaknesses, and unique competencies that can be leveraged. Finance should have a clear understanding and position about the company's internal capabilities such as the product’s strengths and weaknesses, talent density, geographic footprint, operational excellence and core productivity.

Looking out means analyzing the external landscape — this can include macroeconomic factors, market trends, industry risks, competitive analysis, understanding how politics might influence business or looking to new market opportunities.

Example:

1 Objective

increase revenue 200% over the next 18 months.

2 By looking in and looking out, we uncover that

1. Compared to industry standards, we have a low closed-won rate overall.
2. Breaking closed-won rates down, we had very high closed-won with services companies. They love certain unique features we had developed.
3. Compared to our competitors, our product lacks certain features that our core market highly desires and our sales reps constantly complain about.
4. Over the last three years, we invested 22% of Revenue into R&D, while our competitors invested >30% of Revenue.

3 Potential Strategies

1. We could focus on bringing more services companies into the pipeline through marketing investments → increase pipeline in the short run.
2. We could deploy more R&D dollars to catch-up, and hopefully overtake competitors on product → improve conversion rates in the long run.

Importance of Understanding the Company's Strategic Positioning

This understanding helps CFOs emerge from the day-to-day finances to be a part of the strategic conversation to drive long-term growth.

- Prioritizing Investments
  Strategic positioning provides clarity on where the company should focus its investments to achieve the greatest impact. For example, understanding market trends and customer needs can guide investments in new product development or market expansion.

- Optimizing Costs
  By identifying areas of inefficiency and potential cost savings, CFOs can optimize operational costs without compromising on strategic objectives.

- Risk Management
  A thorough analysis of the competitive environment allows the companies to develop strategies to mitigate risks and capitalize on opportunities, ensuring financial stability and resilience.

How can a finance team be more strategic?
Have clarity on which objective is truly most important — your North Star.

Why is that so important?
Identifying the primary objective ensures that all efforts are aligned towards a common goal. It anchors conversations with the CEO & board, guides decision-making, prioritizes resource allocation, and clarifies trade-offs, enhancing organizational coherence and effectiveness.

What differentiates good and great finance teams?
Good Finance teams have a comprehensive dashboard with important metrics, which is shared with stakeholders. Great Finance teams focus all the conversations on the key metric that matters most and connect all other metrics to the North Star Metric.

4 Frameworks for Strategic Positioning:

	Overview	Application
Michael Porter's Five Forces	This framework analyzes the competitive forces that shape an industry, providing insights into the dynamics that influence profitability and competitiveness.	By evaluating the threat of new entrants, bargaining power of suppliers and buyers, threat of substitutes, and industry rivalry, CFOs can develop strategies to enhance the company's market position and profitability.
SWOT Analysis	SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis provides a comprehensive view of internal and external factors affecting the company.	By identifying strengths and opportunities, CFOs can leverage them to drive growth, while addressing weaknesses and threats to mitigate risks.
PEST Analysis	PEST (Political, Economic, Social, Technological) analysis examines the macro-environmental factors that impact the company.	Understanding these factors helps CFOs anticipate changes in the external environment and adapt strategies accordingly, ensuring long-term viability and success.
BCG Matrix	The Boston Consulting Group (BCG) Matrix categorizes business units or products based on market growth rate and market share.	This framework helps CFOs allocate resources by identifying which areas need investment, which generate cash, and which should be divested or discontinued.

What Matters in an Operating Budget

For almost all companies, two critical areas to know like the back of your hand are Revenue and Headcount. Finance leaders must understand key drivers at an operational level to help the business achieve its strategic objectives. It is no longer enough to focus on the financial metrics or plan using some baseline * growth rate.

Revenue Planning

Finance leaders that want to have a strategic impact need to understand their Revenue Funnel and Conversion Rates as well as their go-to-market peers. The best teams work closely with go-to-market leaders to understand which levers can be pulled and how much pulling those levers cost. This then allows the company to focus on key levers to quickly adjust if certain investments are yielding great results or not panning out.

Your topline plan needs to have dimensionality and granularity in order for leaders to pinpoint areas for improvement and take quick decisions to maximize impact. Planning and measuring performance by business unit, product type, market, geography, customer segment, department, or vendor can be tedious in spreadsheets, but some tools today can easily solve those headaches.

Here are some basic examples of Operating Metrics you might need to know and their associated costs for SaaS, E-commerce & Payments businesses. And don't forget to balance short-term versus long-term investments.

Key Focus Areas	Example Metrics	Example Associated Costs
SaaS		
Revenue Funnel: Lead Generation	• Number of leads • Lead quality • Cost per lead	• Marketing tools (CRM, marketing automation) • Content creation • Paid advertising • Marketing team costs • SDR team costs
Revenue Funnel: Lead Nurturing	• Engagement score • Email open rates • Email reply rates • Connected dials	• Email marketing software • Content development • Automation tools
Conversion Rates: New Business	• Conversion rates (from Lead to Pipeline, from Pipeline to Close) • Time to convert	• Sales team costs • Discount offers and incentives
Conversion Rates: Existing Business	• Churn • Net or Gross Revenue Retention (NRR/GRR) • Customer lifetime value (CLV) • Customer Satisfaction	• Customer success team costs • Upsell campaign development
E-Commerce		
Revenue Funnel: Traffic Generation	• Website visitors • Bounce rate • Organic traffic growth rate	• SEO and PPC campaigns • Social media marketing • Web analytics tools • Team costs
Revenue Funnel: User Engagement	• Average session duration • Page views per visit • Click-through rate	• Website optimization (A/B testing tools) • Content creation • User experience design

Key Focus Areas	Example Metrics	Example Associated Costs
E-Commerce (continued)		
Conversion Rates: Checkout Process	• Cart abandonment rate • Checkout completion rate • Average order value • Cost per Transaction	• Checkout process optimization • Payment gateway fees • Abandoned cart recovery tools
Conversion Rates: Existing Customers	• Repeat purchase rate • Customer lifetime value (CLV) • Customer retention rate	• Loyalty program costs • Personalized marketing
Payments		
Revenue Funnel: Merchant Acquisition	• Number of merchant sign-ups • Quality of merchants • Merchant growth rate	• Partnership development • Referral program incentives • Team expenses
Revenue Funnel: Onboarding Process	• Onboarding time • Drop-off rate	• Onboarding software • Training and support materials • Customer support staff
Conversion Rates: Merchant Activation	• Activation rate • Time to first transaction	• Activation support and training • Onboarding software
Conversion Rates: Transaction Volume	• Average transaction value • Number of transactions • Merchant retention rate	• Value-added service development • Transaction processing fees • Merchant support costs

Key Focus Areas	Example Metrics	Example Associated Costs
Marketplace		
Revenue Funnel: Seller Acquisition	• Number of new sellers • Seller quality	• Marketing campaigns for seller acquisition • Partnership development • Onboarding support
Revenue Funnel: Buyer Acquisition	• Number of new buyers • Buyer engagement	• Advertising spend • Promotions and discounts • Buyer incentives
Conversion Rates: Listings to Sales	• Conversion rates from listings to completed sales • Time to sell	• Platform development and maintenance • User interface improvements • Payment processing fees
Conversion Rates: Buyer Retention	• Repeat purchase rate • Buyer churn rate	• Loyalty programs • Personalized marketing • Customer feedback systems

Headcount Planning

Effective headcount planning ensures that the company has the right talent to achieve its strategic goals while managing costs. Personnel costs can constitute around 70% of total operating expenses for tech companies, highlighting how critical it is to get it right!

Here’s four areas to focus on for effective headcount planning as a finance leader.

Focus	Action	Example
Determine Staffing Needs		
Workforce Analysis	Assess current staffing levels and identify gaps based on future business needs. Consider talent density to have more informed conversations with stakeholders.	Conduct a skills gap analysis to determine the areas where additional talent is required.
Forecasting	Project future staffing needs based on business growth plans and strategic objectives.	Use capacity models to forecast hiring needs for the next 6-24 months.
Develop a Hiring Plan		
Prioritize Roles	Identify critical roles that need to be filled immediately and those that can be planned for later.	Prioritize hiring for customer-facing roles and technical positions that drive product development.
Budget Allocation	Allocate budget for recruitment, onboarding, and training.	Set aside funds for recruitment marketing, signing bonuses, and employee development.

Focus	Action	Example
Retention and Development		
Performance Management	Establish clear performance metrics and career paths.	Use performance management software to track employee progress and set development goals.
Monitoring and Adjustments		
Regular Reviews	Conduct regular reviews of staffing levels and adjust plans as needed based on business performance and market conditions.	Hold quarterly review meetings to assess hiring progress and make necessary adjustments.
Flexibility	Be prepared to adapt the headcount plan in response to unexpected changes in the business environment.	Implement contingency plans for scaling up or down based on market fluctuations.

By focusing on these critical components of revenue and headcount planning, mid-size tech companies can develop robust operational plans that support their strategic objectives and drive business performance.

Why Finance is uniquely positioned
Finance leaders are uniquely positioned to drive strategy due to their comprehensive understanding of the company’s financial health, resource allocation, and performance metrics. They possess the analytical skills to evaluate data, identify trends, and forecast future outcomes, making them essential for strategic planning and execution. Leaders help ensure that strategic decisions are grounded in financial reality and aligned with the company's long-term goals.

Budgeting Methodology & Process

Establishing a Budgeting Framework

Choosing the right budgeting framework is essential for ensuring that your financial planning aligns with your strategic objectives. Here are some established budgeting approaches:

Activity-Based Budgeting (ABB)

Allocates funds based on activities that drive costs rather than historical spending.

- Provides a clear link between costs and business activities, enhancing transparency.
- Can be complex to implement and maintain due to detailed analysis required.
- Best for companies wanting to understand the cost drivers and improve cost management.

Zero-Based Budgeting (ZBB)

Starts from zero and requires justifying all resources (expenses) for each new period.

- Promotes efficiency and optimal resource allocation by eliminating unnecessary spending.
- Time-consuming and requires detailed justification for every resource.
- Best for organizations looking to cut costs and ensure every dollar spent is necessary.

Value Proposition-Based Budgeting

Allocates resources based on the value delivered to customers.

- Ensures spending aligns with delivering high-value services or products.
- Requires a deep understanding of customer value propositions and their financial impacts.
- Best for customer-centric organizations focused on maximizing value delivery.

Incremental Budgeting

Builds upon the previous year's budget by adding or subtracting a percentage.

- Simple to implement and understand.
- May perpetuate inefficiencies and not reflect current strategic priorities.
- Best for stable organizations with predictable financial environments.

The best finance leaders adapt the relevant method to tailor it even further to their business. The worst thing you can do is implement Incremental Budgeting in a company that faces many changes, yet we see that quite often!

Abacum Recommendation
Value-based Activity Based Budgeting with a focus on activities that support objectives vs activities that drive costs.

Why?
Traditional ABB focuses on cost, but we suggest starting from strategy to focus on activities that drive results. ABB provides leaders with driver-based operational budgets integrating both operating KPIs and financial metrics.

So let's visit how to implement **ABB** using our Value-based approach.

Focus on activities that matter instead of trying to understand all of the activities and cost drivers. This makes the budgeting process much more focused and efficient.

Process — TARG from TARGET

Translate Objectives	Increase market share by 15% in the next three years

Align Departments

Marketing Department	Launch three new marketing campaigns targeting high-growth regions.
Sales Department	Expand sales team by hiring five new sales representatives in target areas.
Product Development	Accelerate the development and launch of two new product features.

Resource Allocation

Marketing Campaigns

- Develop campaign themes and materials by Q1.
- Launch campaigns in Q2 and Q3.
- Key Resources: Marketing team, advertising, software.
- Allocated Budget: $500,000

Sales Expansion

- Develop campaign themes and materials by Q1.
- Launch campaigns in Q2 and Q3.
- Key Resources: Marketing team, advertising, software.
- Allocated Budget: $500,000

Product Development

- Finalize product feature specifications by Q1.
- Begin development in Q2 and launch by Q4.
- Collect customer feedback post-launch and iterate as necessary.
- Key Resources: Product team, software.
- Allocated Budget: $600,000

Generate Metrics

Marketing	Increase lead generation by 20%.
Sales	Achieve 10% increase in sales within new regions by Q3.
Product Development	Achieve 90% customer satisfaction with new features post-launch.

Step by Step Budgeting Guide — breaking down TARGET even further

This section is great for budgeting novices as it gets into the on-the-ground tactics for planning season. Following the **TARGET** Framework, steps **TARG** are performed in depth during budgeting season, then **E** and **T** throughout the year.

Translate Objectives

- [ ] Understand company's strategic positioning
- [ ] Gather & review company's historical financial & operational data
- [ ] Review the company's mission and vision statements (optional, but useful to make sure that objectives are in line with company's long-term vision)
- [ ] Consult with key stakeholders to identify strategic goals
- [ ] Align objectives with the company's strategic goals and operational needs
- [ ] Ensure objectives are specific, measurable, achievable, relevant, and time-bound (SMART)
- [ ] Understand which objective is the most important (North Star Metric)
- [ ] Break down high-level objectives into specific, actionable goals

Align Departments

- [ ] Schedule alignment meetings with department heads
- [ ] Identify key operational inputs (drivers) of objectives
- [ ] Identify key operational inputs (drivers) of costs and capital expenditures
- [ ] Define departmental KPIs and plans
- [ ] Ensure departmental KPIs and plans align with strategic objectives

Resource Allocation

- [ ] Translate company plan & departmental plans into mathematical model that reflects inputs & outputs (driver based model)
- [ ] Sanity check model to ensure financial outcomes are sound, then adjust resources & objectives as necessary to reflect the reality of the business
- [ ] Break down departmental budgets

Generate Metrics

- [ ] Establish key company-wide KPIs to measure progress towards strategic objectives

This should be a small selection of departmental KPIs and rolled-up KPIs for the CEO/ Board. Do not boil the ocean!

Evaluate Performance

- [ ] Conduct departmental and management reviews of the draft budget
- [ ] Collect and incorporate feedback
- [ ] Present the final budget for executive approval
- [ ] Implement tracking system to continuously monitor KPIs and objectives
- [ ] Schedule regular performance check-ins

Tweak and Improve

- [ ] Communicate the approved budget to all departments
- [ ] Regularly track performance against the budget
- [ ] Make adjustments to budget as needed

T — Translate Objectives: Applying the MOST Framework

The **MOST** Framework (Mission, Objectives, Strategies, Tactics) is a powerful tool for translating high-level strategic goals into actionable plans. We've seen firsthand how more finance teams are applying this simple framework to boost their strategic decision-making abilities.

Definition	Application
Mission The overarching purpose and vision of the organization.	Start by clearly defining the company's mission to ensure all strategic objectives align with the broader vision. For example, if the mission is to become the leading provider of innovative CFO software solutions, all subsequent objectives should support this aim.
Objectives Specific, measurable goals that support the mission.	Break down the mission into concrete objectives. Ensure these objectives are SMART (Specific, Measurable, Achievable, Relevant, Time-bound). For instance, an objective might be to increase market share by 15% over the next three years.
Strategies High-level plans to achieve the objectives.	Develop strategies that outline how each objective will be achieved. This could involve expanding into new markets, launching new products, or enhancing customer service. Each strategy should be detailed enough to guide the development of specific tactics.
Tactics Detailed actions and steps to implement the strategies.	Define the specific actions required to execute each strategy. For example, if the strategy is to expand into new markets, tactics might include market research, hiring local sales teams, and developing region-specific marketing campaigns.

A — Align Departments: Example questions to ask your Department Leaders

Engaging with department leaders is crucial for aligning the budgeting process with strategic objectives. Here are tailored questions for each department to gather insights and ensure their plans align with overall company goals.

General

- What additional resources (personnel, tools, training) do you need to meet your goals?
- What emerging trends or opportunities in the market do you think we should capitalize on?
- Are there any challenges when it comes to measuring performance we could help you with?
- If I asked you to cut costs by 10%, what would you cut?
- What risks do you foresee in your department, and how do you plan to mitigate them?
- Are there any external factors that could impact your department's performance?
- Are there opportunities for cross-departmental collaboration that could enhance your efforts?

Sales

- What resources would you need in order to increase quota attainment?
- How many new sales reps are you planning to bring on quarter over quarter? What are their ramp targets?
- Do you anticipate changing the teams quotas or commissions structures? How?
- What challenges do you anticipate to achieve your sales targets?

Marketing

- What major marketing campaigns do you have planned for the next year?
- What budget do you require for each major campaign?
- If you had budget for one major bet, what would it be?

Customer Success

- What are your targets for customer retention and satisfaction?
- How do you plan to achieve these targets?
- Are there any new customer success initiatives planned?
- How do you plan to collect and utilize customer feedback to improve our services?

Product

- What new products or features are you planning to develop and launch next year (i.e. roadmap with timelines)?
- How much of the headcount is going towards support vs product development? What can we do to reduce this ratio?
- Which product investments are the riskiest in your view? Why do you say that?

> *Doing what you say you're going to do is one of the single most important things a business can do. That starts with a plan that can be consistently met or beat.*
>
> Ryan Denehy, Founder and CEO at Electric

R — Resource Allocation: Planning like a Pro with the FUTURE Framework

Scenario planning is a game-changer for resource allocation, offering a structured approach to anticipate various future environments. Developing multiple scenarios frequently and presenting them to your C-Suite is critical.

This strategic foresight is invaluable to your CEO, who will appreciate the clarity and preparedness it brings to decision-making. Imagine presenting a scenario where a market downturn is predicted, and you’ve already allocated resources to cost-cutting measures and efficiency improvements. Or another scenario forecasting rapid growth, where you've planned investments to scale operations and expand market reach. This kind of proactive planning makes you the go-to expert in the room.

Why Scenario Planning Elevates Your Role:

C-Suite Value
CEOs highly value the insights from scenario planning, often wanting to engage personally with the process. Make sure CEOs and other C-Suite executives can play with your inputs easily without breaking your model

Strategic Decision-Making
It drives better decisions at the company level by highlighting which initiatives will yield the highest returns under varying conditions.

Boardroom Confidence
Presenting well-structured scenarios demonstrates foresight and preparedness, making you look smart and competent in front of the Board.

Agility and Flexibility
Presenting well-structured scenarios demonstrates foresight and preparedness, making you look smart and competent in front of the Board.

Scenario planning isn't just a tool; it's your secret weapon for driving strategic success and making a lasting impact on your company's future. Embrace it, champion it, and watch as your strategic influence grows.

Differentiating Scenario Planning from What-If Analysis

Scenario Planning
In its simplest form, this uses a series of plausible future environments to assess how each scenario could impact the strategic goals or resources of your business. Scenario planning is holistic and considers multiple factors such as economic conditions, market trends, regulatory changes, and technological advancements.

What-If Analysis
This is a more tactical approach used to assess the impact of specific changes or variables on an existing plan or model. It involves adjusting one or more variables to see how these changes affect outcomes. What-if analysis is typically used for shorter-term decision-making and is more focused on immediate operational impacts rather than long-term strategic planning.

Scenario Planning like a Pro: Introducing the FUTURE Framework

To help finance leaders effectively conduct scenario planning, we introduce the **FUTURE** framework. This framework ensures a structured and comprehensive approach to envisioning and preparing for multiple potential futures.

Frame Potential Futures

Identify Key Drivers	Determine the most critical factors that could impact your business based on potential impact, or likelihood of occurrence (e.g., market trends, economic shifts, regulatory changes).
Develop Scenarios	Create a set of diverse and plausible scenarios based on these key drivers. Ensure each scenario represents a different potential future environment.

Understand Implications

Assess Impact	Analyze how each scenario could affect your strategic objectives, operations, and financial performance.
Opportunities & Threats	Identify and highlight any opportunities and threats presented by each scenario.

Test Assumptions

Validate Assumptions	Evaluate the assumptions underpinning each scenario. Use data and expert insights to test the validity and reliability of these assumptions.
Adjust as Needed	Refine scenarios based on feedback and new information to ensure they remain relevant and accurate.

Uncover Strategic Options

Develop Responses	Identify strategic options and actions to take under each scenario. Consider both offensive (e.g., market entry, innovation) and defensive (e.g., cost-cutting, risk mitigation) strategies.
Prioritize Actions	Determine which actions are most critical and prioritize them based on potential impact and feasibility.

Resource Allocation

Align Resources	Allocate resources based on the prioritized actions for each scenario. Ensure flexibility in resource allocation to adapt quickly as scenarios evolve.
Monitor and Adjust	Continuously monitor the environment and adjust resource allocation as necessary to stay aligned with the most likely scenarios.

Evaluate Outcomes

Learn and Develop	Use the insights gained from scenario planning to improve future planning processes. Continuously learn and adapt to enhance strategic agility.

Example results from Scenario Planning

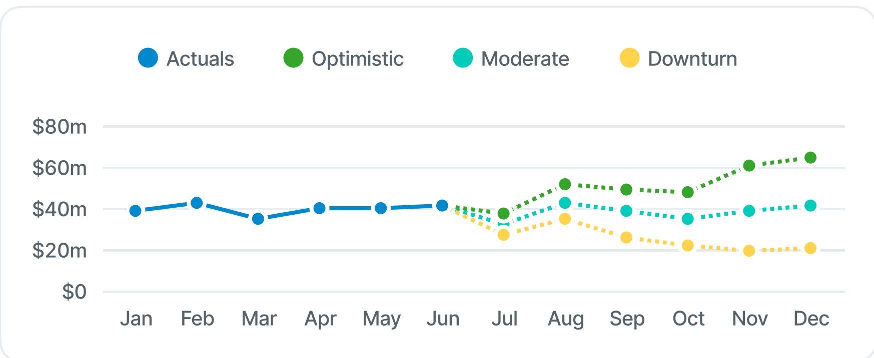
While the underlying scenario planning exercise can be very in-depth, leaders want to see the outcomes presented visually. Include a table that provides context, then share the potential outcomes of these scenarios graphically.

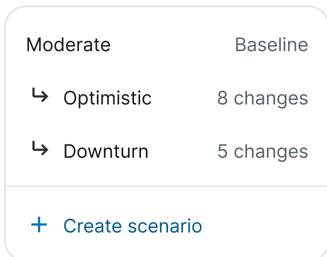
Want bonus points? Easily allow leaders to perform What-If analyses real-time by toggling the different underlying assumptions & strategies.

Scenario	Market Trend	Economic Condition	Tech Adoption	R&D Investment	Marketing Spend	Sales Strategy
Optimistic Growth	Strong	High growth	High	High	Increased campaigns	Expand sales team, enter new markets
Moderate Growth	Steady	Stable	Moderate	Moderate	Maintain efforts	Gradual expansion, focus on training
Market Downturn	Decline	Recession	Low	Low	Cut non-essentials	Cost-saving, retain core team

By applying the **FUTURE** framework, finance leaders can systematically explore potential future scenarios, understand their implications, and develop robust strategies to navigate uncertainty. This proactive approach ensures that your organization is prepared for whatever the future holds, enabling you to allocate resources effectively and drive business performance.

As you can see, scenario planning is not just about toggling inputs and assumptions in a model, it is a comprehensive exercise that may fundamentally change the underpinning model itself.





G — Generate Metrics: Example Metrics

Here we've provided some common non-finance metrics by department.

Key guidelines:

- Align with North Star Metric
  Every metric should tie back to your primary strategic objective.

- Quality Over Quantity
  Select the most critical metrics; while it's tempting to track numerous KPIs, too many metrics can be distracting and create unnecessary overhead. Do not boil the ocean!

- Avoid Composite Indexes
  Use clear, individual metrics to understand what you are measuring. Composites can hide underlying trends.

By concentrating on a clear set of metrics, you can better manage and drive performance, making your metrics truly actionable and impactful. This focused approach helps maintain clarity and alignment, driving more effective decision-making and strategic execution across the entire organization.

> *My CFO has always been my partner in helping make sure all trains run on time, and ultimately the budget just becomes the schedule for the company across the year.*
>
> Cesar Carvalho, CEO and Co-Founder at Wellhub

Company-Wide Metrics

Net New Annual Recurring Revenue (ARR)	Net increase in recurring revenue from new customer subscriptions, upgrades, and expansions, minus any lost revenue from cancellations and downgrades
Customer Lifetime Value (CLV)	Average total revenue expected from a customer over their lifetime.
Customer Acquisition Cost (CAC)	Total cost to acquire a new customer.
Net Promoter Score (NPS)	Measure of customer loyalty and likelihood to recommend.
Burn Rate	Rate at which the company is spending its capital before generating positive cash flow.

Sales Metrics

New Annual Recurring Revenue (ARR)	Total new recurring revenue generated from subscriptions over a year.
New Monthly Recurring Revenue (MRR)	Total new recurring revenue generated from subscriptions per month.
Lead Conversion Rate	Percentage of leads converting to paying customers.
Sales Cycle Length	Average time taken to close a sale.
Average Revenue Per Account (ARPA)	Average revenue generated per customer account.
Quota Attainment	Percentage of sales reps meeting or exceeding their sales targets.
Win Rate	Percentage of deals closed successfully compared to total opportunities.

Marketing Metrics

Lead Generation	Number of new leads generated through marketing.
Cost Per Lead (CPL)	Average cost to acquire a new lead.
Marketing Qualified Leads (MQLs)	Number of leads deemed likely to become SQLs.
Sales Qualified Leads (SQLs)	Number of leads deemed likely to become customers.
Website Traffic	Number of visitors to the company's website.
Content Engagement	Engagement metrics such as page views, time on page, and shares.
Social Media Metrics	Followers, engagement rate, and conversions from social media channels.
Return on Marketing Investment (ROMI)	Revenue generated from marketing efforts divided by the marketing spend.

Customer Success Metrics

Upsell and Cross-sell Revenue	Revenue generated from upselling and cross-selling to existing customers.
Customer Health Score	Composite score indicating the overall health of customer accounts.
Customer Satisfaction Score (CSAT)	Measure of customer satisfaction with support interactions.
Net Promoter Score (NPS)	Likelihood of customers recommending the company.

Customer Success Metrics (continued)

Customer Retention Rate	Percentage of customers retained over a given period.
Churn Rate	Percentage of customers discontinuing their subscriptions.
Renewal Rate	Percentage of customers renewing their subscriptions.
First Response Time	Average time taken to respond to customer inquiries.
Resolution Time	Average time taken to resolve customer issues.

Product Metrics

Feature Adoption Rate	Percentage of customers using new features.
Product Usage Rate	Frequency and depth of product usage by customers.
Time to Market	Time taken to develop and launch new features or products.
Bug Fix Rate	Number of bugs fixed over a period.
Customer Satisfaction Score (CSAT)	Measure of customer satisfaction with the product.
Net Promoter Score (NPS)	Likelihood of customers recommending the product to others.
Product Churn Rate	Percentage of customers discontinuing product use.
Development Velocity	Speed at which new features and updates are developed and released.

People (HR) Metrics

Employee Turnover Rate	Percentage of employees leaving the company over a period.
Time to Hire	Average time taken to fill open positions.
Employee Engagement Score	Measure of overall employee engagement and satisfaction.
Training Completion Rate	Percentage of employees completing training programs.
Absenteeism Rate	Rate of employee absences.
Employee Productivity Rate	Output per employee.
Retention Rate of High Performers	Percentage of top-performing employees
Diversity and Inclusion Metrics	Measures of workforce diversity and inclusivity efforts.

E — Evaluate Performance: Life After Budgeting

In fact, it's the whole purpose of this E-book! If you missed this point, it's time to read *Section 1: Leveraging Budgeting to Drive Performance.*

After the budgeting process, maintaining performance and accountability is crucial.

As a finance leader, elevate your role to become an agent of performance. Actively engage in business partnering by scheduling regular performance meetings with key stakeholders. Arrive armed with insightful data and actionable recommendations. Drive meaningful discussions, and maintain a close connection with the business to understand its ongoing dynamics and challenges.

To operationalize this, you can utilize tools like dashboards, templates, and scorecards. However, always remember that the core aim is to drive impactful performance and align actions with your strategic goals.

Example Tools:

Performance Management Dashboard
Create a comprehensive dashboard to monitor key performance indicators (KPIs) and track progress against strategic objectives. Use FP&A software to automate the entire process with real-time data for every stakeholder.

Performance Review Templates
Standardize performance review documents to ensure consistent evaluation and feedback across departments.

Scorecards and Performance Metrics
Develop balanced scorecards to measure performance in multiple areas such as financial results, customer satisfaction, operational efficiency, and employee engagement.

Expanding the role of the CFO
Beyond managing finances, CFOs can lead performance management initiatives, ensuring that all departments align with strategic goals. By leveraging financial and operational data, CFOs can provide insights that drive better business decisions and enhance overall performance.

T — Tweak & Improve: Continuous Improvement Post-Budgeting

Continuous review of the budget in the latest context is essential for adapting to changes and optimizing performance. Regular forecasting is not only a tool to test if the budget is still valid but also a means to enhance predictability, update your execution plan, accelerate performance, and manage investor expectations.

Decide which methodology is better for your business.

Rolling Forecasts

Establish a regular schedule for updating forecasts to reflect the latest data and market conditions.

- Updated regularly to reflect the most current data and market conditions.
- Time horizon continuously extends the forecast period, maintaining a consistent forward-looking view (e.g. always 12 months ahead).
- Focus on financial and operational metrics for a comprehensive view.

On-Demand Forecasts

Adjust forecasts ad-hoc based on company needs and market trends for more precise and dynamic planning.

- Updated as needed.
- Time horizon can vary based on the purpose of the re-forecast.
- Focus can vary based on the purpose of the re-forecast.

Abacum Recommendation

We strongly advocate for rolling forecasts because this method keeps your projections relevant and agile. Regular forecasting keeps your operational muscles trained and in the event of one-off changes to your company or the market, you can always do additional on-demand forecasts to supplement a regular rolling forecast. With the availability of forecasting tools today, keeping up a regular and frequent forecasting cadence is easy!

How to improve your forecasting processes today:

Increased Frequency
Transition from bi-annual or quarterly forecasts to monthly or even weekly updates to maintain agility and relevance.

Integrate Operational Metrics
Just like with the budget, include key operational metrics in forecasts to provide a more comprehensive view of the business.

Cross-Departmental Collaboration
Ensure that all departments contribute to the forecasting process and have easy access to the latest forecast.

Forecasting Tools
All of the above are actually much easier to achieve today with software and technology. Utilize FP&A tools to create “live” rolling and demand-based forecasts so you can forecast all key metrics in real time, and ensure each department has permissioned access to what’s relevant for them.

> *Preparing a budget does not finish when the rest of my leadership team agrees that, as a business, our plans are ambitious yet achievable. It finishes when my CFO takes it to the boardroom and explains why this is the compelling strategy we will hold ourselves accountable to.*
>
> Felipe Navio, Co-founder and Co-CEO at Job&Talent

How does your Budgeting Process Stack Up?

Understanding your budgeting process and metrics is key to identifying improvements and ensuring efficiency. Compare your metrics to industry benchmarks and measure performance over time, like days to complete and revisions. This dual approach fosters continuous improvement and keeps you competitive as a finance professional.

Here are some key budgeting metrics to consider:

Cycle Time

Average Days to Complete Budget	Industry best practices suggest that the budgeting process should take between 25-45 days from start to finish. Companies with streamlined processes and advanced planning tools often complete their budgets more quickly.
Frequency of Revisions	High-performing organizations typically update their budgets quarterly, with rolling forecasts being a common practice to maintain agility.

Accuracy

Forecast Accuracy	Leading companies achieve a forecast accuracy rate of 90-95%. This involves comparing actual results to forecasted figures and aiming for minimal variance.
Variance Analysis	Regular variance analysis (monthly or quarterly) helps to identify discrepancies and make necessary adjustments.

Stakeholder Involvement

Engagement Level	Successful budgeting processes involve regular input and reviews from key stakeholders such as the CEO, Board, and department heads. Frequent check-ins and collaborative planning sessions ensure alignment and buy-in.
Decision-Making Speed	Efficient processes enable quicker decision-making, with clear timelines for approvals and revisions.

Common Pitfalls in the Budgeting Process & How to Avoid Them

Despite the best intentions, many organizations encounter common pitfalls during the budgeting process. Here's how to avoid them:

Poor Stakeholder Alignment

Misalignment among key stakeholders (e.g., CEO, Board, department heads) can lead to conflicting priorities, delays, and inefficiencies.

- **Early Stakeholder Involvement**
  Involve stakeholders early in the process to gather input and foster a sense of ownership and accountability.
- **Regular Communication**
  Schedule regular meetings with key stakeholders to discuss progress, address concerns, and keep everyone on the same page.
- **Clear Objectives**
  Establish and communicate clear strategic objectives and how the budget aligns with these goals.

Poor Project Management

A poorly managed process can result in a lack of coordination, missed deadlines, and budget overruns.

- **Defined Roles and Responsibilities**
  Clearly outline the roles and responsibilities and ensure everyone understands their tasks.
- **Project Management Tools**
  Utilize project management tools to track progress, manage deadlines, and facilitate communication.
- **Regular Updates**
  Implement regular status updates and review meetings to keep the project on track and address issues promptly.

Inadequate Data and Tools

Relying on outdated tools and insufficient data can compromise the accuracy and efficiency of the budgeting process.

- **Invest in Technology**
  Adopt advanced FP&A software and data analytics tools to streamline the budgeting process and improve accuracy. Certain NextGen solutions today provide full dimensionality and granularity while still allowing you to easily change plans, which would be unthinkable in spreadsheets.
- **Data Integration**
  Ensure that all relevant data sources are integrated and accessible, providing a comprehensive view of financial and operationall performance.
- **Training**
  Provide training for staff on how to use these tools effectively and interpret the data accurately.

Lack of Flexibility after the initial Budgeting process

A rigid budgeting process (i.e. stubbornly sticking to the original budget) can hinder the ability to respond to changes in the market or environment.

- **Rolling Forecasts**
  Implement rolling forecasts to update budgets regularly based on the latest data and market conditions.
- **Scenario Planning**
  Use scenario planning to prepare for various potential futures and adjust budgets accordingly.
- **Flexibility in Resource Allocation**
  Ensure that the budget allows for reallocation of resources as needed to respond to new opportunities or challenges.

By benchmarking your budgeting process against these standards and avoiding common pitfalls, you can enhance the efficiency of your financial planning. This proactive approach will ensure your organization is well-prepared to meet its strategic objectives and navigate the complexities of the business environment.

What Next — Beyond Budgeting

Business Partnering — Building Stronger Relationships

Business partnering is at the core of a strategic finance function - without it, we are just number crunchers. Business partnering involves building strong relationships with other business leaders, understanding their needs, and providing insights that drive performance and strategic decision-making.

We have all heard how essential business partnering is in today's market, but how do we actually do it?

Build Strong Relationships

- Engage Regularly
  Schedule regular meetings with key stakeholders across the organization to discuss their goals, challenges, and needs.
- Be Accessible
  Make yourself available for informal discussions and ad-hoc support. This builds trust and demonstrates your commitment to their success.
- Provide Value
  How many times have you chased budget owners to plug in a number in your model in budgeting or forecasting? We need to turn this around and provide our key stakeholders with new actionable insights, like "Hey CRO, since you mentioned Competitor X as our biggest roadblock to closing more deals. We have done a competitive deep dive. In addition to revisiting our long-term product strategy, if we want to move conversion rates from A to B in the short run, how much $$$ would we need to allocate to training and marketing to highlight our differences?"

This is actually the most important!

Speak their Language

- Adapt Your Communication
  Pay close attention to what your business partners are saying. Understand their pain points, priorities, and what success looks like for them. Use terminology and concepts that are familiar to your business partners, not a bunch of finance jargon.
- Focus on Relevance
  Highlight how financial metrics and insights relate directly to their goals and challenges. For example, with the sales team, focus on metrics like lead conversion rates and sales cycle length. Marketing might be focused on customer acquisition costs and campaign ROI, while operations might prioritize efficiency metrics and cost management.

Drive Better Decisions

- Scenario Planning
  Help departments prepare for various future scenarios by providing forecasts that consider different outcomes and how they can adapt.
- Performance Management
  Develop and share performance dashboards that track key metrics, enabling departments to monitor their progress and make informed adjustments. This also ensures that everyone uses the same numbers.

By fostering strong relationships, understanding the unique needs of each department, and speaking their language, finance leaders can become invaluable partners in driving business success. This collaborative approach not only enhances the role of finance within the organization but also ensures that financial strategies are aligned with and support the broader business objectives.

> *The budgeting cycle is where a great finance team guides every major function of the company to come together and proactively drive the outcomes that help grow the business.*
>
> Jordi Romero, Founder and CEO at Factorial

Future Trends in Budgeting and Financial Planning

To stay competitive, organizations must continuously improve their financial planning processes. This involves regular reviews, feedback loops, and a commitment to learning and adaptation.

By embracing future trends and leveraging advanced tools and technologies, a proactive approach not only enhances the role of finance within the organization but also drives better business performance and prepares the company for future challenges.

Here's what best-in-class finance teams are already using:

Agile Budgeting & Real-time Forecasting

The rise of agile budgeting is transforming how organizations plan and allocate resources. Agile budgeting involves continuous planning and frequent updates, allowing companies to respond swiftly to changes in the business environment. This approach improves flexibility and ensures that financial plans remain aligned with strategic goals.
The increasing frequency paired with the mounting volumes of data makes agile budgeting nearly impossible in spreadsheets. Thankfully, there's been a rise in Advanced Financial Planning Tools in the market, and FP&A software is no longer an enterprise luxury.

Advanced Financial Planning Tools

Modern financial planning tools are essential for agile budgeting and forecasting. These tools offer robust data integration, real-time analytics, and collaborative features that enhance decision-making. And finally, they are easy-to-use unlike their clunky predecessors.

Check out this additional resource:

↗ 11 Best FP&A Tools & Software: 2024 Comparison (Abacum)

AI and Machine Learning

Artificial intelligence (AI) is revolutionizing financial planning by enhancing predictive analytics and automating routine tasks. Most Financial Planning software will be, or have already started, embedding AI into their products. Even today, AI can:

- **Provide Predictive Analytics**
  A high-tech manufacturer uses machine-learning algorithms to monitor financial and business-continuity risks, reducing the total cost of internal audits by 15-20% (McKinsey & Company).
- **Automate Processes**
  A global consumer goods company uses natural-language generation (NLG) to draft management discussions, freeing up finance staff for more strategic tasks (McKinsey & Company).

Check out these additional resources:

↗ Generative AI in the Finance Function of the Future (BCG)

↗ Toward the long term: CFO perspectives on the future of finance (McKinsey)

↗ Future of finance: How the finance function is turning tech into a competitive advantage (PWC)

↗ CFOs need to make bolder change to deliver lasting transformation (EY)

Conclusion: Take Action and Lead the Future of Finance

As a finance leader in today's dynamic business environment, your role is more critical than ever. The strategies and insights shared in this e-book are designed to empower you to transform your budgeting process and drive your organization toward strategic success

- **Bridge Strategy with Operations**
  - Align Objectives and Budgeting
    Use the TARGET framework to translate high-level strategic objectives into actionable goals, align departments, allocate resources effectively, generate key metrics, evaluate performance, and continuously improve.
  - Create an Operational Plan
    Develop detailed operational budgets that support your strategic goals, ensuring every dollar spent drives business performance.
- **Adopt Modern Methodologies**
  - Agile Budgeting
    Use the TARGET framework to translate high-level strategic objectives into actionable goals, align departments, allocate resources effectively, generate key metrics, evaluate performance, and continuously improve.
  - Advanced Tools and Technologies
    Leverage AI, machine learning, and integrated planning tools to enhance forecasting accuracy, streamline processes, and provide deeper insights.
- **Business Partnering**
  - Collaborate and Communicate
    Build strong relationships with other business leaders, speak their language, and provide strategic insights that drive performance. Use data-driven recommendations to support decision-making and foster cross-functional collaboration.

Transform your budgeting process by implementing the strategies discussed here. Help your team drive strategic success, ensure alignment with your top-line goals, and navigate the complexity of the modern business landscape.

The future of finance is about more than managing numbers — it's about driving business performance, creating value, and leading your organization toward long-term success. Start now, stay agile, and continuously innovate. That's all, folks!

Discover Abacum

Abacum

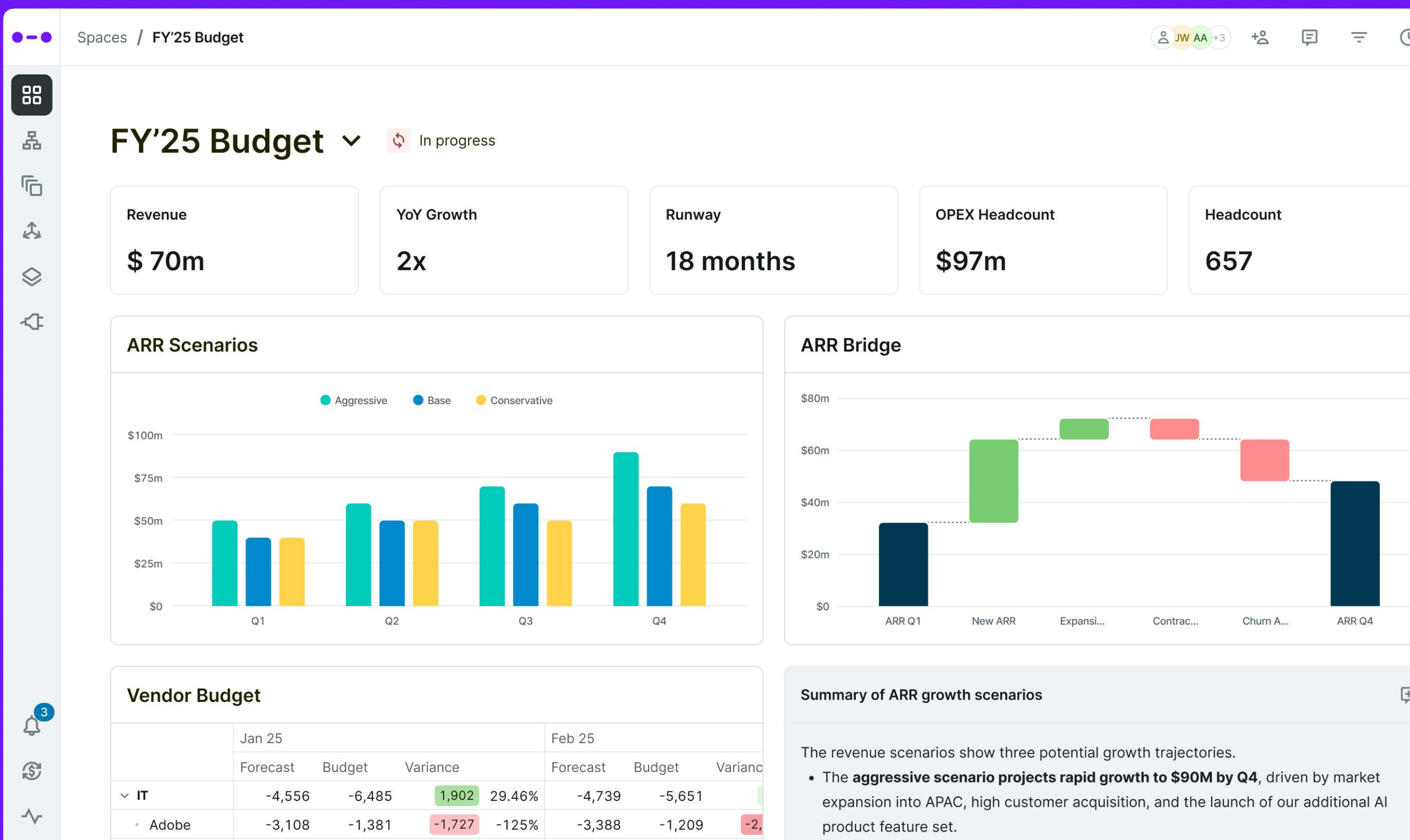
Budgeting that drives business performance

Abacum is the leading Financial Planning & Analysis (FP&A) solution mid-market CFOs are using to create budgets that drive business performance.

- Drive stakeholder engagement with collaborative budgeting workflows and approvals.
- Create real-time scenarios without duplicating spreadsheets, answering questions in minutes.
- Automate reporting with AI-driven insights, turning budgets into plans, right up to the boardroom.
- Control sensitive data access, ensuring only the right stakeholders see what they need.

As you start your annual planning, and with Abacum's six-week implementation process now is the time to put in place a scalable FP&A solution.

Book a demo



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