



BTA

Finance Conference

Making Best Informed Decisions
Monday 27th November | 10.00am–11.15am

Gill Ellyard

Associate Director, Finance Consulting

E: Gill.E.Ellyard@uk.gt.com



Agenda

- What is the role of Finance?
- Optimising the Finance function
- A framework for 'making best informed decisions'
- Questions

The role of Finance - CFO Scorecard

Helping to generate value for the organisation through delivery of insights, involvement in strategic decisions and leadership of change initiatives



Identifying and balancing the needs of relevant stakeholders and customers of Finance, including those inside and outside of the Finance Function

Ensuring that appropriate controls, processes and governance are effective to identify and mitigate risks faced by the organisation and discharge its compliance responsibilities

Completing core Finance Function tasks such as transaction processing, ledger maintenance, and statutory reporting

Optimising the Finance function



ESG



Change and
Transformation



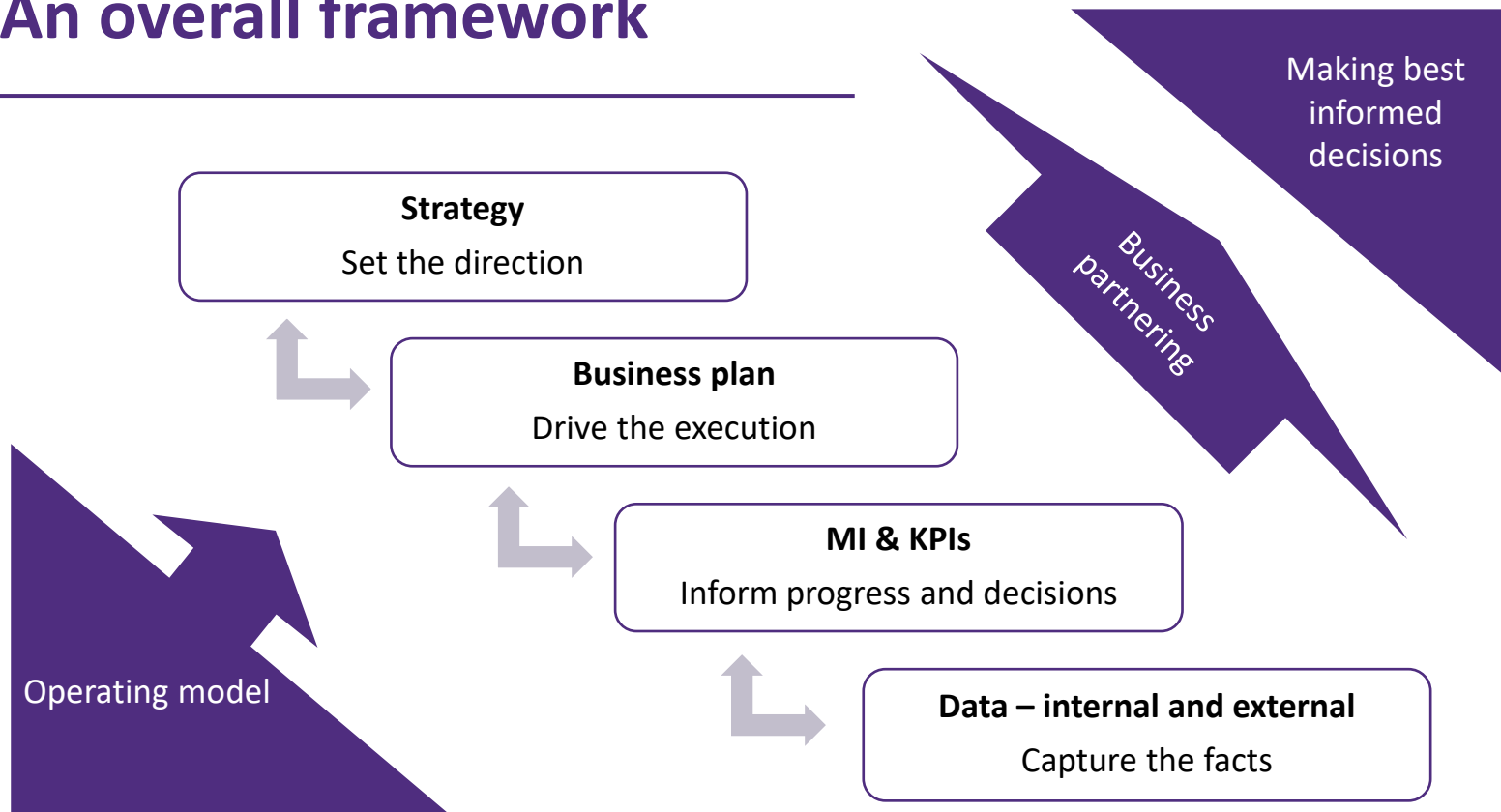
Talent



Digital

Value Creation Stakeholder Management Business Protection Operational Finance

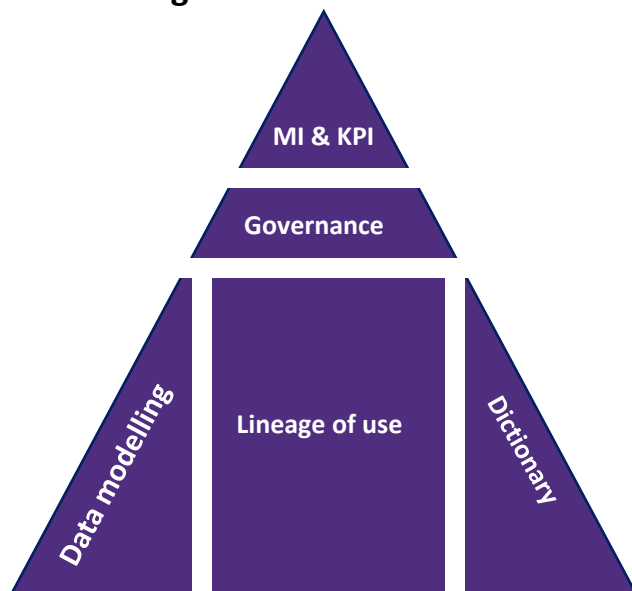
An overall framework



The importance of data

Execution: The MI Pyramid

Building blocks for robust MI & KPIs



Execution: The Value Drivers

A framework for end to end change

Value Driver	Questions to consider
Vision	Be timeless, descriptive & bold
Management Information	Who has what need?
People	What skill changes are needed?
Process + Control	What are the steps?
Systems	Do you have the right tooling?
Organisation	What roles will exist and where?
Change Management	Who is driving the roadmap?

Picking metrics - key considerations

Relevant

Is it tied to the business plan which is in turn tied to the strategy

Properly defined

Are we comparing apples with apples?

Blend of lag and lead indicators

Is it a measure of historic or future performance?

Drives an action

Helps to move from 'What' to 'So What?' to 'Now What?'

Tailored to the audience

Strategic v Tactical v Operational

Available

Is it captured and reliably measured?

Key takeaways



Focus Finance based on where it can best deliver the wider business strategy



Engage widely to establish your data priorities



Think of the overall framework for MBID – which elements are strengths and which need work?



Focus on high quality metrics rather than metrics for metrics' sake

Questions?