

# The Future of Planning, Budgeting and Forecasting

Global Survey 2017

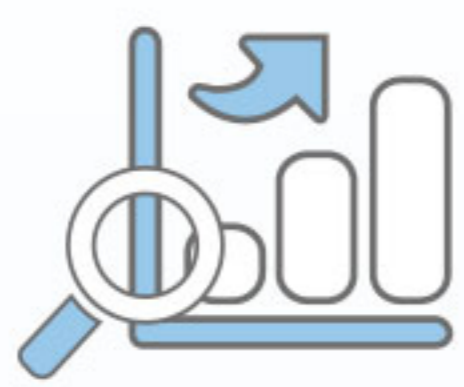


“ At the heart of all change is informed discussion. As the PBF landscape changes, FSN’s surveys delve into the successes and frustrations of executives at the helm of this evolution, and they are taking heed of our insight.

FSN Modern finance forum is driving the CFO agenda

## 1

### Non financial data is creeping up the CFO agenda



**78%**

of CFOs agree that the key to forecasting more accurately appears to lie in greater use of non-financial data



**43%**

of CFOs rank non-financial data it in their top 3 sources of ‘most insightful data’

YET



**74%**

of CFOs are still struggling to identify all relevant non-financial data sources



**41%**

of CFOs are concerned over the integrity of their non-financial data

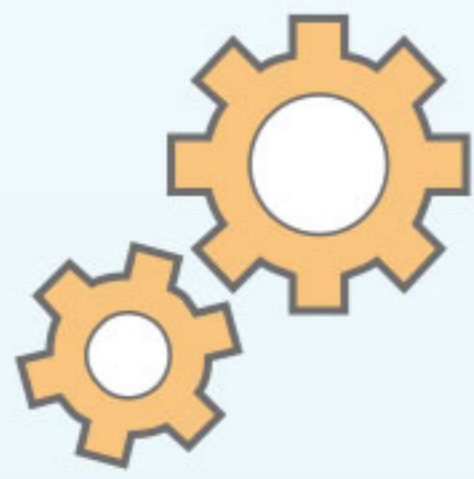


**25%**

of CFOs say their senior management do not appreciate the value of non-financial data

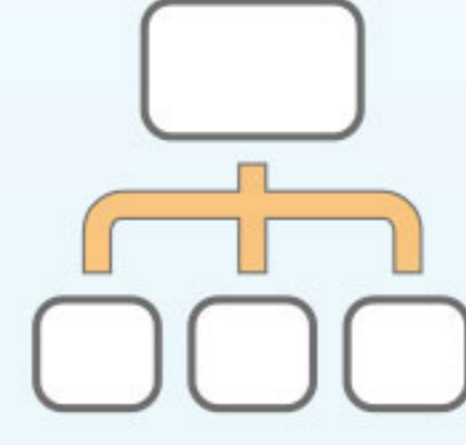
## 2

### Standardisation and Automation front of mind



**82%**

of CFOs agreed automating the planning budgeting and forecasting process as a top technology priority for their business over the next 3 years



**79%**

of CFOs agreed standardisation of the planning budgeting and forecasting process as a top technology priority for their business over the next 3 years

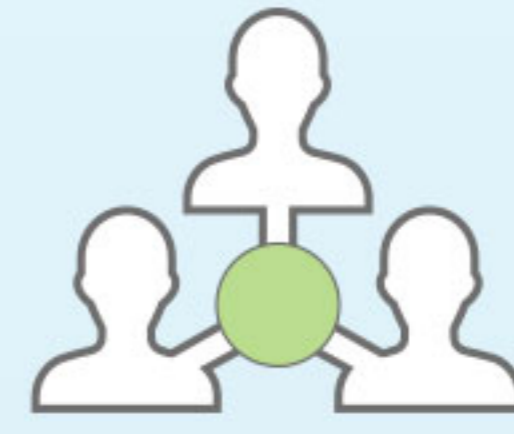
## 3

### Linking front to back office is seen as a next step



**76%**

of CFOs recognize the importance of connecting more stakeholders in the budgeting processes



**26%**

of CFOs ranked the customer relationship management database as their most insightful source of data (general ledger: 34%)

YET



Marketing most likely department to work using stand alone spreadsheets with **23%** not integrated with finance



Few marketing teams utilise specialist planning software with just **17%** using specialist on premise software and even fewer, **12%** using specialist cloud based software



**849**

Respondants



**23**

Industries



**80%**

Senior Finance