

PrecisionView™

Enabling accelerated finance modeling capabilities to rapidly shift focus from analysis to action

Resilient leadership: Responding to COVID-19

5 key challenges during times of uncertainty

1. Constant scenario development and modeling
2. Discomfort and lack of confidence in future projections
3. Urgent need for decision and courses of action
4. Unclear decision-making framework and ambiguous criteria/triggers
5. Excessive manual iteration

PrecisionView can be a rapid approach to help improve visibility, plans, estimates, and outcomes

IMPROVISE

- Respond today in an effort to immediately understand cash liquidity
- Analyze short-term fixed/variable and direct/indirect costs

ADAPT

- Adjust plans with flexible, scalable forecasting and planning capabilities
- Integrate internal and external drivers for scenario modelling

THRIVE

- Integrate forecasting and planning with operational and functional leaders
- Drive transparency and visibility to help improve future response times

It's important that businesses are proactive in assessing their capability to withstand disruption, as well as the options they have to identify, and respond to, potential opportunities.

In critical times, many organizations need the ability to:

Evaluate scenarios/action plans

Provide better guidance externally and across the C-suite

Incorporate emerging data into plans

Leverage recent and new sources of data effectively in plans and projections

Get visibility into cash and liquidity

Integrate working capital and cash driver information

Create models for business continuity

Understand event impacts, trigger points, and levers

Reduce operational planning burden

Baseline for BU layering of risks and opportunities

Free capacity/iterate rapidly

Accelerate model regeneration, releasing key finance resources to take action

Differentiated value and potential benefits of PrecisionView

VALUE DRIVERS	EXPANDED CAPABILITY	INCREASED CAPACITY	ENRICHED COLLABORATION	ACCELERATED CREDIBILITY
	Improved business and investment decision making, powered by scenario analysis	Identification of influential business drivers and modeling of key business levers	Faster time-to-insight and ability to deliver financial insights and visuals	Gain improved guidance to maintain or reestablish investor confidence
HOW CAN WE HELP	Rapid assessment to help uncover the data, insights, and criteria to support decision making	Platform-as-a-service for data ingestion/cleansing, advanced modeling, and rapid scenario generation	Automated models that can identify trends with less effort, freeing time to focus on decisions	Dynamic dashboards to visualize and drill into root cause and trade-off analysis

Ready-to-go accelerators

PrecisionView™ solutions and services are tailored to your business priorities, organizational demands, and technology landscape



Actuals vs. forecast comparison

- Monthly variance analysis
- Driver-level analysis
- Visualize plan, forecast, and actualize data in a single view



Executive dashboarding and KPI calculation

- Measure KPIs and business levers that drive outcomes
- Visualize KPIs in dynamic graphs/charts



Scenario modeling and sensitivity analysis

- Quickly create driver-based “what if” scenarios
- Model and compare multiple scenarios simultaneously
- Integrated view of financial impacts across functions

TYPICAL DATA SOURCES:

- Anaplan for connected planning capabilities
- ERP (e.g., SAP, Oracle, Workday, etc.)
- Operational systems and offline models
- Environmental and macroeconomic data
- Emerging structured and unstructured data



Speed

Enables shortened forecast and real-time insights (e.g., close variance calculations)



Integrated data

Integrated data (e.g., forecast and actuals) in one place



Self-service dashboards

Ability to build and share interactive dashboards with the business



Analytics and visualization

Improved ability for users to build analysis and visualizations

1

PRIORITIZE AND FOCUS

- Define problem scope(s) and priority
- Identify targets (geographies, products, customers, channels, etc.)
- Set a realistic time horizon

2

PREPARE AND MOBILIZE

- Evaluate use cases, problem statements, and existing core capabilities/gaps
- Determine build vs. buy vs. rent/lease
- Make sure your organization has line of sight to the talent, culture, and capacity

3

COLLECT AND LAUNCH

- Identify which tools and data are available and in place
- Assess available talent and abilities
- Evaluate skills and bandwidth—determine needs
- Prepare data, tools, and people

4

FUNCTIONING PROTOTYPE/MVP

A. Driver analysis and data cleansing

- Source key potential drivers and data sources
- Setup workspace for analysis and modeling
- Evaluate drivers for quality and relevancy
- Configure workflows for scenario development

B. Advanced scenario modeling

- Develop models for P&L line items based on relevant drivers
- Include end users in the design and build of models
- Identify levers, events, and triggers relevant to scenario and contingency planning
- Capture and analyze scenario versions and outcomes

C. Dashboards and visualizations

- Develop dashboard views with key metrics visuals
- Enable real-time, cross-functional scenario analysis
- Evaluate driver and business lever root cause impacts

D. Socialization/iteration

- Socialize results with key stakeholders along the way
- Understand risk tolerances and accuracy vs. effort thresholds
- Track results in parallel – key score, iterate to improve
- Leverage models to inform key business decisions

E. Ongoing integration

- Leverage models for ad hoc analysis
- Align on steady state model update cycles
- Continuously refresh driver inputs and data sources
- Integrate advanced capabilities into steady state process

Many organizations don't attempt a wholesale change to their forecasting approach from the beginning. Instead, they select a part of their business or a specific revenue, product, or cost element to use as a pilot or proof of concept. Algorithmic forecasting can accelerate scenarios and insights in times of crisis and challenge.

Want to learn more?

Read our guide to Forecasting in a digital world: deloitte.com/us/forecasting

Start the conversation

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