How Finance Leaders Can Unlock Capacity to Enhance Business Performance

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Featured Presenter

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VP and Global Head of Transformation
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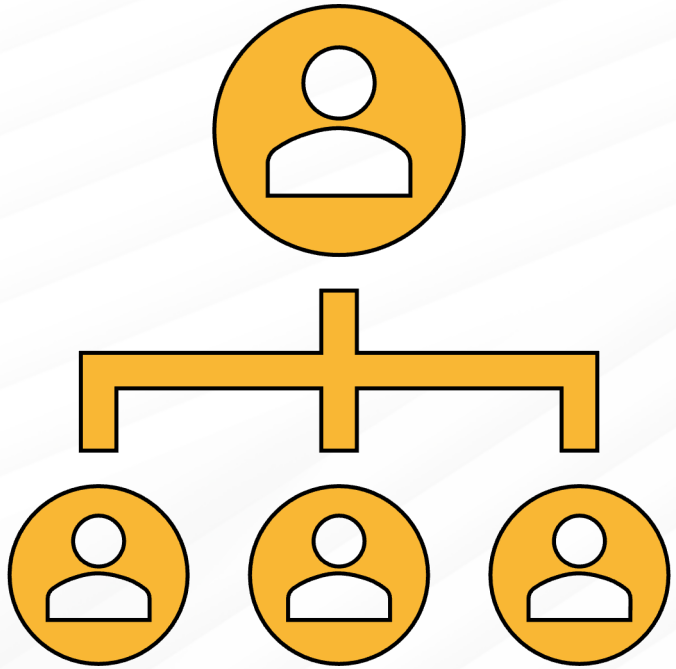
Recent Study on 2023 CEO Priorities

Vistage Research

1. Enable Execution
2. Neutralize Workforce Volatility
3. Identify Opportunities for Strategic Growth



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Discussion Agenda to Align the CFO and CEO

1. Caretaker to Value Creator
2. ROI vs ROC
3. Making the Case for Change

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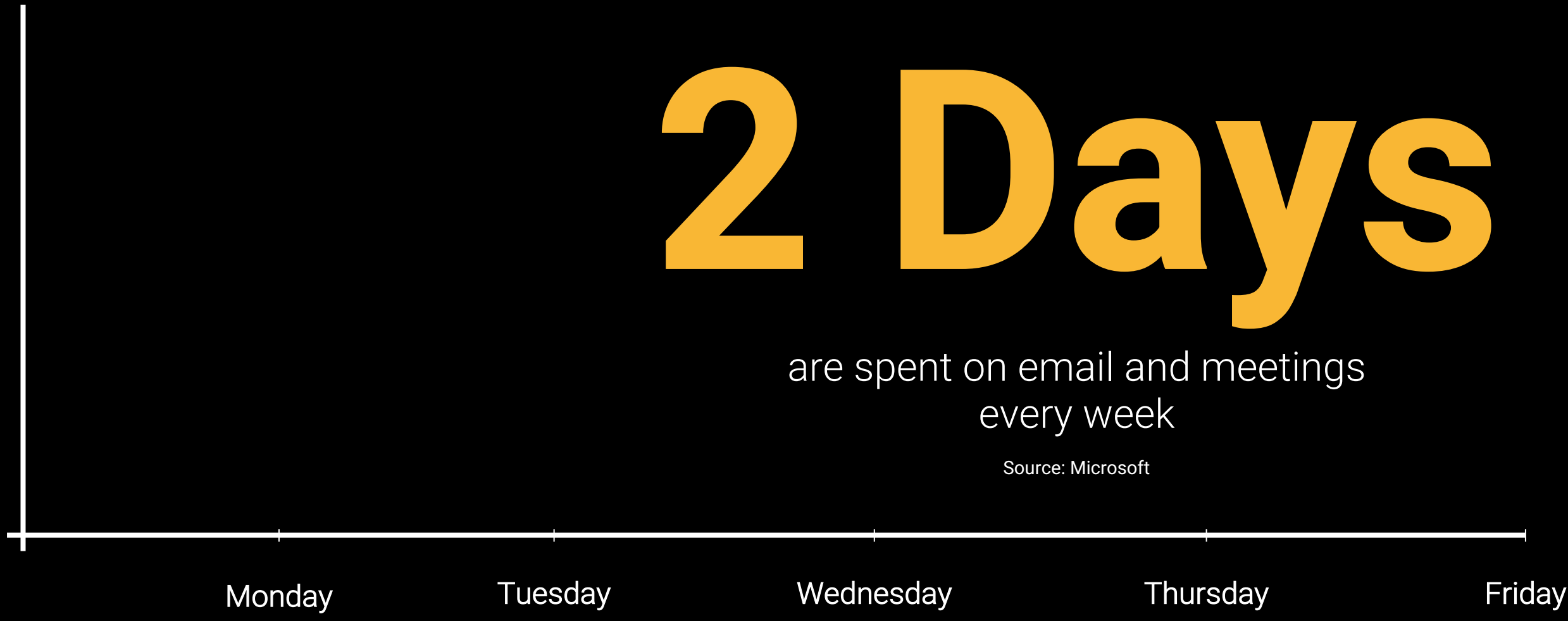
Your team **is busy.**

But what do they spend their time on?


2 Days
are spent on email and meetings
every week
Source: Microsoft
Monday
Tuesday
Wednesday
Thursday
Friday

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“People feel quite overwhelmed, a sense of feeling like they have two jobs, the job they were hired to do, but then they have this other job of **communicating, coordinating, and collaborating**.”

Jared Spataro, Microsoft

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Caretaker to Value Creator

Think differently about your team's role

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What does it mean to enable Strategic Finance?

- Allocate services to business value
- Reset business partner expectations
- Recruit and retain the right talent

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Caretaker → **Value Creator**

(Governance) (Guidance)

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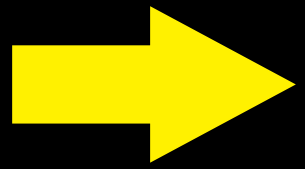
Cost Center



Profit Center

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Enhancing Capacity and Strategic Output

100 accountants

Output = X

\+

Automation

=

50 accountants

Output = X

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Enhancing Capacity and Strategic Output

100 accountants

Output = X

+

Automation

=

50 accountants

Output = X

+

50 accountants

Output = Y

BLACKLINE

Enhancing Capacity and Strategic Output

100 accountants

Output = X

+

Automation

=

50 accountants

Output = X

Strategic Output

+

50 accountants

Output = Y

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ROI vs. ROC

Think differently about value

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ROI has problems.

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Choice

What you want.

vs

Priority

When it will happen.

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~~ROI~~ ROC

Beyond Efficiency. Beyond Cost. Value for Everyone.

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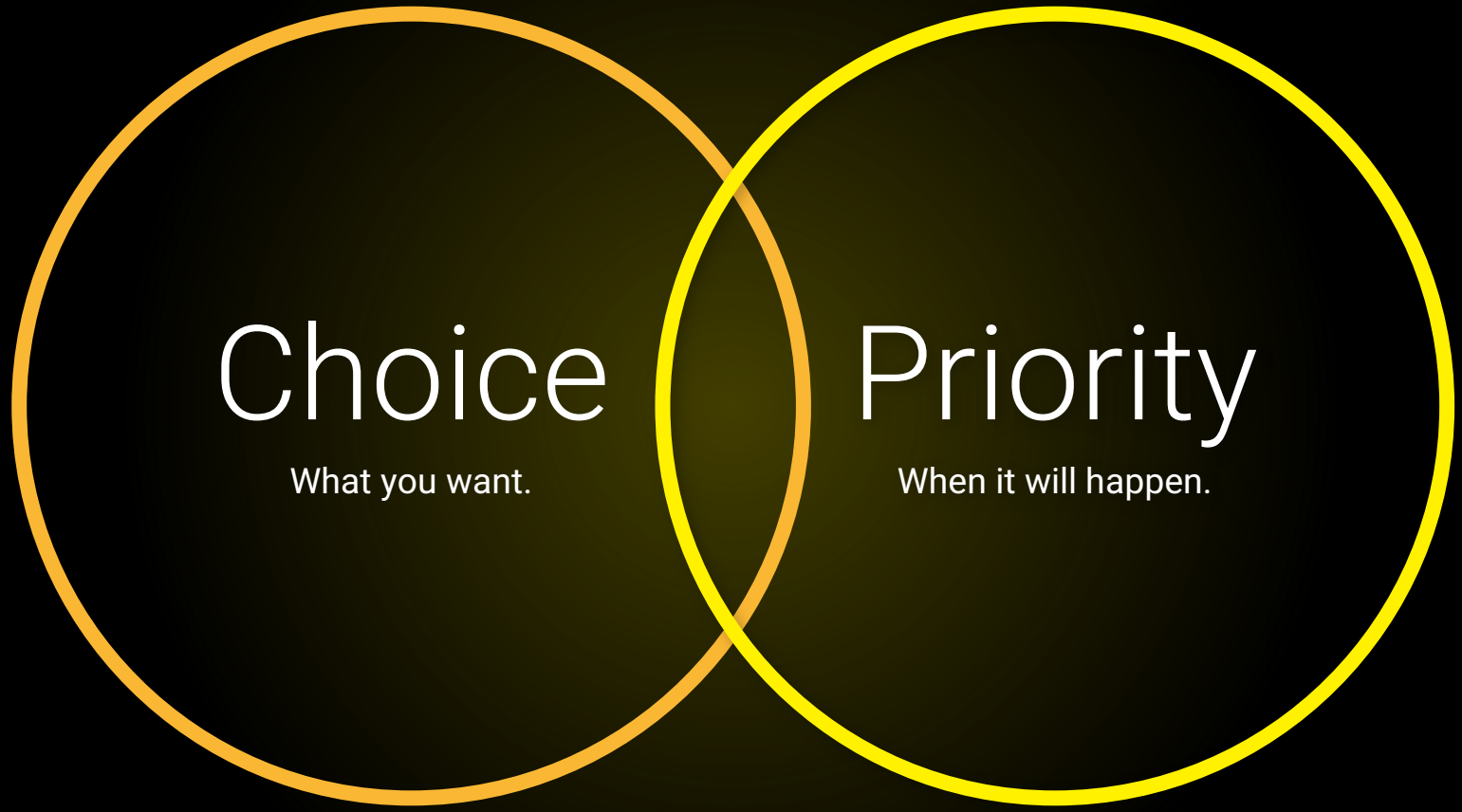

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Making the Case for Change

Keep it simple visible and measurable

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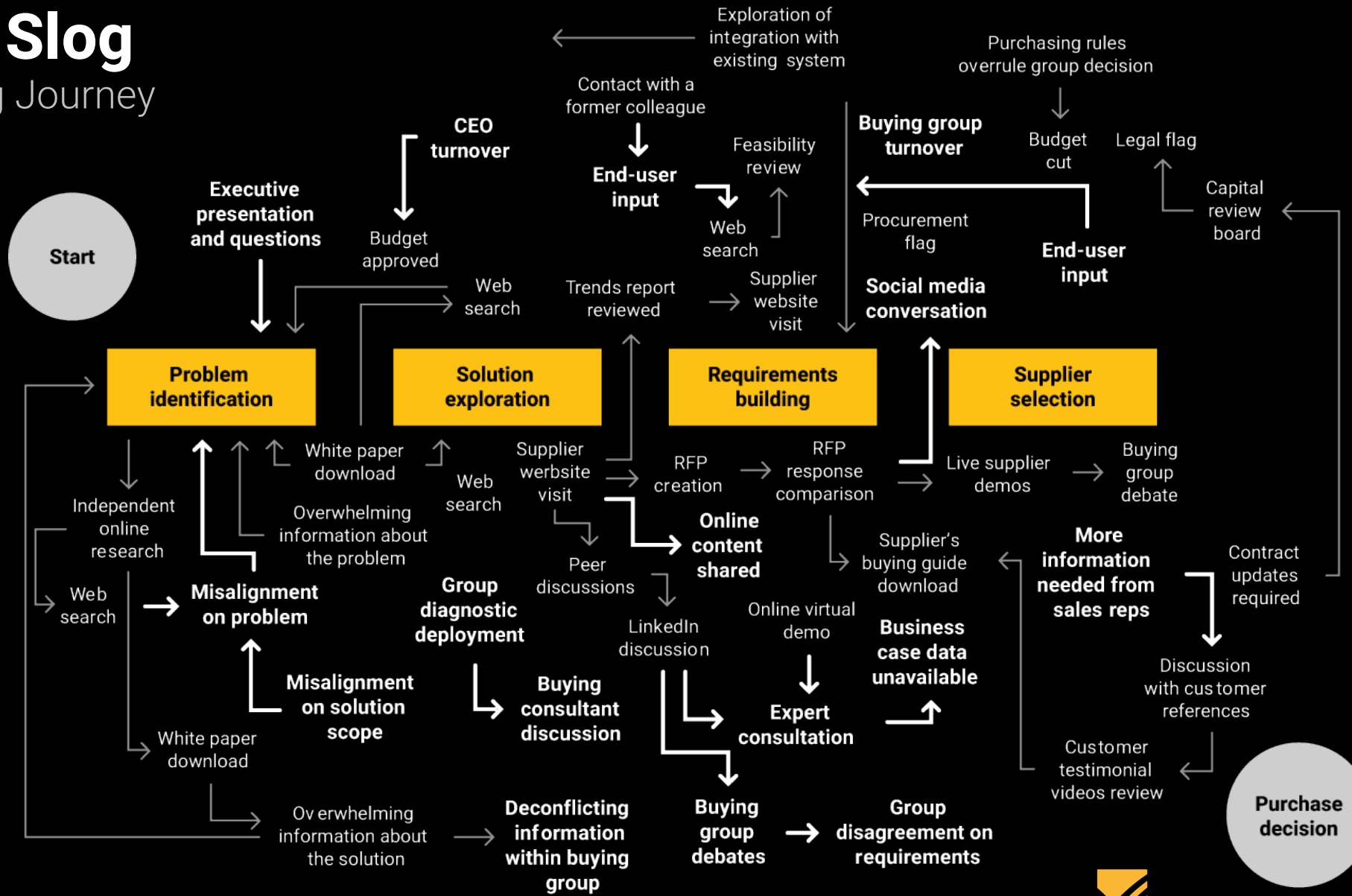
A Long, Hard Slog

Illustrative B2B Buying Journey

Bold is indicative of always-on "validation" and "consensus creation" activities.



Source: Gartner analysis.

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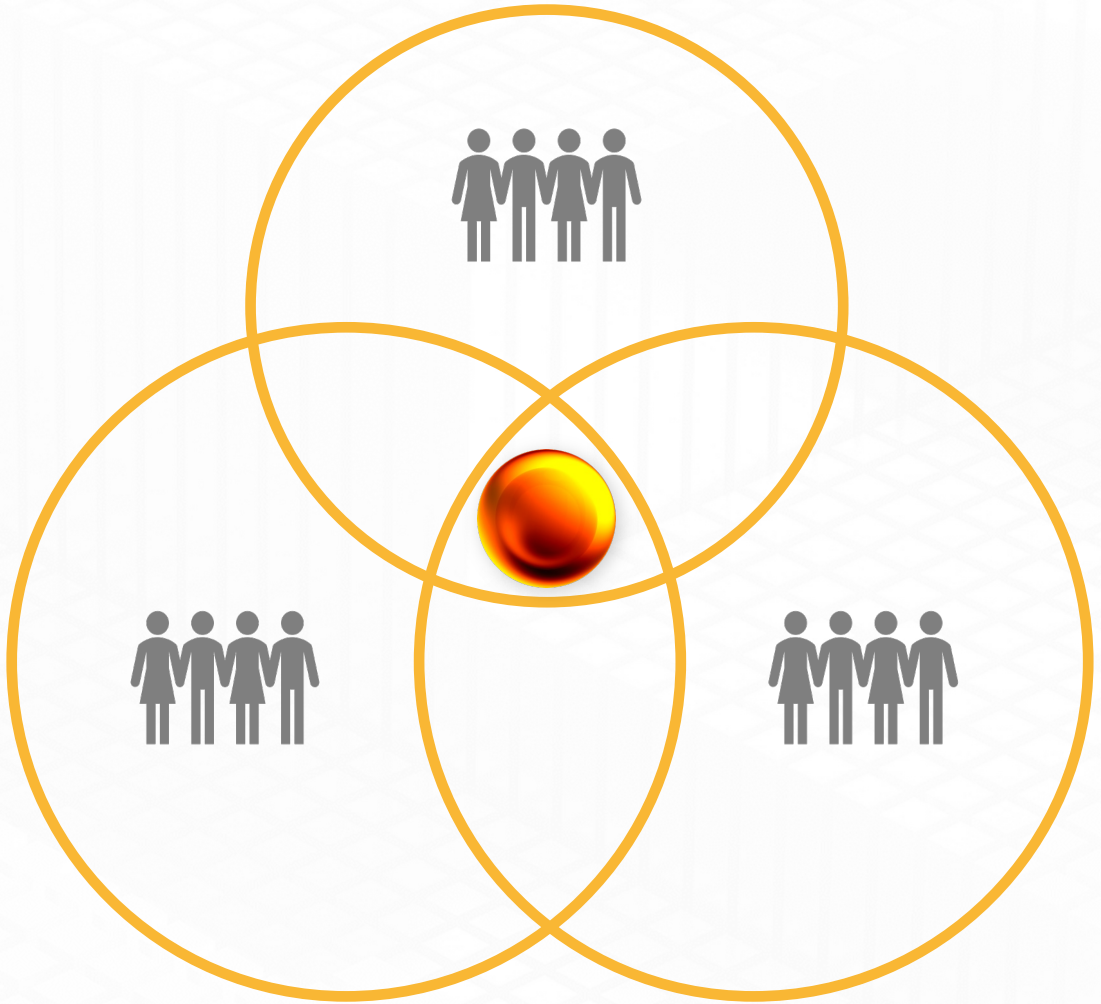
Galvanize your teams around a shared sense of **value and urgency**.

Value everyone can get behind…**now**



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Time is all that matters when measured by **output.**

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Making the case for change

Framework that Asks Three Questions

1. Why do we need to change?
2. Are you confident you can change?
3. Why a particular solution?

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What does this look like?

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What is the **anticipated value?**

Why would you make a change now?

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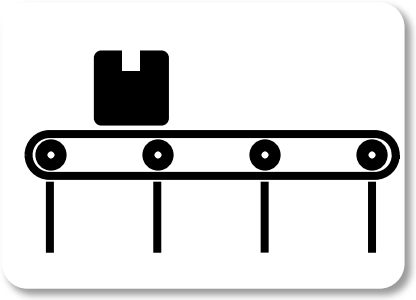
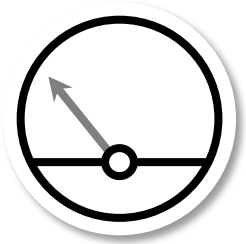
The Key to Building Your Business Case

Current Workflow

Impact of Change
BlackLine's Role

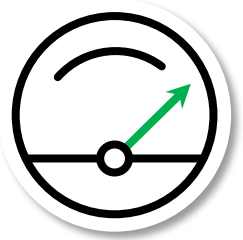
Optimized Workflow





Current Output

Your Business Case is dependent on the difference in Output



Optimized Output

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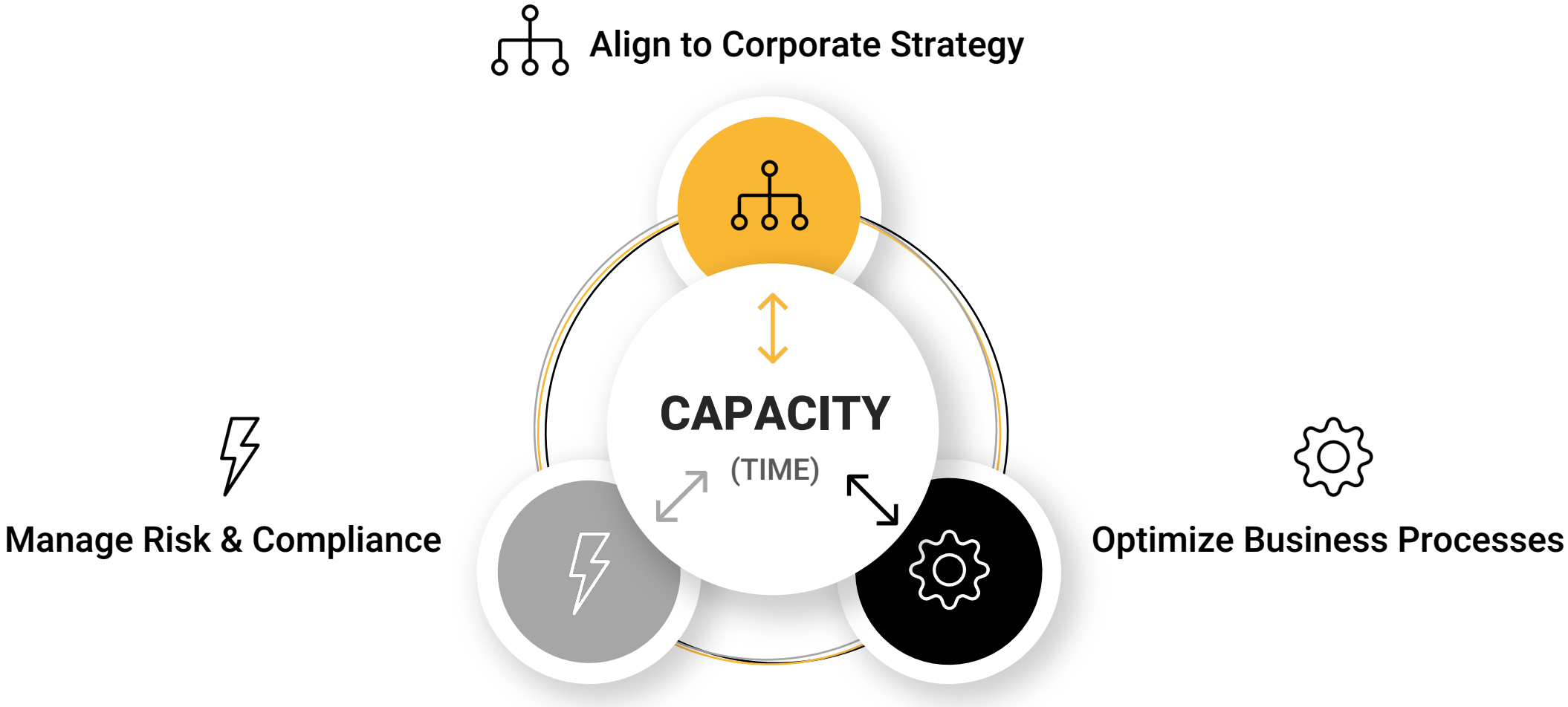
Finance & Accounting Value Model

How Accounting leaders align capacity to strategic initiatives



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Priorities for Finance & Accounting

Focus on what's important to you and your business.

New Accounting Pronouncements	Remote Work Enablement	Headcount Control
Internal Controls & Compliance	Agile Financial Decision Making	GBS/SSO Optimization
Order-to-Cash Optimization	Working Capital & Liquidity Management	Intercompany Accounting
Recruit & Retain Top Talent	Support Transactions (M&A)	Data Analytics
Financial Integrity	ERP Upgrade	Process Efficiency
Environmental, Social & Governance	IPO Readiness	Automated Insights & Reporting

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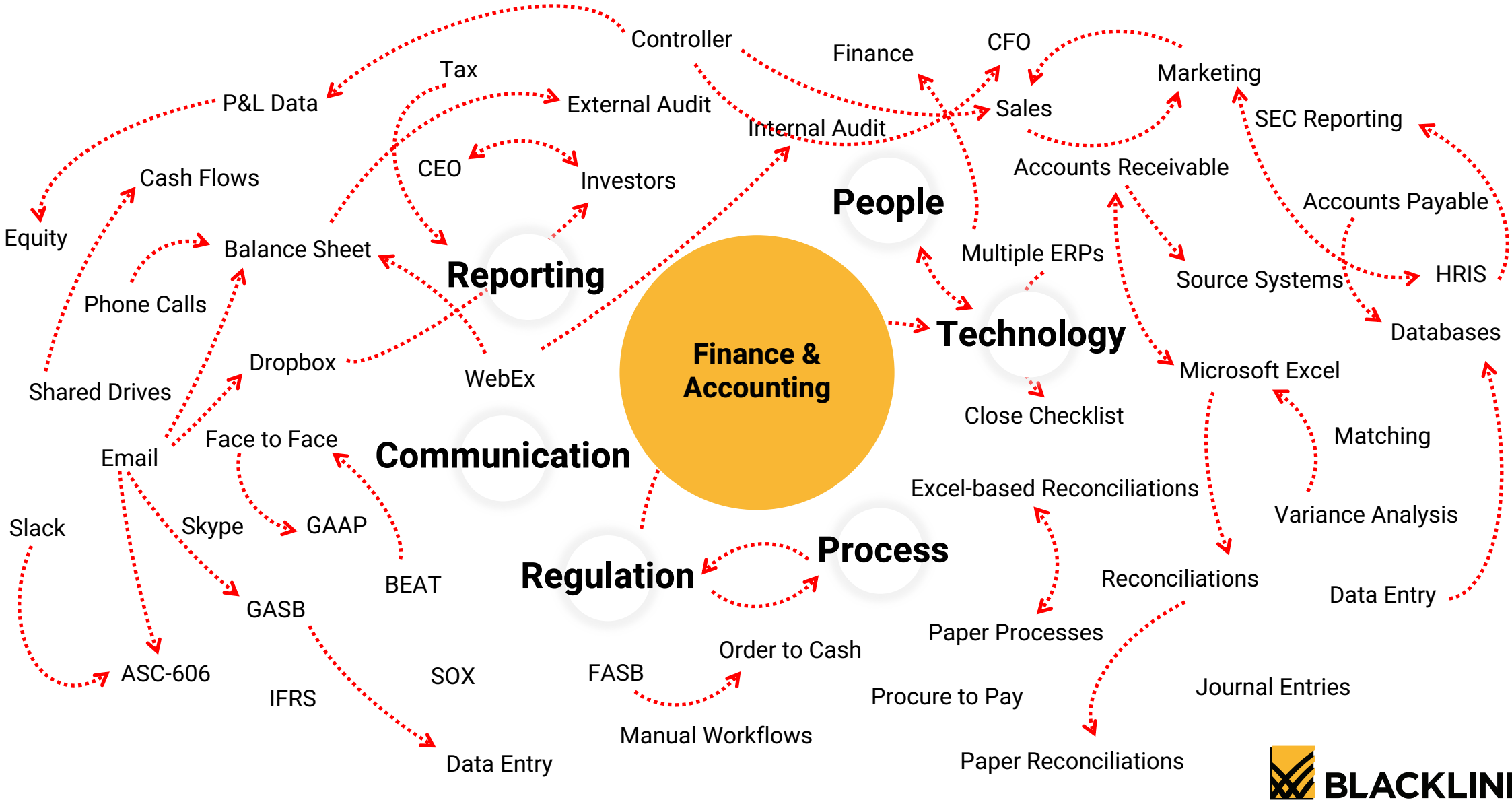
Traditional manual accounting is not sustainable.



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Chaos results in two things…

Some very important work isn't getting done

Resulting in increased risk

Most of the work is getting done but there is no time for anything else

Resulting in loss of value

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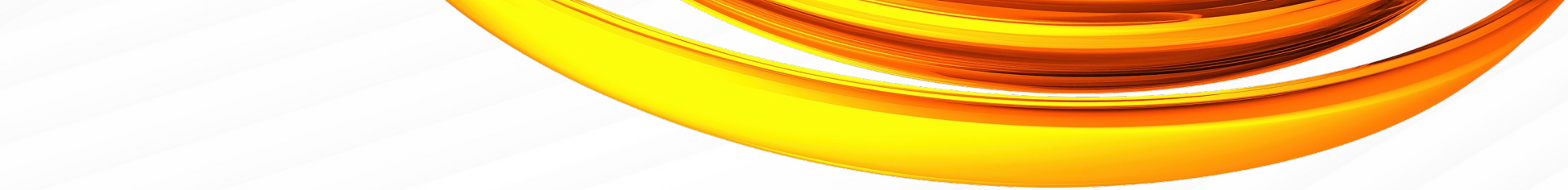

“This shift requires a **rebalancing of day-to-day finance activities**, finding new ways to complete essential process-heavy tasks and freeing up time to focus on more strategic activities that will grow or transform the business.”

accenture

Transforming Finance Now, 2022

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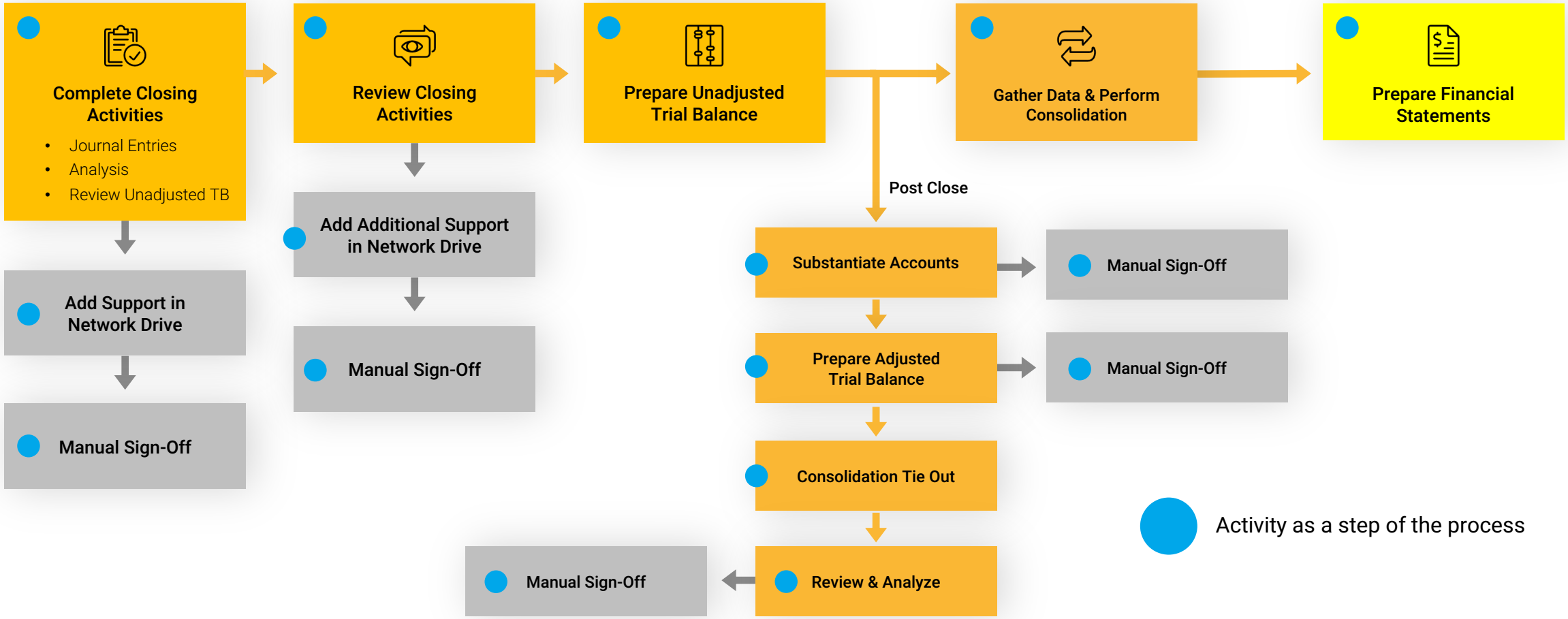
Start by Looking at Your Process

Determine the activities required to walk through the process



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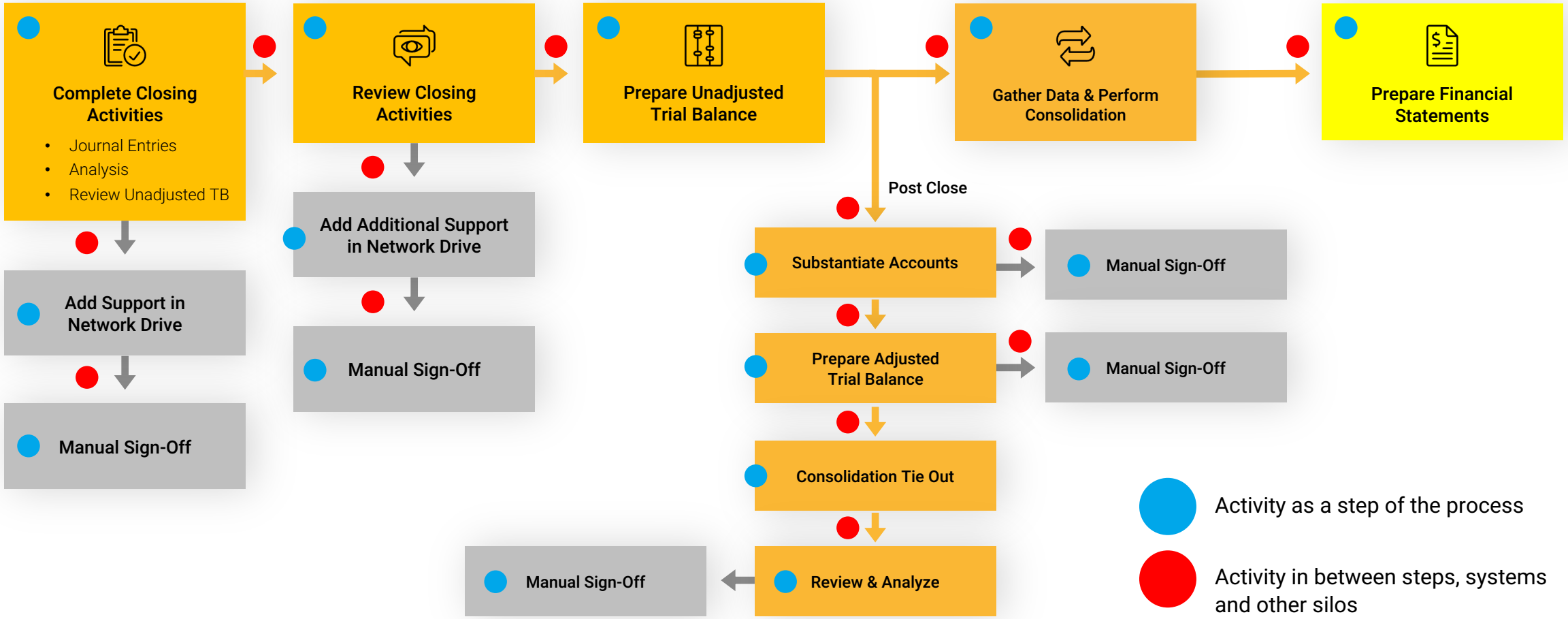
Look Outside the Process

Activities that go unnoticed and present the real bottlenecks of productivity



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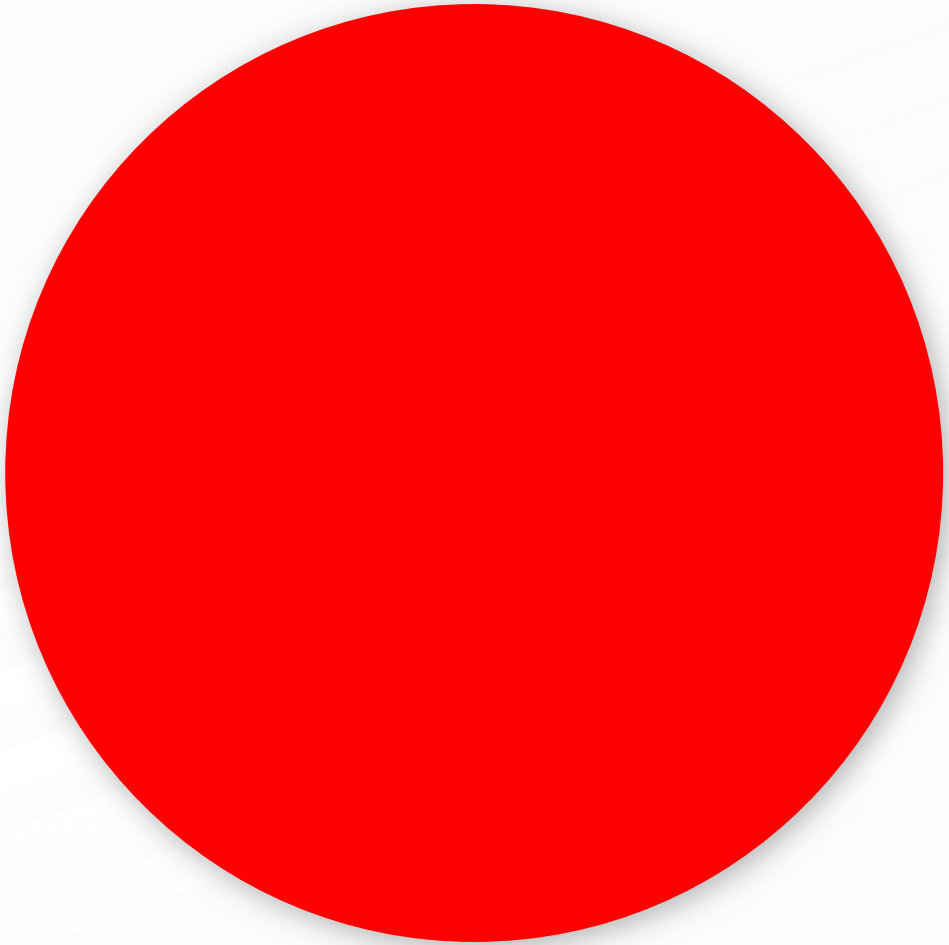
The key here is to focus on the **red dots**...



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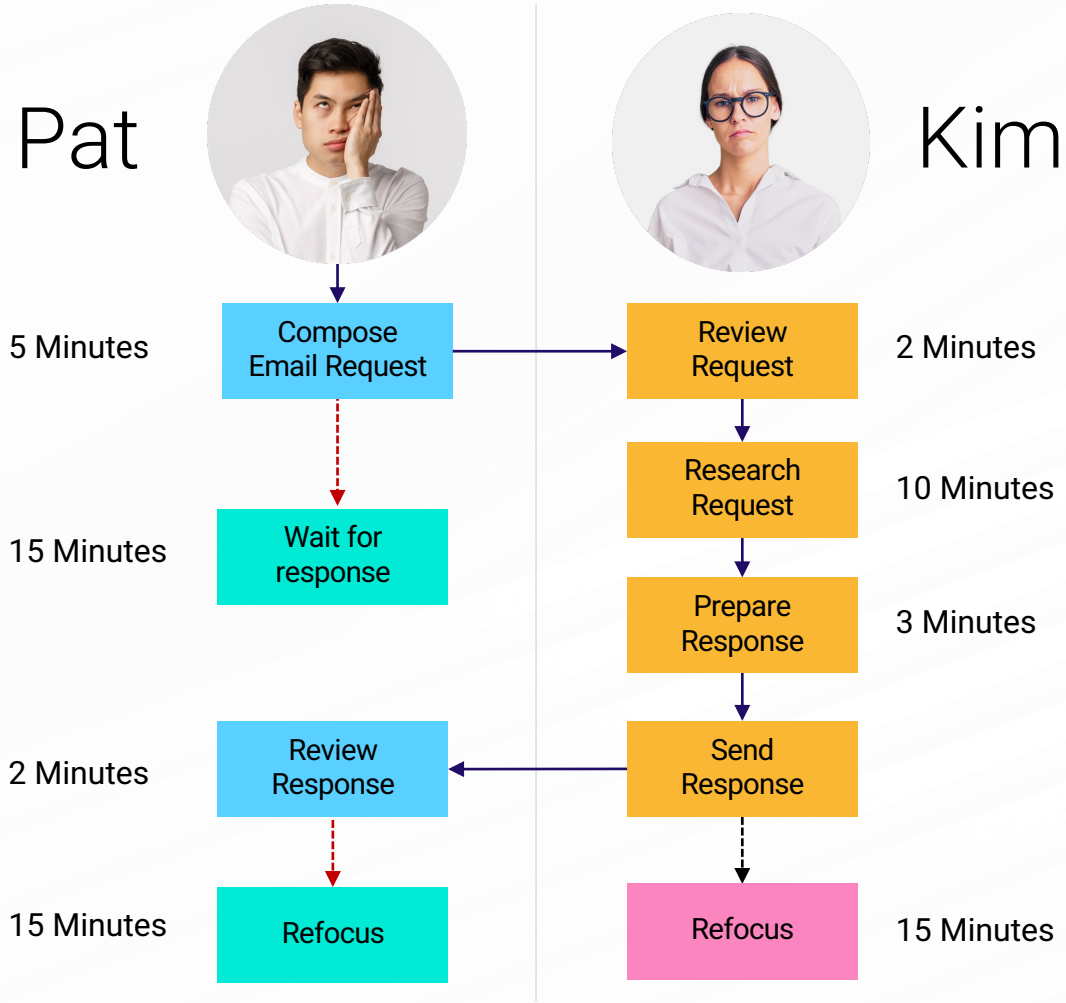
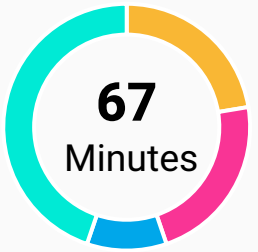
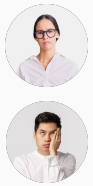
Let's look at an example.

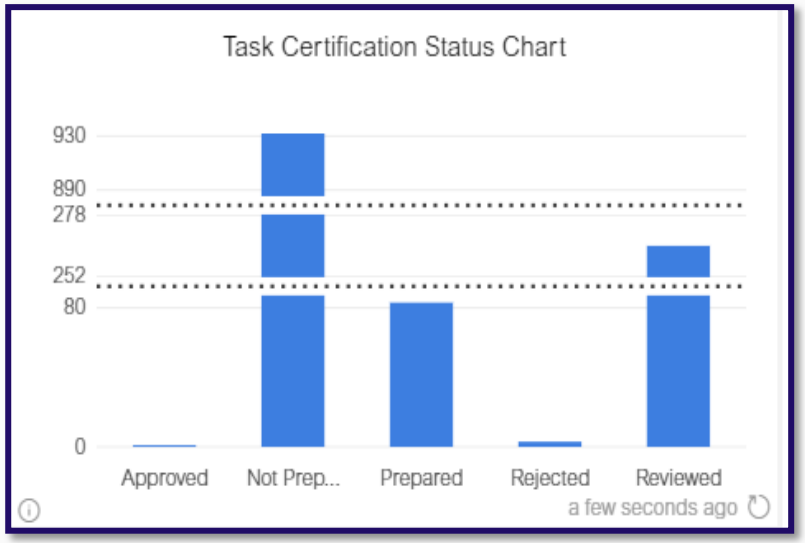


Total Company Time Wasted





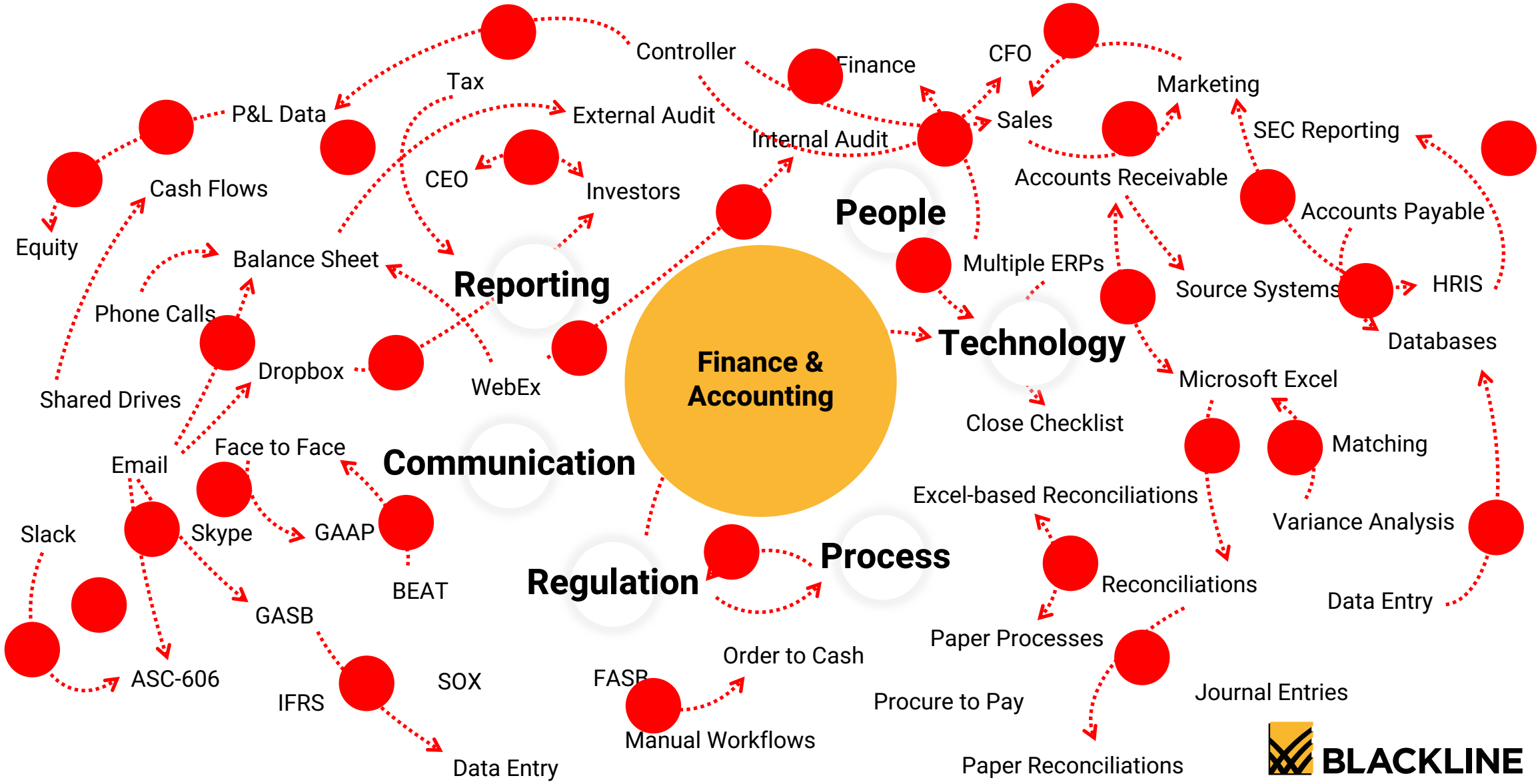
- Kim's wasted effort
- Kim's time distracted
- Pat's wasted effort
- Pat's time distracted



The True Cost of Distractions = Length of Distraction + 23 Minutes and 15 seconds

https://www.ics.uci.edu/~gmark/CHI2005.pdf http://blog.idonethis.com/distractions-at-work/

Chaos is nothing more than a sea of red dots.



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How am I going to **achieve value?**

How will you feel confident you can make this change?

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- Implementation
- Adoption
- Optimization

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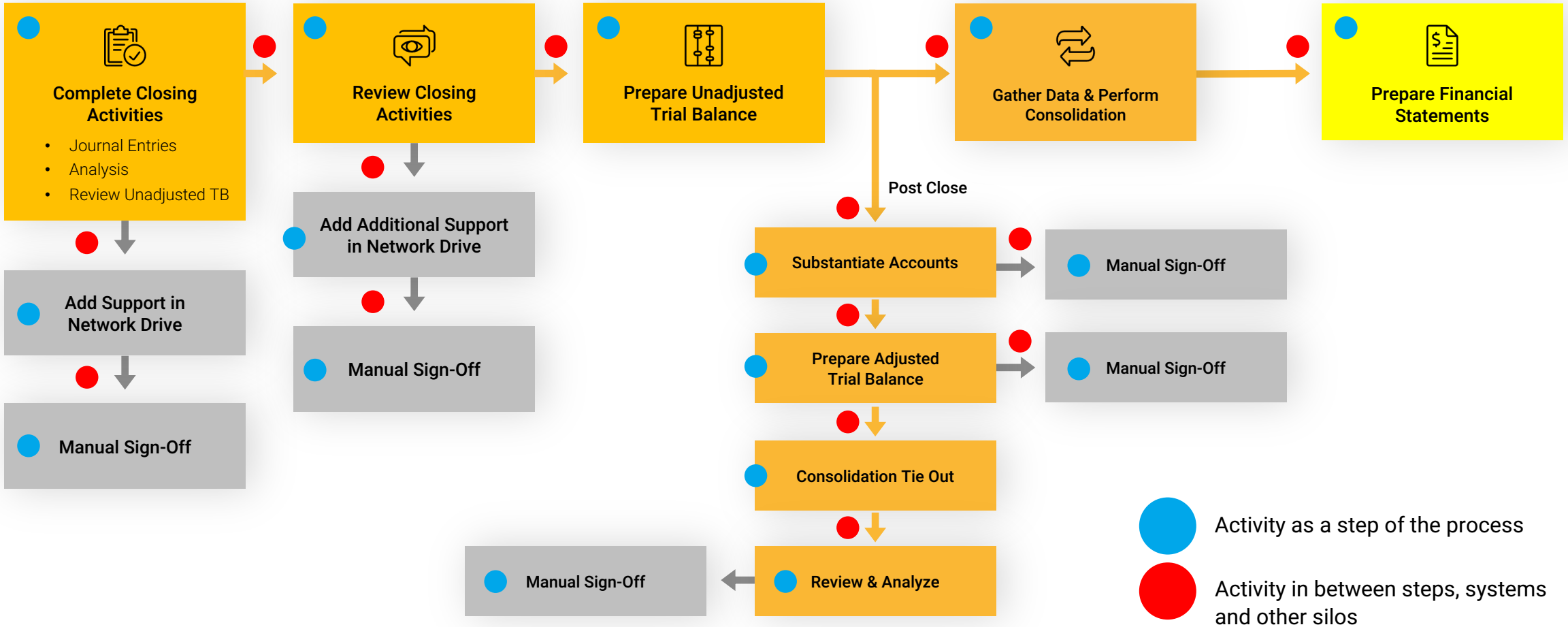
Activity Analysis Tells You What to Change

Visible path to implementation and adoption



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Why a Solution?

What Outcomes can I expect **BlackLine** to Deliver?

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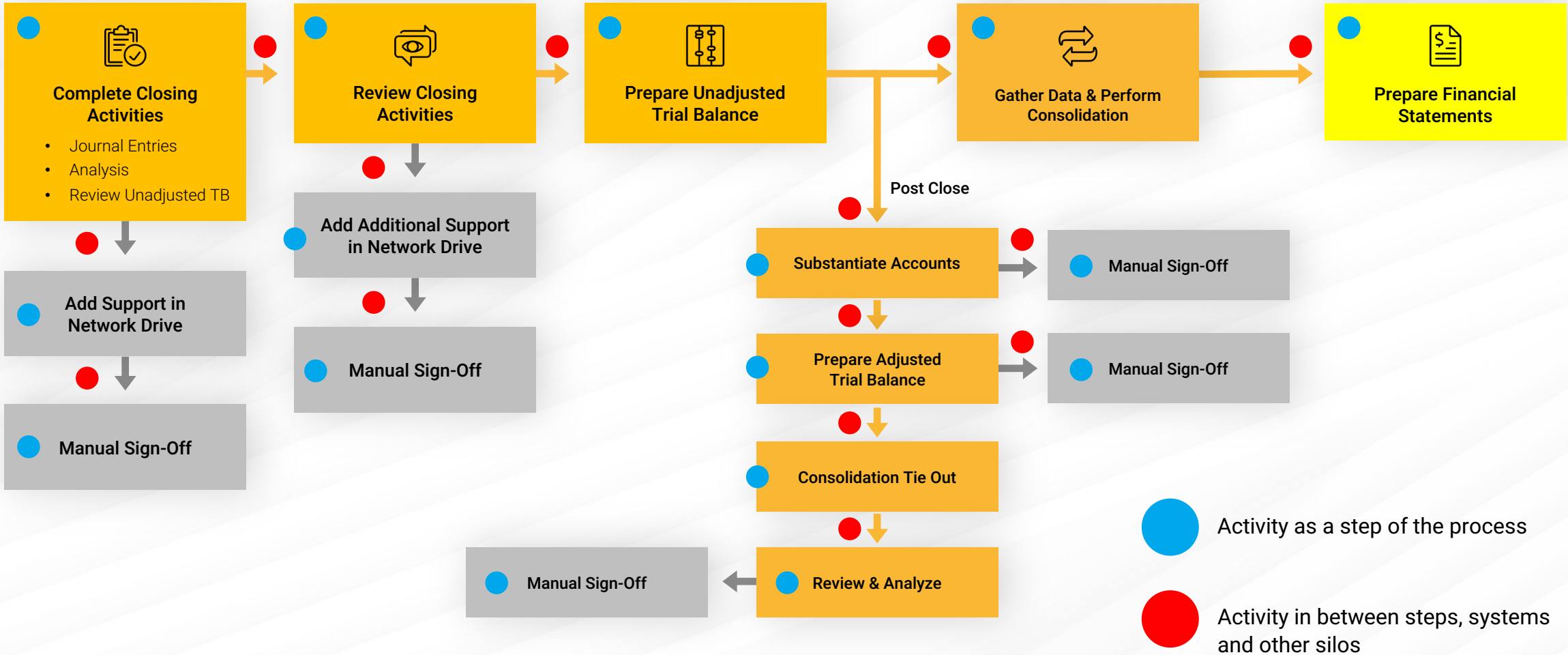
The Activity Analysis Provides the Roadmap for Success

It lights up a path for you to see where you are going and look back once you arrive



A simple way to look at this...

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What do you want your **contribution to be?**

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Make it your mission to lose the **red dots.**

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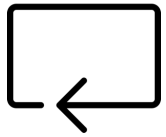
Next Steps

Executing Your Decision Framework

Activity Analysis



Strategic Implications

Product Demo

Project Expectations

Proposal Review

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Questions?

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Thank you.

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