

Connected Operational Planning



Executive Leadership

- Review and assess performance by business units / regions / departments within the organization
- Review ongoing variance analyses (actual vs. planned, forecasts, etc.)
- Approve / reject changes to the respective functional plans on an ongoing basis based on delegation of authority



CFO / VP of Finance

- Ensure ongoing execution of plans are aligned with business and financial targets
- Review the periodic reforecasts (e.g., monthly, quarterly, etc.) and provide guidance to business / shareholders as needed
- Prepare and publish necessary corporate and investor reports
- Maximize participation from business leaders in ongoing business and financial forecasting cadences

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Finance Management

- Validate business performance and forecast assumptions with finance actuals
- Liaise with budget owners / functional leaders to generate forecasts and budgeting reports
- Work with HR and recruiting to approve requisitions for hiring



Budget Owner / Functional Leader

- Generate bottom-up forecasts and make budget and headcount asks as needed
- Manage the business operation to achieve targets
- Explain variances in actual vs. forecast and identify a path to plan

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Human Resources

- Work with budget owners to manage headcount movements
- Review and validate compensation ratios (roles, locations, etc.) and other workforce optimization measures (salary band calculations, total equity plans, etc.)
- Validate equal opportunity employment across business
- Reconcile differences between requisitions and actual hires providing budget over/under utilization analysis to functional leaders



Accounting / Treasury / Controller

- Manage accuracy of expense accruals
- Perform bookings, billings and revenue flux analysis
- Optimize transfer pricing and transactions
- Manage cash and liquidity
- Publish investor reports
- Perform ad hoc accounting analyses