



FP&A CALENDAR



By Asif Masani

WEEK 1 : ACCOUNTING CLOSE & MANAGEMENT REPORTS

1. FLASH REPORTS (REV , EXPS)

- Brief summary of financial data and key performance indicators (KPIs) that provides a snapshot of a company's financial health and performance.
- Covers a specific period, a day, week, or month, and is prepared quickly to provide timely insights.
- Focuses on the most critical information and highlights any significant changes or trends.
- A way to keep decision-makers updated on the financial performance and enable them to make informed decisions based on the current state of the business.

2. MONTH CLOSE AND ACCOUNTING REVIEWS

- Month close: Ensure that all financial transactions for that period are recorded accurately and completely.
- FP&A assists the Accounting team in smooth monthend close.
- BVA stands for Budget Variance Analysis helps assess how well the company's actual financial results align with the budgeted expectations.
- It involves comparing the budgeted revenues, expenses, and other financial metrics with the actual figures and analyzing the variances.
- Focuses on the most critical information and highlights any significant changes or trends.

3. MONTH END REPORTING PACKS WITH COMMENTARIES

- Comprehensive summaries of a company's financial performance at the end of each month.
- Detailed overview of the company's financial performance, key metrics, and other relevant information for that particular month.
- Typically distributed to senior management, to keep them informed about the financial health of the organization.
- Latest month actuals are compared against Budget and the latest outlook (forecast)
- Variance analysis, commentary, and business recommendations

Mar' 2022 Actuals

	Actuals	Budget	% Budget	Forecast	% Forecast
Revenues	10,00,000	12,00,000	-20.00%	11,00,000	-10.00%
Inventory	5,00,000	6,00,000	-16.67%	5,50,000	-9.09%
Warranty	3,00,000	3,00,000	0.00%	2,80,000	-6.67%
Revenue	2,00,000	3,00,000	-33.33%	2,70,000	-10.00%
Total Revenues	13,00,000	15,00,000	-13.33%	14,00,000	-7.69%
Expenses	5,00,000	4,75,000	105.00%	4,80,000	93.75%
COGS	3,00,000	2,80,000	107.14%	2,90,000	96.55%
R&D	2,00,000	1,80,000	111.11%	2,00,000	100.00%
Marketing & Advertising	2,00,000	2,20,000	90.91%	2,20,000	90.91%
SGA	1,00,000	1,00,000	100.00%	90,000	111.11%
Total Expenses	10,00,000	9,75,000	102.56%	9,90,000	101.01%
Others					
No of units sold	50	60	83	55	91
Inventory	100	120	83	110	91
Warranty	200	200	100	200	100

Actuals vs Budget
• Commentary

Actuals vs Forecast
• Commentary

4. QUARTER END REPORTS / QUARTERLY BUSINESS REVIEW DECK

- Discuss Highlights, Lowlights and Key Learnings of previous quarter
- Provide a detailed overview Significant Risks, Opportunities, Action Plan, OKRs or Targets and Forecast for next quarter
- Identify adjustments that need to be made in the next quarter based on previous quarters' performance.

Highlights	Lowlights
• Highlights...	• Lowlights / Challenges...

FP&A Masterclass

Live Coaching Program
2 Instructors
Focused & Practical Cases



Everything you need
to learn about FP&A



Typical FP&A Calendar (Excludes Annual Budget)

Week 1	Week 2	Week 3	Week 4
<ul style="list-style-type: none"> Flash Report (Rev , Exps) Month close Accounting Close Review Month End reporting packs and BVA commentaries Quarterly Reports 	<ul style="list-style-type: none"> Finance updates prelim forecast Review forecast with business Review forecast with BU head / CFO Upload forecast in the system Month End / Quarter End Reviews 	<ul style="list-style-type: none"> Recharges WC Management Special projects Supporting business Automation Meeting business partners – Pulse Check – Risk & Opportunities 	<ul style="list-style-type: none"> Revenue flash / estimates Revenue Close AP close Accruals / Prepaid JVs Supporting business Meeting business partners – Pulse Check – Risk & Opportunities

WEEK 2 : FORECASTING AND BUSINESS REVIEWS

1. FP&A UPDATES PRELIM FORECAST

- Forecast cycle starts with finance reviewing historical performance, assessing current trends, and considering any external factors that may impact the forecast.
- The finance team incorporates this information into the preliminary forecast.

2. FP&A REVIEWS FORECAST WITH BUSINESS TEAMS

- Collaboration with key business teams is vital for accurate forecasting.
- The finance team engages with department heads, sales teams, marketing teams, and other relevant stakeholders to gather their inputs and insights.
- This collaborative effort ensures that the forecast aligns with the operational realities of the business.
- The finance team incorporates feedback from these teams and refines the forecast accordingly.

3. FP&A REVIEWS FORECAST WITH CFO

- FP&A team presents the forecast, discussing key assumptions, and seeking input from the CFO.
- The CFO provides valuable insights, challenges assumptions, and ensures the forecast is in line with the organization's financial goals and objectives.

4. UPLOAD + LOCK FORECAST IN THE SYSTEM

- Once the forecast is finalized, it is uploaded into the designated financial planning system.
- Uploading the forecast into a centralized system facilitates easy access, data consolidation, and automated reporting.
- To maintain consistency and integrity, it is crucial to lock the current forecast once it has been uploaded into the system.
- This ensures that the forecast remains unchanged, preventing inadvertent modifications that could compromise accuracy.
- Locking the forecast also establishes a clear baseline for tracking performance and enables effective comparison with actual results.

5. MONTHEND / QUARTER END BUSINESS REVIEWS (MBR'S AND QBR'S)

- These meetings bring together FP&A and business stakeholders to review the financial performance, discuss variances, and gain insights into the factors driving the results.
- Monthend reviews involve analyzing the financial results for a specific month, including revenue, expenses, and other key financial metrics.
- Quarter end reviews are more comprehensive and encompass the entire three-month period.
- Helps bridge the gap between financial data and operational realities, leading to better decision-making.

WEEK 3 : OTHER ITEMS, SPECIAL PROJECTS & AUTOMATION

1. RECHARGES AND ALLOCATIONS

- Recharges involve transferring costs incurred by one department or entity to another within the same organization.
- Allocations are used to distribute costs across different departments or cost centers based on predefined allocation methods. A way of assigning shared costs to various entities or business units based on predetermined criteria, such as the proportion of usage, headcount, revenue, etc.
- Both recharges and allocations are important tools for accurately assigning costs within an organization, enabling better cost visibility and accountability.

2. PROFITABILITY ANALYSIS

- Provides insights into the most profitable aspects of the business and guides decision-making to maximize profitability.
- Examples: BU wise Profitability, Branch Profitability, Customer wise Profitability, Project wise Profitability, Country wise Profitability etc,

3. WORKING CAPITAL MANAGEMENT

- Monitor and optimize the company's short-term liquidity and operational efficiency IF THERE IS NO SEPERATE TREASURY TEAM
- Ensure that the company has enough cash and resources to support its day-to-day operations while minimizing unnecessary costs tied up in working capital.
- Activities: Cashflow Forecasting, Working Capital Efficiency initiatives etc.

4. AUTOMATION

- By automating repetitive tasks, improving data accuracy, and enabling efficient analysis
- By embracing automation FP&A teams can focus more on value-added activities and provide timely insights to drive strategic decision-making.

5. SPECIAL PROJECTS, SUPPORTING BUSINESS

- FP&A plays a vital role in special cross-functional projects by providing financial analysis, budgeting, forecasting, and decision support.
- Their involvement ensures that projects are financially viable, align with strategic goals, and are effectively managed from a financial perspective throughout their lifecycle.

6. RISK & OPPORTUNITIES ASSESSMENT

- By actively assessing risks and opportunities, FP&A helps organizations make informed decisions to mitigate risks, exploit opportunities, and improve financial performance.

Item	Cost Center	Description	Cat	New / Change	Probability	Included in Forecast	Current Year \$ Impact
Loss of Client X	110	Possible attrition of client X due to service delivery issues. Sales and customer success teams to monitor closely	Revenue	New	70%	Yes	\$2,00,000

Item	Cost Center	Description	Cat	New / Change	Probability	Included in Forecast	Current Year \$ Impact
Travel & Meetings	600	Cancellation of physical conference due to Covid	Admin	Change	100%	Yes	\$50,000

WEEK 4 : MONTHEND CLOSE & PREPARATION FOR WEEK 1

1. FLASH REPORTS (REV , EXPS)

- Flash reporting typically starts at the end of the month, even before the actual financial data for that period is fully available.
- While the data in flash reports is preliminary, they provide a valuable early assessment of financial performance and set the stage for more comprehensive analysis and reporting once the actuals are available.

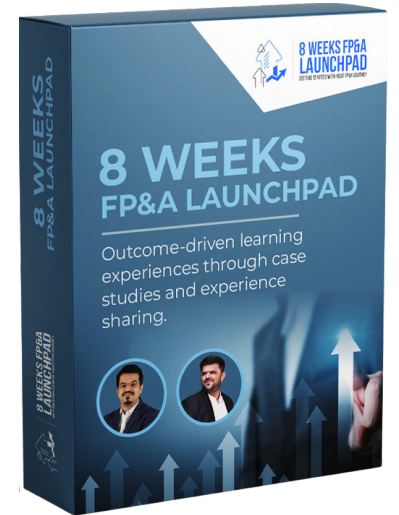
2. REVENUE CLOSE

- Revenue close is the process of finalizing and accurately recording revenue-related transactions and activities within an organization.
- FP&A collaborates with the accounting department to validate the accuracy and completeness of revenue-related data.

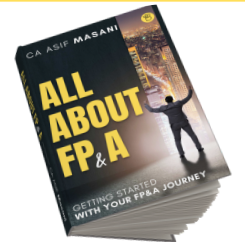
3. ACCOUNTS PAYABLE CLOSE ACCRUALS , PREPAID ENTRIES

- FP&A assists in the process of identifying and calculating accruals for expenses that are applicable to the current accounting period but have not yet been billed or paid.
- Prepaid expenses are advance payments made by a company for goods or services that will be utilized in the future. FP&A assists accounting in accurately recording and managing these prepayments.

WANT TO LEARN FP&A WITH REAL LIFE EXAMPLES, CASES AND DISCUSSIONS?



5 LIMITED TIME BONUSES



CODE: LPAD10



Disclaimer: Please note that the following typical FP&A calendar is provided as a general guideline. However, it is important to understand that the specific FP&A calendar may vary depending on various factors, including the maturity of the FP&A team, the maturity of the organization, industry dynamics, and the size and complexity of the company. The calendar presented here should be adapted and customized based on the unique characteristics and requirements of your organization. It is recommended to consult with your FP&A team and consider the specific needs and context of your organization when designing and implementing an FP&A calendar.

