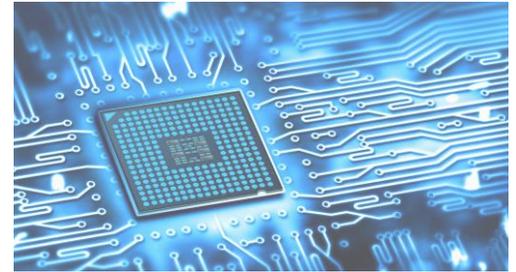


Performance focus

Actionable principles to position the FP&A function at the center of business performance optimization – summarized one page at a time.

How to optimize the deployment of human capital

Technology as an Enabler



Introduction

Today's finance professionals have no shortage of technology and software solutions to choose from, with many promising to replace the need for people through automation and simplification. It's an all too common narrative that after a long and expensive implementation, the technology is severely underutilized because people are still required to take full advantage of the new systems benefits. Rather than framing technology as a substitute for people, reframe technology solutions as a way to optimize the deployment of human capital.

The Challenge

It's helpful to simplify the analytics process into four stages: data extraction, compiling, analysis and advising. For many organizations, 80% of the effort is in the data extraction and compiling stages, leaving only 20% for analysis and advising. Because most situations come with time and resource constraints, this 80/20 dynamic results in rushed analyses, reducing the quality of insights and limiting the ability to produce sound recommendations. Over time, many organizations find the cost-benefit of analytics to be lacking and abandon the idea altogether.

The Solution

To tap into the real benefits of insight-based decision making, organizations can leverage technology to optimize the deployment of human capital:

- ❑ **Optimize Effectiveness:** technology utilization for low value activities (data extraction and organization) enables analysts to focus the majority of their time on high value activities (analyzing and advising)
- ❑ **Optimize Efficiency:** technology utilization enables the same deliverable production for less cost by reducing human capital requirements

Technology-Enabled Human Capital

