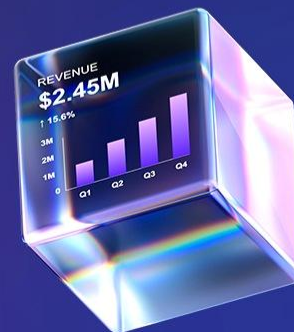




# Autonomous Finance Realized

Welcome to the Delegation Era



# Navigating Rapidly Changing Markets: Real-Time Scenario Planning

Sally Lu



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# The World Your Finance Team Is Operating In

- **How often does your organization formally update its financial scenarios?" — Never / Annually / Quarterly / Monthly or more**
- Many finance organizations operate on quarterly planning cycles with annual budgets as anchor
- Daily environment of trade volatility, tariff shifts, currency swings, and inflationary cost pressure
  - Structural features of the planning environment, not just one-off disruptions
- Old model:
  - ERP data
  - HR/payroll data
  - CRM data
  - All separate systems
- By the end of this session: you will leave with an understanding of what is scenario planning, and concrete, implementable best practices for building and running real-time scenario planning



# Introduction

# Scenario Planning vs. Forecasting: Understanding the Distinction

## Scenario Planning

- Also called “what-if analysis”
- Scenario planning is defined as “a set of assumptions on what the future is going to be and how your business environment will change over time in light of that future.”
- Variables can include:
  - Product pricing
  - Expenses
  - Market fluctuations
- Real-time, meaning connect to actuals
- Not to be confused with sensitivity analysis

## Forecasting

- Comparison of actual data with budget plan
- Forecast based on company trends
- Reality check – how aligned is the actual data with the budget plan?
- Forecasting can help to identify how to realign with corporate strategies
  - Identify variables that affect goals and profitability

# Why Most Scenario Planning Fails

## Top 4 Mistakes of Scenario Planning



**Built on a budget,  
not on drivers**



**Built sequentially,  
not in parallel**



**Built in silos,  
not as a cross-  
functional team**



**Built reactively,  
not proactively**



# Best Practices



# Building on Drivers

# Start With Drivers, Not Line Items

- The architecture of the model determines the speed and reliability of every scenario that runs out of it
- Driver-based models link financial outputs directly to operational inputs
  - For example:
    - Units
    - Headcount
    - Rates
- When an input changes, the financial model recalculates automatically
- Fight against the urge to have too many drivers:
  - The most common mistake in driver-based model design is including too many drivers
  - According to the AFP Guide to Driver-based Modeling, the median number of drivers in based model was **four (4)** for a top performer
  - Research consistently points to having a focused set of top 3 to 5 drivers that are monitored continuously, with a total of 15 to 20 as the effective cap for most organizations
- Having more drivers can produce slower, less auditable scenarios if you have too many
- **The key is choosing the drivers that matter**

# Building on Drivers - Demo

Driver Assumptions

Data Entry Mode

	A	B	C	D	E	F	G	H	I	
				(2026M01) January	(2026M02) February	(2026M03) March	(2026M04) April	(2026M05) May	(2026M06) June	(2026M07)
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# Building in Parallel

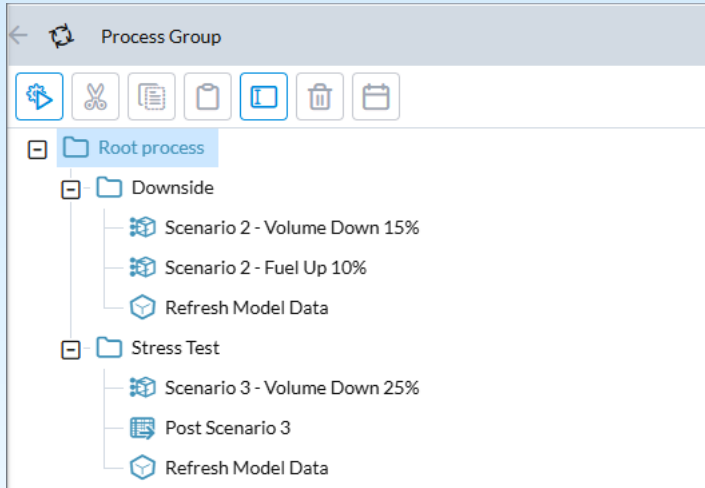
# Parallel Scenarios, Not Sequential Updates

- Organizations running real-time scenario planning typically maintain at minimum three live, parallel versions of its model:
  - Base case
  - Worst case
  - Best case
- In higher-volatility periods, event-specific scenarios (tariff impact, supply disruption, customer concentration risk) are added as additional live layers
- The operative word is **simultaneously**:
  - Sequential scenario-building, where you finish the base case, then adjust for the worse case, then adjust for the best case, introduces downtime and lag. By the time scenario three is complete, scenario one reflects yesterday's assumptions

# Your Scenario Is Only as Good as Your Data's Freshness

- Real-time data integration is the difference between a model that reflects reality and one that is already obsolete by the time it reaches leadership
- Consider all the data and factors living in separate systems:
  - ERP
  - HR/payroll
  - CRM
- Prophix resolves this problem by connecting directly to source systems and maintaining a single version of the truth
  - When actuals post to the ERP, they flow into FP&A Plus automatically without any manual export, re-keying, or reconciliation between different data sets or versions
- The goal is that when a market event occurs, the team is updating a live model, not scrambling to build one from scratch

# Building in Parallel - Demo



Data Transformation Processing Options

Decrease by percentage

0.15

Overwrite existing data



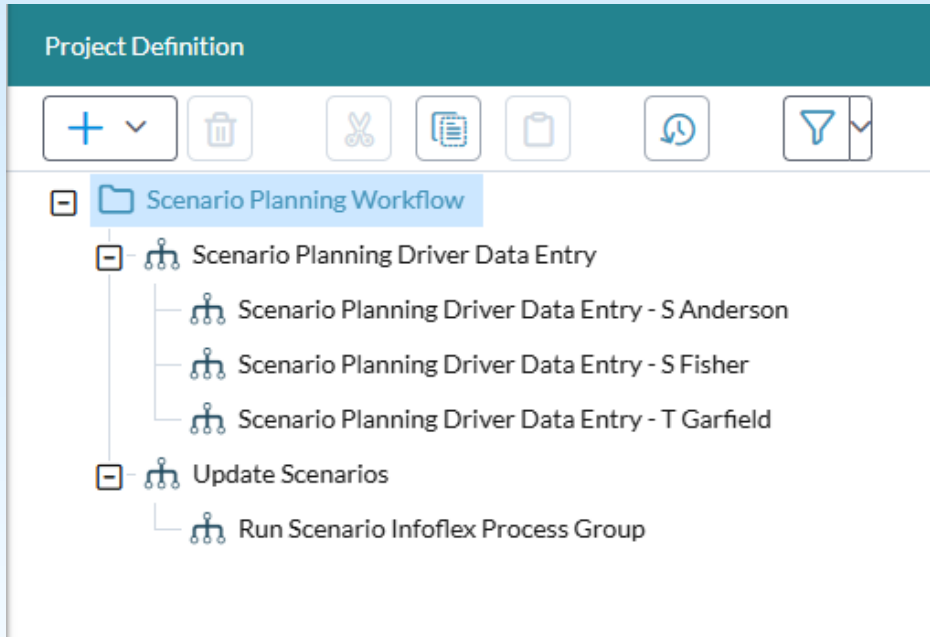
# Building as a Team

# Scenario Planning Is Not a Finance Team Only Exercise

- Effective cross-company financial planning requires:
  1. People who are strategic, engaged, and collaborative
  2. A process with a mapped planning cycle and defined touchpoints and
  3. Technology that integrates with business systems, supports workflow, and removes dependence on manual processes or spreadsheets
- Scenario planning as a standard, regular practice

# Building as a Team – Workflow Demo

Project Definition



The screenshot displays a software interface for defining a project workflow. At the top, a dark teal header contains the text "Project Definition". Below this is a toolbar with seven icons: a plus sign with a dropdown arrow, a trash can, a pair of scissors, a document with a list, a folder, a circular arrow, and a funnel with a dropdown arrow. The main area shows a hierarchical tree structure. The root node is "Scenario Planning Workflow", which is highlighted in light blue. It has two child nodes: "Scenario Planning Driver Data Entry" and "Update Scenarios". The "Scenario Planning Driver Data Entry" node has three sub-nodes: "Scenario Planning Driver Data Entry - S Anderson", "Scenario Planning Driver Data Entry - S Fisher", and "Scenario Planning Driver Data Entry - T Garfield". The "Update Scenarios" node has one sub-node: "Run Scenario Inflex Process Group". Each node is preceded by a small square icon with a minus sign, and the leaf nodes are preceded by a person icon.

- Scenario Planning Workflow
  - Scenario Planning Driver Data Entry
    - Scenario Planning Driver Data Entry - S Anderson
    - Scenario Planning Driver Data Entry - S Fisher
    - Scenario Planning Driver Data Entry - T Garfield
  - Update Scenarios
    - Run Scenario Inflex Process Group



# Building Proactively

# Present Scenarios as Decision Frameworks, Not Data Reports

- Common communication failure to leadership: presenting three numbered scenarios with equal weighting
  - Forces leadership to do analytical work on the spot
- Introduce a decision-framework structure:
  - Base scenario is the usual recommendation
  - Downside scenario defines the extenuating trigger conditions and a pre-agreed upon business response
  - Upside scenario defines the areas for opportunities
- This transforms the presentation of scenarios as decision frameworks
- Another clear sign of finance function maturity is when the team no longer needs to leave the room or the group call to answer an executive's question
- **Think about the last time you were asked a "what-if" question in a meeting that you could not answer on the spot. What would it have taken to answer it in the room?**

# Building as a Team – Prophix One Reporting Agent Demo

Reporting Agent | All
🔄 🗨️ ↗️ ✕

Reporting Agent | All

What happens to cash flow if sales drop 10%?
👤

👤 > Thinking

🔍 Model Data ⓘ

📊
📄

🔍 AI Analysis ⓘ

**Impact of a 10% Sales Drop on Cash Flow**

Based on the 2026 financial data (using default values for Organization, Classification, Version: Actual, and Time Perspective: Base), here's what would happen to cash flow if sales dropped by 10%:

Current Scenario (2026 Baseline)

📄
📊
📉

Metric	Amount
Gross Sales	\$71,196,948.75
Cash from Operating Activities	\$17,966,788.72
Net Change in Cash	\$17,966,788.72

If Sales Drop 10%

📄
📊
📉



# Conclusion

# How to Scenario Plan Successfully

## Top 4 Best Practices of Scenario Planning



### Built on drivers

- Use drivers to ensure a dynamic scenario plan



### Built in parallel

- Create multiple scenarios simultaneously
- Base case, worst case, best case



### Built as a cross-functional team

- Incorporate not only feedback from finance team, but from other teams as well



### Built proactively

- Regular scenario planning cadence
- Expect the unexpected

# Four Things You Can Do Before Your Next Board Meeting

Here are 4 possible actions you can do today based off the best practices we discussed:

## Action 1) Audit your current scenario planning model

- Map your current planning model
- Identify the top 3 to 5 drivers that account for the majority of your P&L variance
- Need help? Schedule a time with your Customer Success team

## Action 2) Build parallel scenario structure in FP&A Plus

- Using your driver map, configure at minimum three parallel scenarios in FP&A Plus
  - Base
  - Downside
  - Upside
  - Bonus points: An event-specific scenario relevant to your current environment
- If you're not currently using FP&A Plus yet, use the best practices described to define the scenario structure you would build
  - Bring it to your next internal planning conversation

# Four Things You Can Do Before Your Next Board Meeting - continued

## Action 3) Map your scenario planning flow

- Map out the steps needed to complete your scenario plan
- List out team members that need to be involved
  - This is your list of users you will need for Workflow to gather inputs for the basis of your scenario plan

## Action 4) Define your trigger thresholds and present them to leadership

- Document 3 to 5 market or operational signals that would trigger a scenario review
- Proactively present these to your CFO, CEO, or board
- This repositions scenario planning from a reactive tool to demonstrating finance's readiness to lead through uncertainty



# Q&A

# Thank you



Scan the QR code and complete  
the course evaluation to earn your  
CPE credit

**Sally Lu**

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# This is coming. And you can help shape it.

What you saw today isn't available yet — but your voice determines what it becomes.

We're inviting customers to be part of what comes next — not as observers, but as contributors. The experiences you have, the friction you feel, and the outcomes you need are exactly what this product should be built around.

**Your experience shapes the product. We're here to listen.**

At the conference

## Visit the product & design team

Come talk to us directly. Tell us what you need, what's missing, and what would make this indispensable for your team.

Early access group

## Influence what gets built next

Join our early access group to give direct input on the roadmap, test new capabilities before general release, and ensure the product is built around how your team actually works.



# What you can do next

Each of these steps will move you closer to the experience you saw today.

## Expand your platform

### Explore FP&A Plus

Unlock advanced driver-based modelling, expanded scenario planning, and deeper workflow automation — built directly on top of what you use today. **Same data. Same team. Significantly more capability.**



[Download the FP&A Plus comparison guide](#)

## Expand your platform

### Connect your full platform

Prophix connects planning, consolidation, and reporting into a single environment. Each application you add reduces the number of systems your team has to manage.



[Book a call with your account manager](#)

## Have a voice

### Join the early access group

Give direct input on the roadmap, test new capabilities before general release, and ensure the product is built around how your team actually works.



## This week

### Visit the product & design team

We're here at the conference. Come find us, share your experience, and tell us what would make this indispensable for your team.

**Your feedback directly shapes what we build next.**