



# 业财融合 打破报表信息孤岛

**PRESENTED BY IFA Australia**

# Meet Hunter

The journey toward business partnership



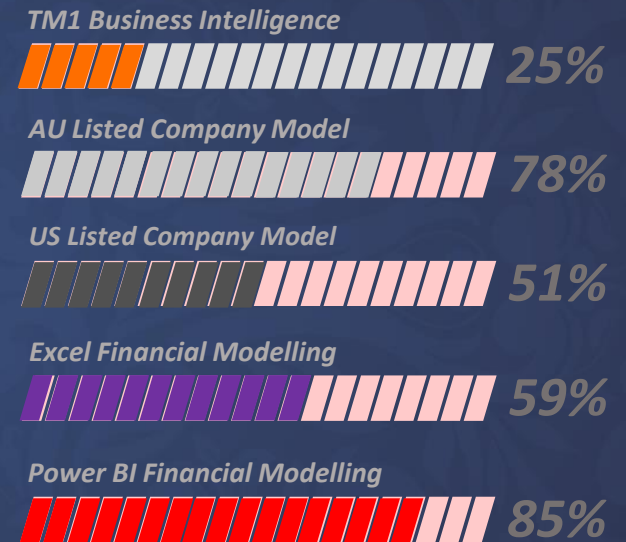
**HUNTER JIANG**

The Best Power BI Trainer in  
Australia

## Who is this?

- Australia Listed Commercial finance manager
- US Listed Company Finance Business Partner Head
- Health Care Group Corporate Financial Controller
- Over 15 Years TM1 Modelling Experience
- Over 7 Years Power BI Model Experience

## Skills



# Meet Jillian

The journey toward business partnership

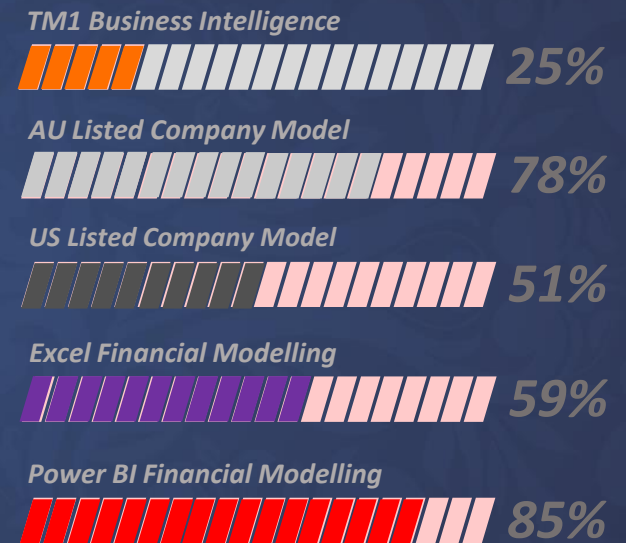


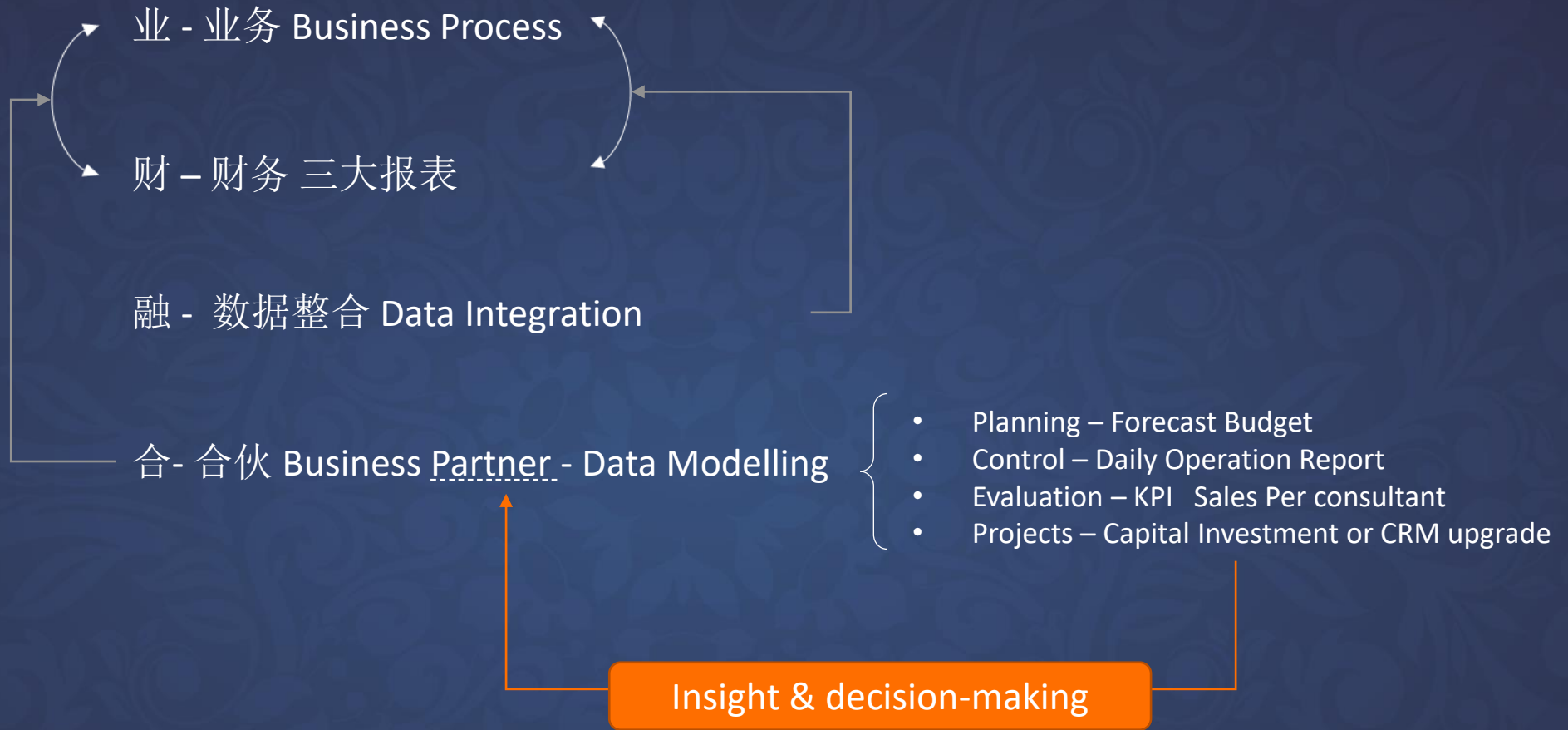
Jillian Xu

## Who is this?

- Australia Listed Company FP&A Manager
- 资深猎头 分析师招聘顾问 曾就职于全球知名猎头公司Spring Professional 和 Hudson

## Skills





信息的数字化 – invoice hard copy to journal  
流程的数字化 – book to system (会计电算化)  
业务的数字化 – prepayment journal  
automation, B/S auto reconciliation

数字化转型“Digital transformation”下的定义是开发数字化技术及支持能力以新建一个富有活力的数字化商业模式。因此，数字化转型完全超越了信息的数字化或工作流程的数字化，着力于实现“业务的数字化”，使公司在一个新的数字化商业环境中发展出新的业务（商业模式）和新的核心竞争力。

“数字化转型”就是对业务（流程、场景、关系、员工）进行的重新定义，内部完成全面在线，外部适应各种变化，从前端到后端，全面实现无需人工介入的自动化和智能化，最终创造价值。

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- 新技术+老业务 = 昂贵的老业务  
新技术+重新定义业务 = 数字化转型 基础技术发生巨大变化

# 业财融合 topic

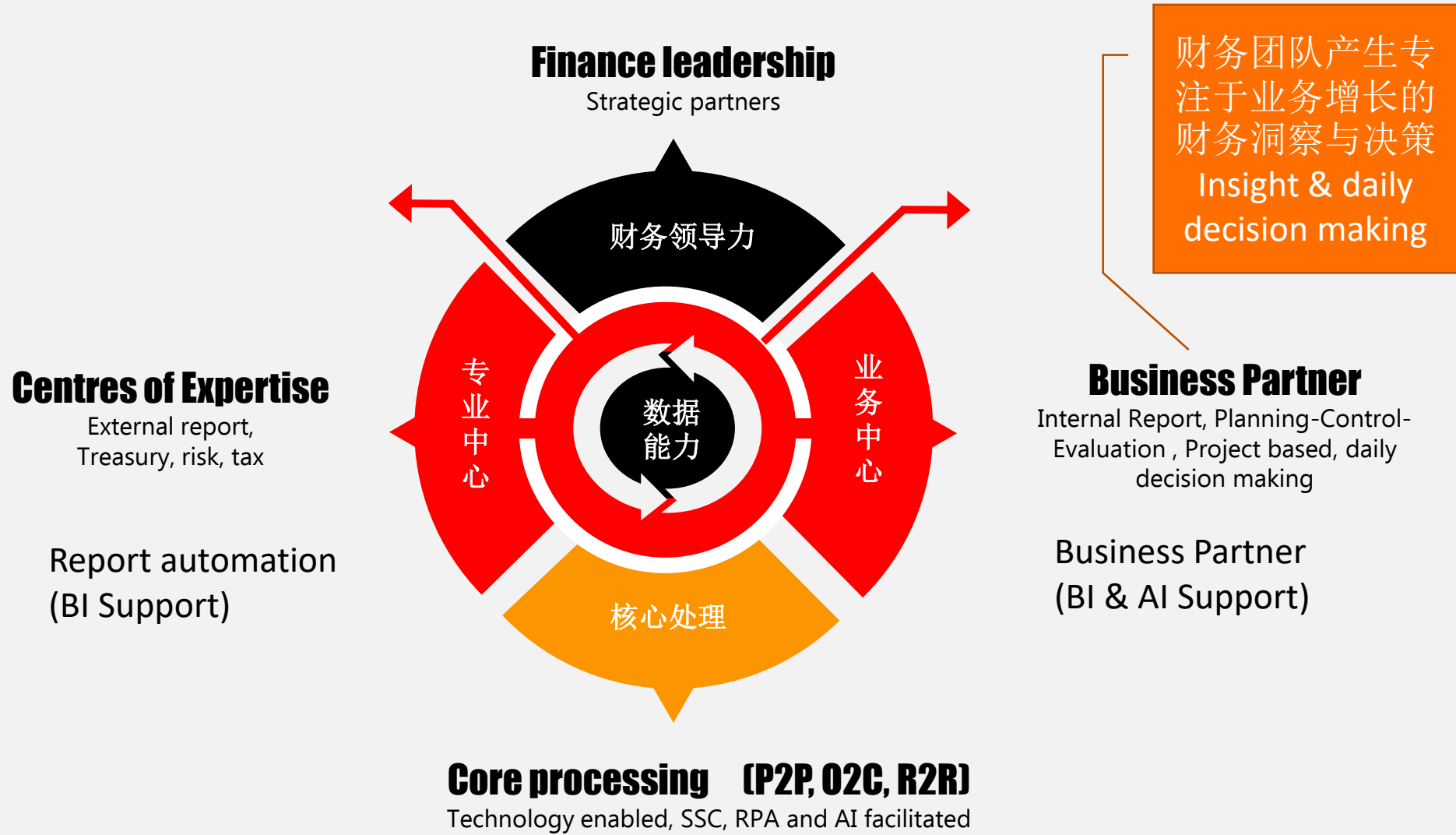
1. 财务职能会趋于虚拟化 - 传统财务的角色、技能和职业发展规划都将会得以改变
2. 财务数据如何对接运营数据
3. 从财务分析到经营分析



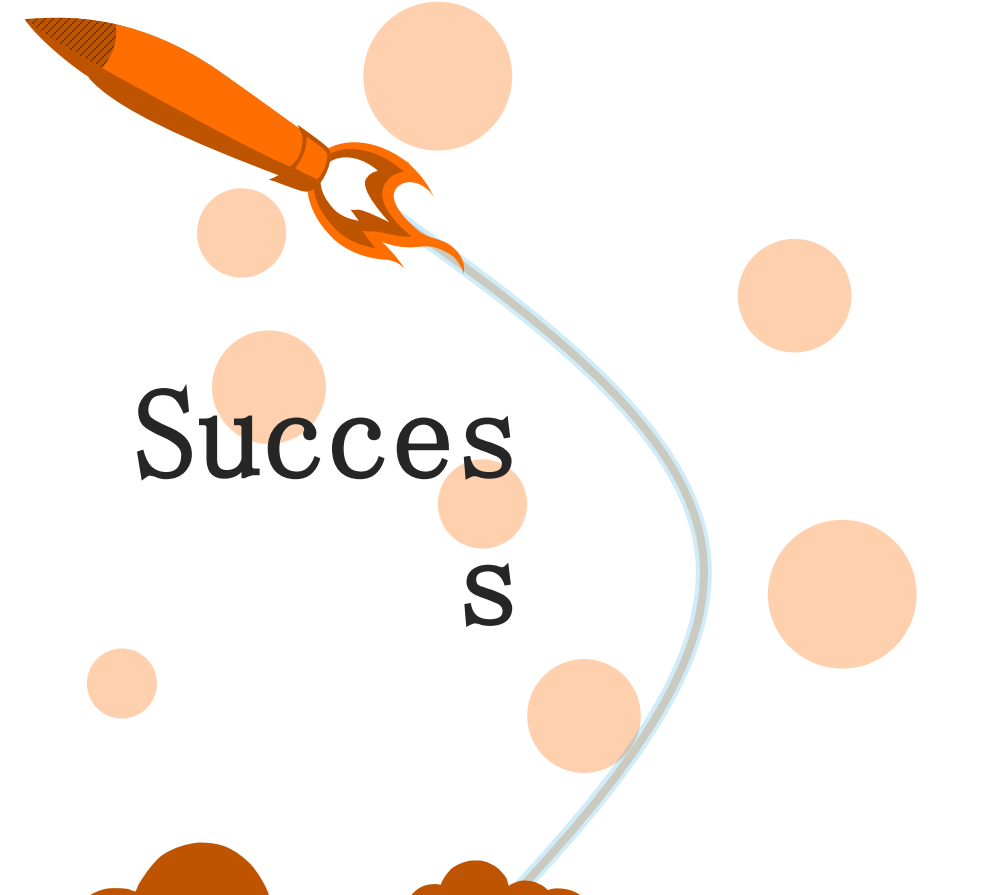
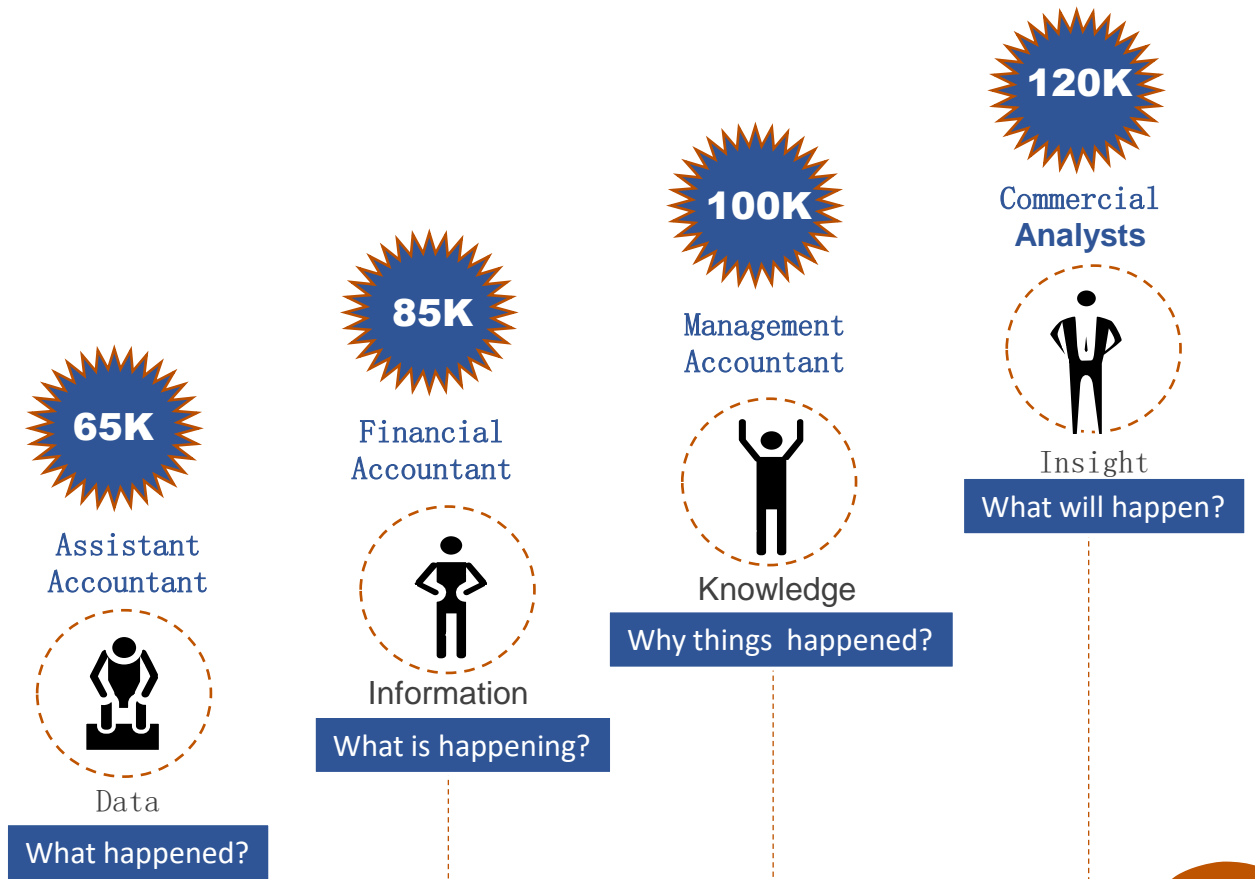
# 财务职能会趋于虚拟化



# TOMORROW'S FINANCE FUNCTION



# The journey toward business a



What happened?

What is happening?

Why things happened?

What will happen?



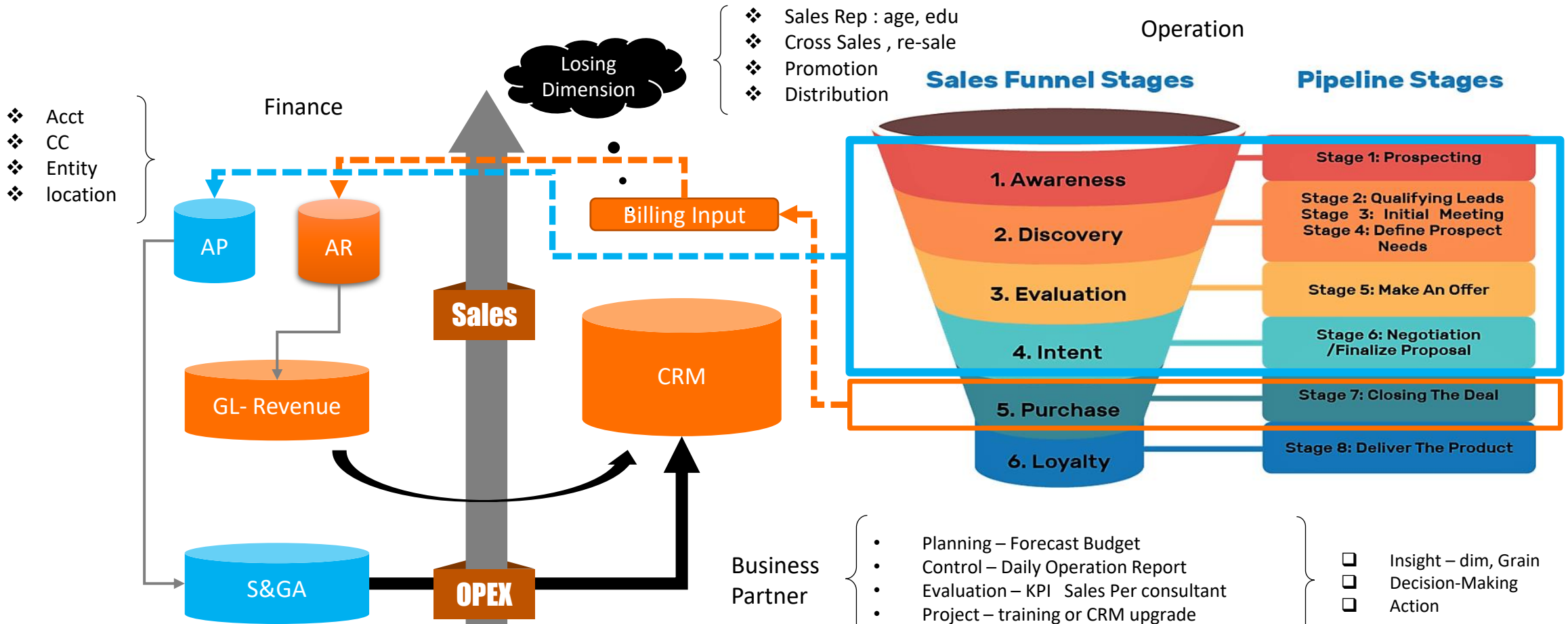
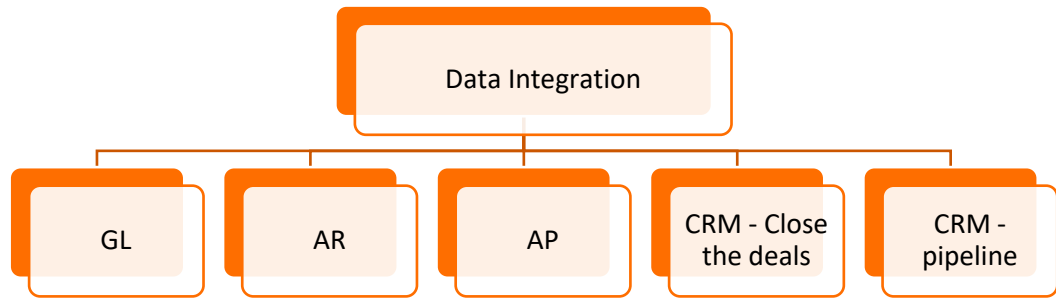
## 财务数据如何对接运营数据

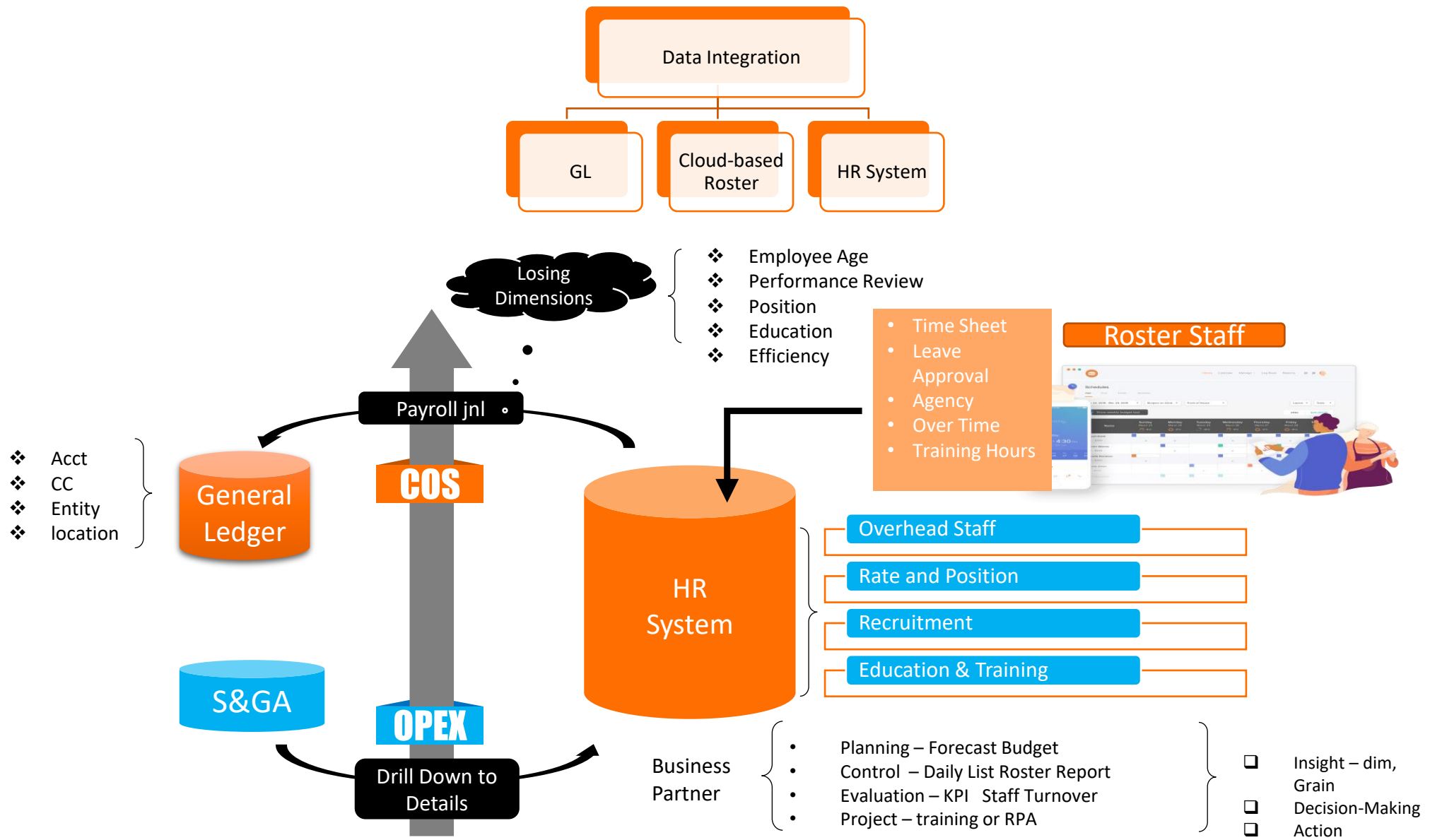
- **Auto reconciliation**
- **Data Integration**
- **Data Modelling**

## Business Partner Position ( 100K-150K)

	Reporting		Analysing		Budgeting
Income Statements	FA	MA	FA	MA	MA
	Revenue	Sales Reports by customers	Sales Declining	Why? Customers or Products	Sales Budget
	COS	VC, FC	COS Increasing	Why? Material or Labour	COS Budget
	S&GA	Standard Costing	OPEX too high	Cut ? Which one	OPEX Budget

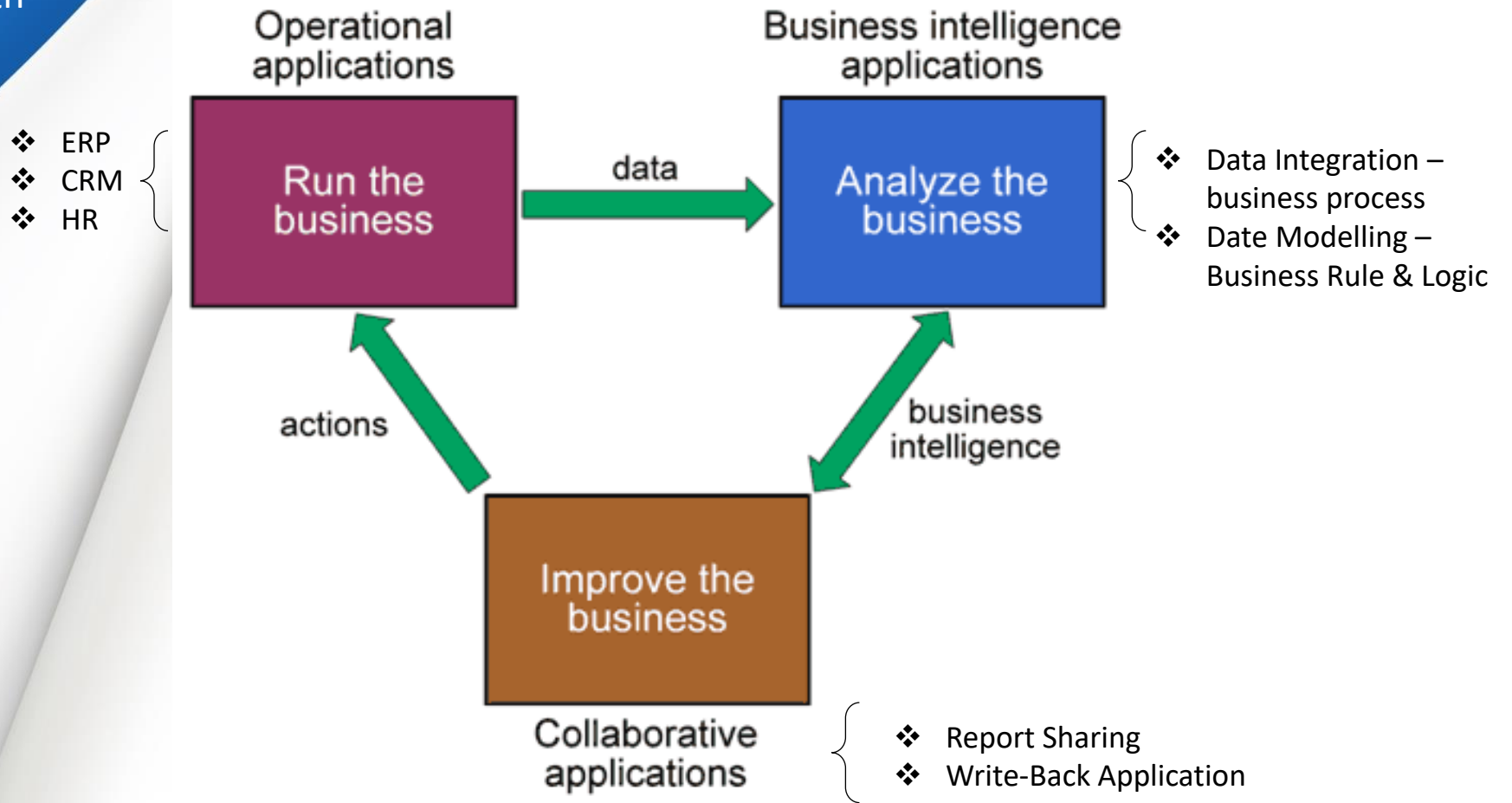
	Reporting		Analysing		Budgeting
Balance Sheets	FA	MA	FA	MA	MA
	Assets Rec	Working Capital & NNCA	Asset Turnover	Capacity & Projects Analysis	Capital Budget
	Liabilities Rec	Long – Term Debt	Debt Ratio	Cash flow for bank	Cash Flow Budget
	Equity	Equity	ROE	Cost of Equity	





A closed-loop decision-making system therefore not only monitors business performance to provide business users with the information they need to make decisions, but also with information that allows them to see the positive or negative effects of those decisions.

## closed-loop real-time decision-making system



## Business Partner 业务合伙人

为了充分利用数据所带来的竞争优势，组织需要优化并改善其技术战略。财务团队可能抱怨其受制于多个不同系统，而无法有效提供洞察（insight）。但这并不是引起问题的关键原因：无论数据的准确率是80%还是100%，决策结果往往都不会改变。而我们应该要做的是投入集成软件（data integration & power BI），整合各种数据源，从而有效地呈现信息。



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新技术+重新定义业务 = 数字化转型 基础技术发生巨大变化

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# 2021年了，转行做数据分析师还来得及吗？




- Finance Business Analyst
- HR Analyst
- Financial Analyst
- Commercial Analyst
- Risk Analyst
- Sales & Insights Analyst
- Data and Reporting Analyst
- Business Performance Analyst
- Customer Reporting Analyst
- Operations Analyst
- Investment Analyst
- Corporate Reporting Analyst
- Quality & Compliance Analyst
- People and Capability Reporting Analyst
- Super Data Analyst
- Revenue Strategy Insights Analyst
- Credit Analyst

- Business Analyst (IT)
- Data Analyst
- Data Engineer
- Data Architect
- Data Scientist
- Data Warehouse &
- Business Intelligence Developer
- SQL Data Analytics Architect
- SQL Developer
- Applications and Database Analyst
- SQL BI Developer
- Python Developer
- Automation Developer
- Machine Learning Engineer

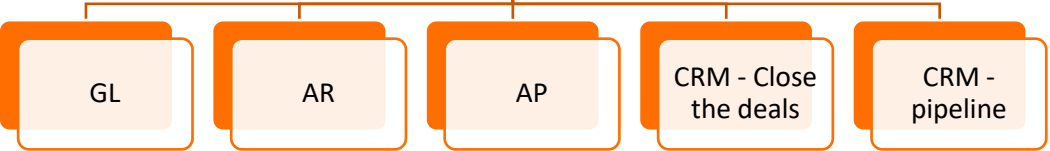
- ❖ SQL
- ❖ Data Warehouse
- ❖ Machine Learning
- ❖ Python or R





# 从财务分析到经营分析 考验的是你的数据能力

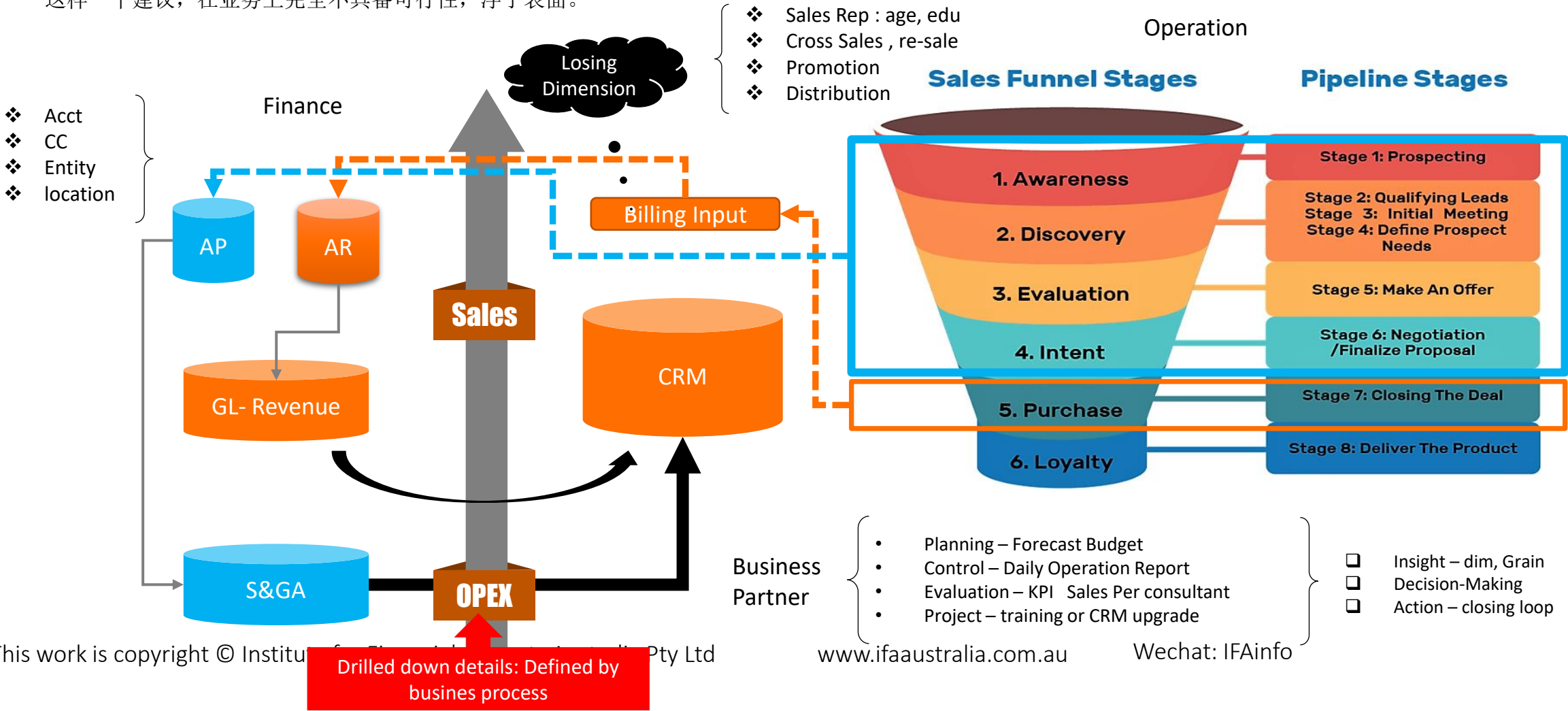
Data Integration 数据能力



财务分析：销量下滑  
→ “下半年必须提高销量”

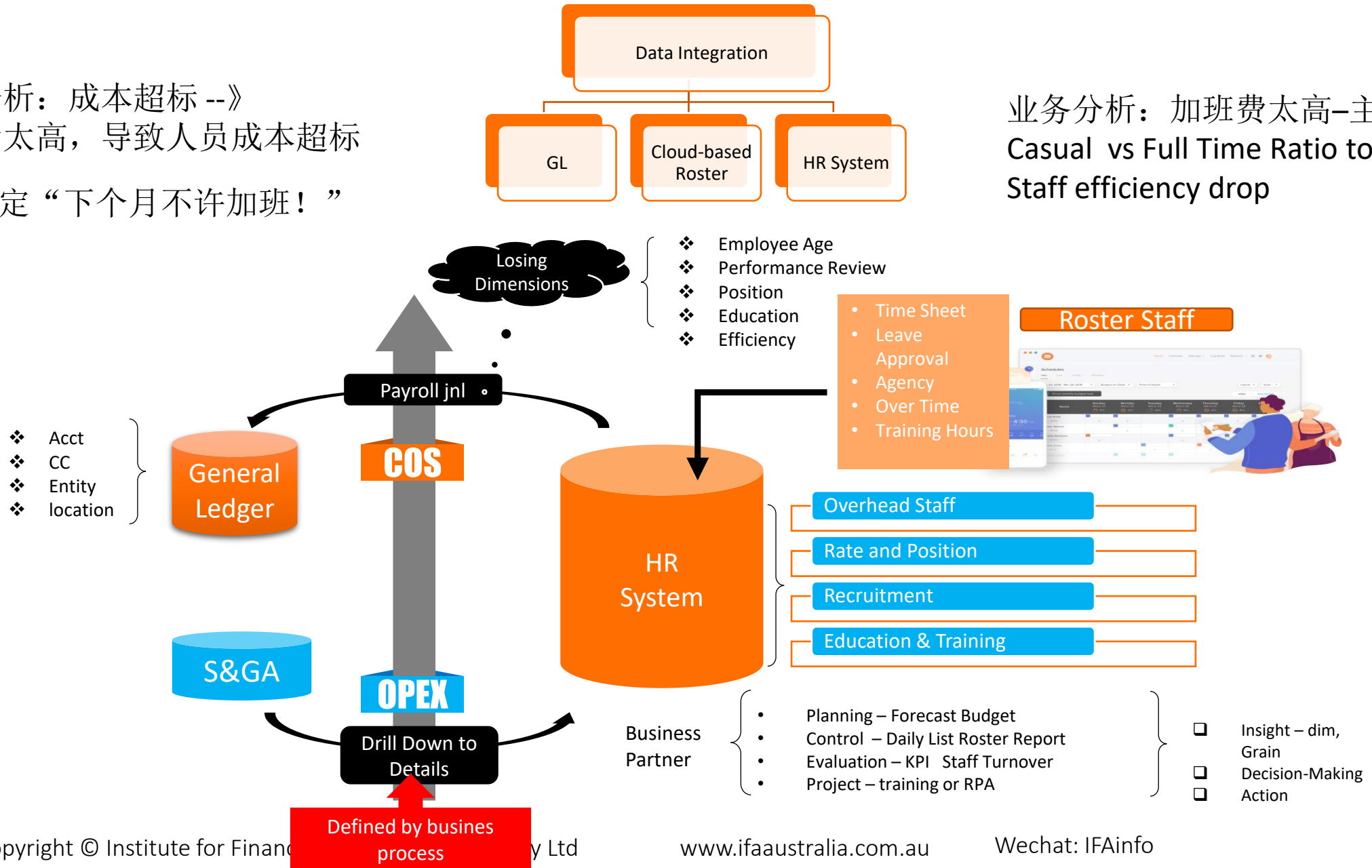
这样一个建议，在业务上完全不具备可行性，浮于表面。

经营分析 - 维度，颗粒度：  
销量下滑 → competition, re-sale, new product launch failed



财务分析：成本超标 --》  
 加班费太高，导致人员成本超标  
 厂长决定“下个月不许加班！”

业务分析：加班费太高-主因  
 Casual vs Full Time Ratio too low  
 Staff efficiency drop





## 传统财务的角色、技能和职业发展规划 都将会得以改变



- 需要新的角色，例如设计、配置和**维护高度自动化的财务系统和流程**，以及管理“生态系统”。
- **数据能力**为新的财务角色和技能的核心。
- 随着传统财务职能的转型，职业发展将发生巨大变化。

# 数据能力是数字化转型的基础

强大的数据处理功能是企业数字化转型的基本保证。数据采集、数据汇总和数据标准化等任一领域中的能力都将决定数字化转型的成败。

企业需要构建统一的数据服务平台，用以提供稳定、高效且安全的总体数据服务；将持续的数据能量传递给各种业务需求者；

持续利用数据支持数字化转型，并逐步建立统一、通用的数据系统，藉此推动业务创新。

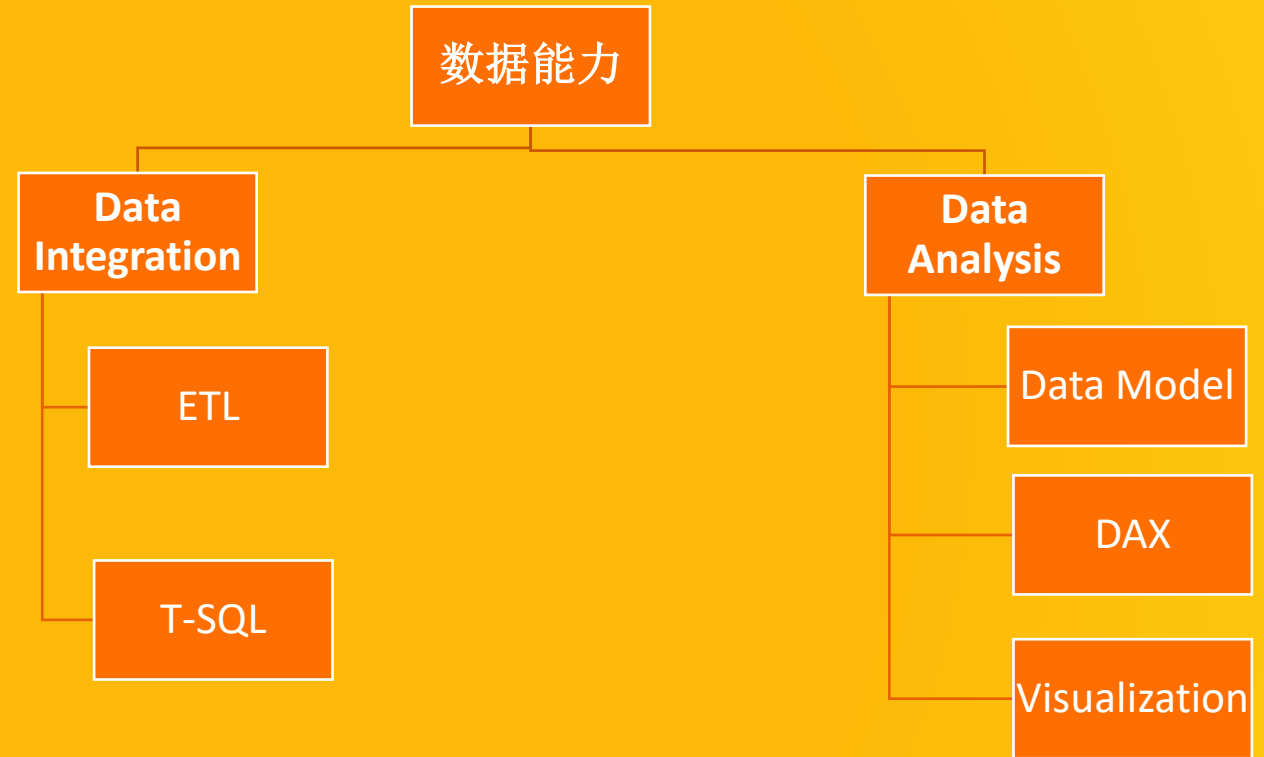
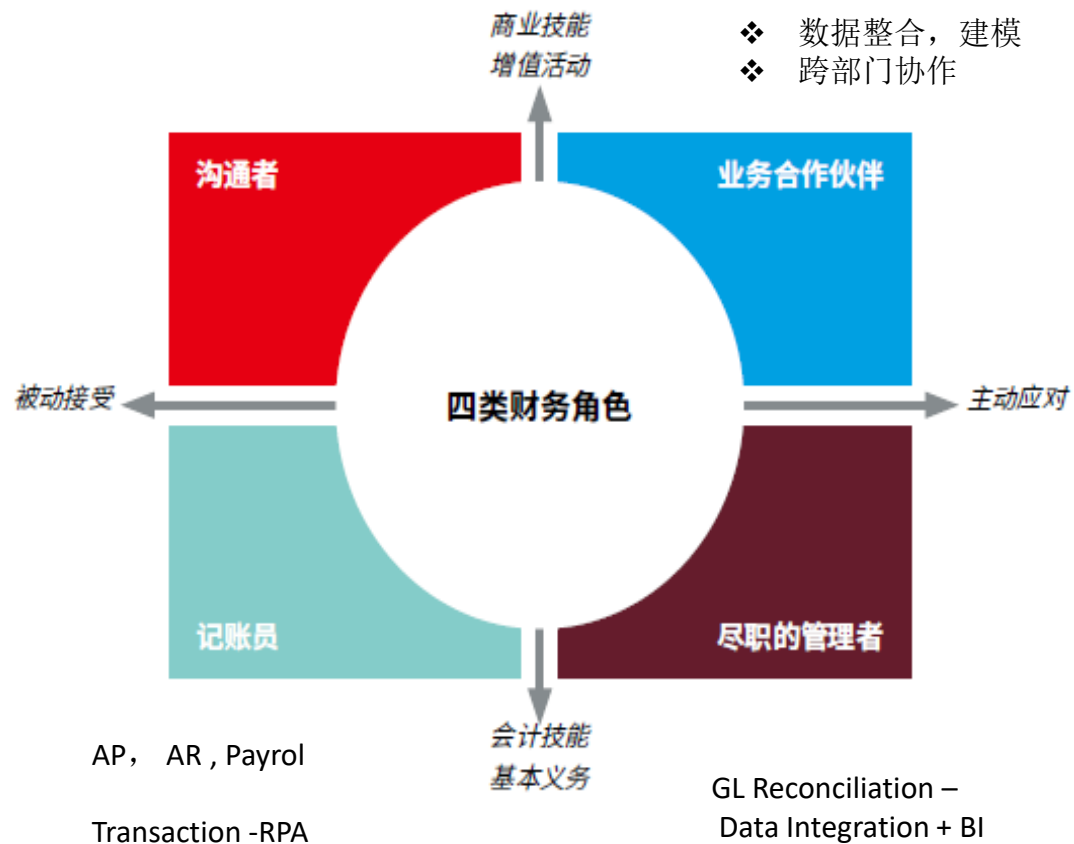


图 2.5: 四大财务角色模型



沟通者/业务合作伙伴：这类角色应当从日常的交易结果沟通与账务核对工作中解放出来，并将工作重心转向富有见地的分析和决策过程，从而推动战略的有效实施和落地。这种财务职能向价值链上游发展的过程，需要有效的组织结构作为基础，以充分利用各个团队的能力，并专注于业务相关活动。财务职能发展的最后一步则是成为真正的业务合作伙伴——通过协调合作、培养正确的技能、并以业务导向的逻辑和思维进行沟通



The communicator and business partner groups are closely aligned to the **Insights ( why) and strategic goals** expressed in hypotheses related to real-time decision making and the focus on forward planning.

Communicator/business partner – these roles shift focus from communicating the results of transactions and reconciliations to **insightful analysis ( why)** and a seat at the **decision-making ( what will)** table to drive strategy.

This process of moving finance up the value chain requires an efficient organisation structure that releases capacity for teams to focus on businessfacing activities. The final step is for finance to become a true business partner – achieved by aligning behaviours, building the right skills, and being able to speak the business’s language.

As part of this research we wished to explore the transitions of roles, within these respective groups, as the transformation of finance took effect. Overall (as shown in Figure 2.6), all the groups of roles, except for the scorekeeper, are thought to increase in priority over the coming 5 to 10 years. The communicator and business partner groups are closely aligned to the insights and strategic goals expressed in hypotheses related to real-time decision making (Section 2.1) and the focus on forward planning.

图 3.1: 未来的财务职能?



资料来源:ACCA。

云平台 – Data Integration  
RPA , AI - AP,AR,Payroll  
SSC - outsource

未来的财务职能将以部署不同的资源而分门别类。未来**自动化**无疑减少了在核心处理方面的人力要求,并随着系统发展的不断演变,也减轻了不同系统间数据源之间的整合工作。专业技术中心更能够尽其所长,并在协作式的工作环境

### 3. 目标模式

图 3.1: 未来的财务职能?

财务专业人士应提高数据的**解读能力**,并且充分**剖析数据**所传达的信息,以在**高层决策**中发挥积极作用。这或将会成为人力资源部署的重点领域。dashboarding and analytics

<https://www.seek.com.au/job/51495806?type=standout#searchRequestToken=c7a28ae7-94ae-4eb5-a6f2-05169d908e25>

## Commercial Analyst

- Deliver financial analysis, reporting and commentary on monthly results of the business to the executive team
- Support annual budgeting and monthly forecasting processes
- **Work with the business to establish PowerBI dashboarding and analytics**
- Financial modelling on strategic initiatives
- Assist in management of data and system maintenance
- Ad-hoc projects and requests

<https://www.seek.com.au/job/51507251?type=standard#searchRequestToken=24ad4890-989b-4083-b960-12d90d64da2d>

## Finance Business Partner

- Development and monitoring performance of MSC's annual budgets and forecasts.
- Prepare and present monthly departmental reporting to the executive and business unit managers.
- Prepare monthly reporting and analysis to the Audit & Risk Committee and Trust.
- Produce commercial analysis to assist in **strategic decision making**.
- Liaise with cost centre managers to ensure adequate cost control and reporting.
- Assist in preparation of long-term profit and cash flow forecasts.
- Mentor other members of the Finance team to develop their own business analyst skills.
- Provide financial support to the MSC on ad-hoc strategic projects and initiatives.

1. Experience in implementing and/or **utilising business analytic systems and tools (such as Power BI)**
2. Business/Accounting degree with CA or CPA accreditation.
3. Exceptional communication skills both written and verbal.
4. A thorough understanding of financial management software systems.
5. Commercially minded approach to financial support, with a strong analytical focus to be able to identify return on investment.
6. Highly developed interpersonal skills