ASSOCIATION FOR FINANCIAL PROFESSIONALS

2026 AFP®

FP&A BENCHMARKING SURVEY REPORT: INTEGRATED PLANNING

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INTRODUCTION

In the third quarter of 2025, the Association for Financial Professionals (AFP®) conducted a global benchmarking survey among financial planning and analysis (FP&A)/finance practitioners focusing on integrated planning, budgeting and forecasting. Benchmarking surveys provide participants with a structured approach by which they can evaluate their companies' performance, practices and strategies in relation to other organizations.

This research is the third study in a three-year cycle that examines the people, technology and processes that define the FP&A function. This year's survey looks at the FP&A community and functions based on major elements of the FP&A Maturity Model.

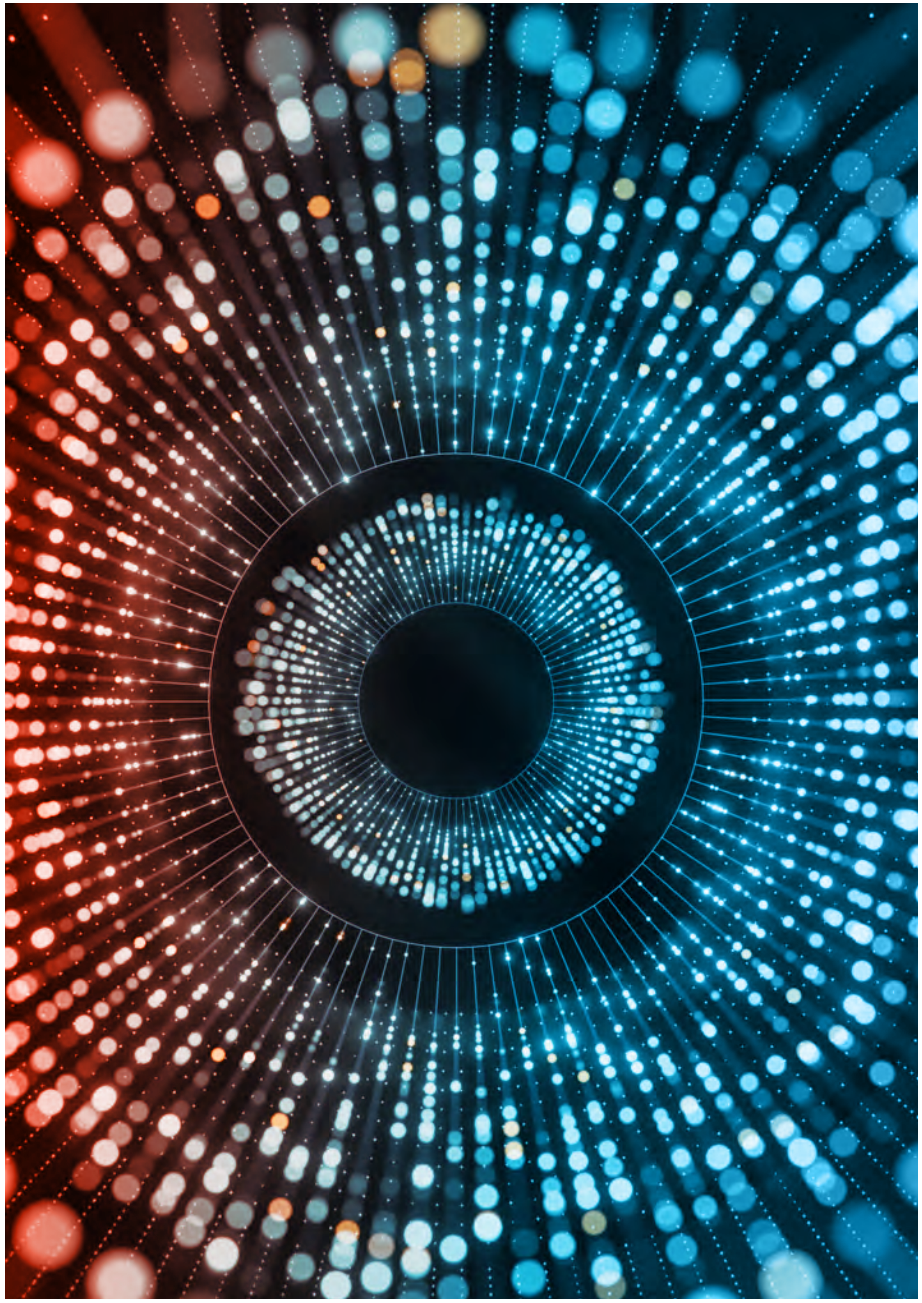
AFP® has benefited from the work of volunteers from the North America, Asia Pacific and Middle East and Africa FP&A Advisory Councils (FPAACs) that contributed to both the development of survey questions and interpretation of the data for this report. Some of the volunteers from these councils are included at the end of this report.

AFP® exists for the benefit of corporate finance and treasury practitioners. Through research such as this survey, AFP® strives to create resources that empower your organizations and drive continued improvement for your finance teams. We hope this report will be a useful resource for FP&A professionals and business leaders who are guiding the future of financial planning and analysis at their organizations.

Methodology

AFP's Research Department, in collaboration with AFP's Director of FP&A, designed the survey questionnaire, analyzed the survey results, produced the report and is solely responsible for its content. All tables in this report reflect data for 2025. Note that in all percentage distribution tables, totals may not total to 100% due to rounding.

The survey received responses from 332 FP&A/finance practitioners representing organizations of varying sizes and from across the globe. Their responses form the basis of this report. Survey respondent demographics and an appendix of all survey data tables are available at the end of this report.



KEY INSIGHTS

"Structured scenario planners" show greater planning maturity.

Organizations using structured scenario planning (SSP) outperform those that don't, showing improved strategic alignment (+14%), external factor integration (+13%), and business alignment (+13%). SSP users rate their risk management more effective, complete budgeting 11% faster, and report greater satisfaction from year-round scenario use. These findings highlight SSP's role in boosting agility and integrated planning.

Risk (and Opportunities) management is standard in the job.

Risk and opportunity management is now a central part of modern finance, reflecting the growing role of finance professionals in strategy and leadership. Finance teams use risk/opportunity lists and contingency planning most frequently at 90% and 89%, respectively but only 38% employ structured scenario planning. This gap highlights an opportunity for better strategic foresight and adaptability in uncertain times.

Budgets are aligned at the top but become disconnected in execution.

Survey results show strong alignment between integrated planning and strategic goals at upper management levels (63%), and good leadership communication (62%). However, only about 47% report consistent planning variables and 46% see horizontal operational alignment. While most CFOs (88%) and finance professionals (85%) value the budget, just 62% of business units agree, pointing to a disconnect that suggests FP&A should boost cross-functional collaboration and adapt plans to actual operations.

Finance does a lot more than just finance.

Respondents spend 21% of their time on tasks beyond finance, like strategy, tech implementation, HR, and operations. Seventy-four percent of analysts, managers, and directors report this broader role, showing mid-level staff are involved in cross-functional leadership. This is most common in smaller companies, where FP&A teams handle wider duties, highlighting the need for clear roles and specific skill development.

Expected improvements in integrated planning have not materialized.

Though planning technologies are widely adopted, efficiency has not improved: average budgeting time is still 8.7 weeks over three years, and only 51% of organizations track forecast accuracy. Despite being best practice, just 43% use rolling forecasts, with most relying on current-year estimates. This indicates that technology alone is not enough—process redesign, training, and strategic alignment are also necessary for progress.

“STRUCTURED SCENARIO PLANNERS” SHOW GREATER PLANNING MATURITY

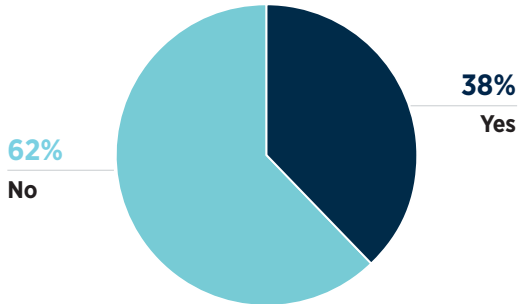
"STRUCTURED SCENARIO PLANNERS" SHOW GREATER PLANNING MATURITY

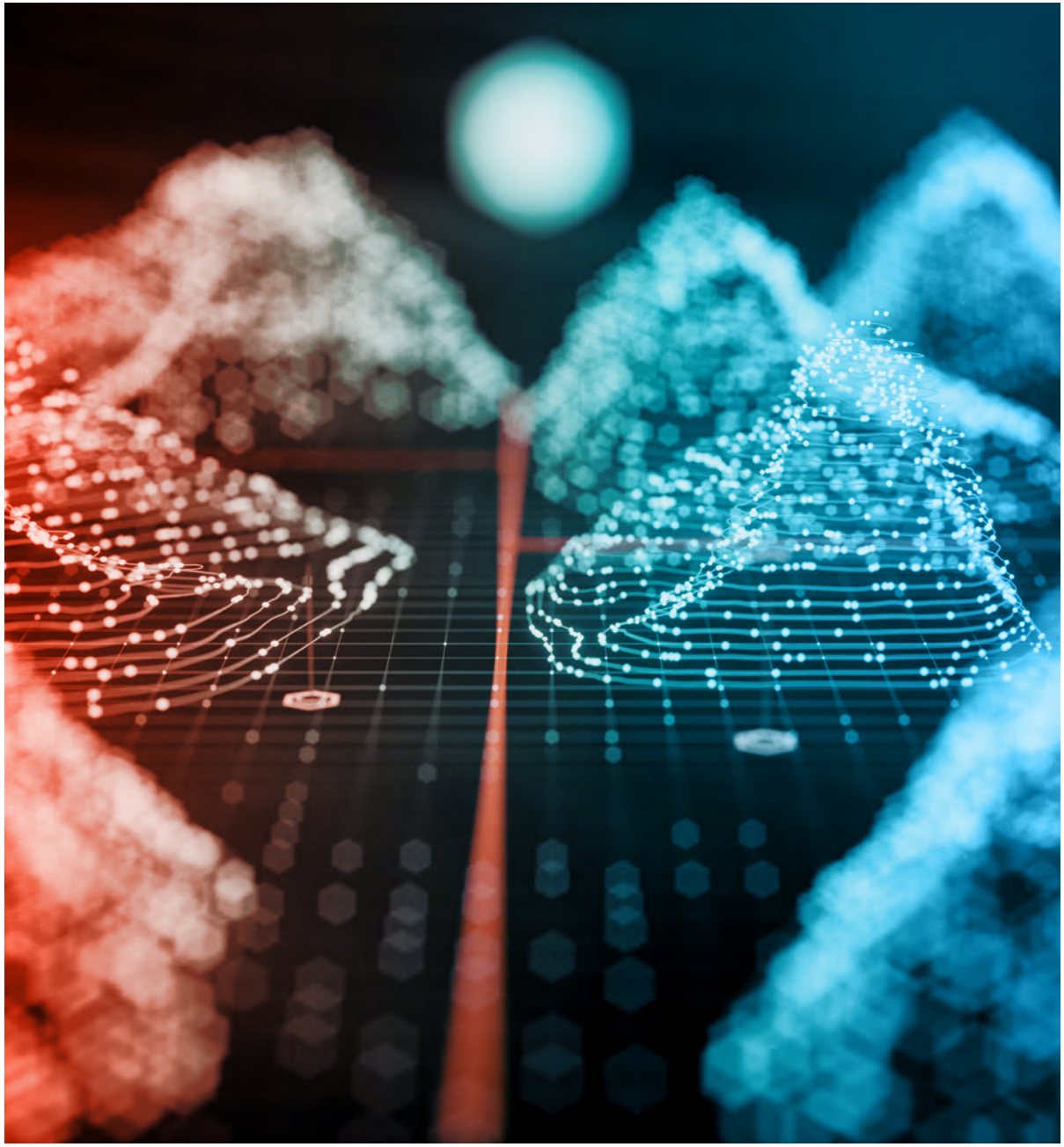
OBSERVATION:

Finance's response to an unpredictable future is to maintain multiple points of view of what can happen: various plans with different outcomes, triggers, and key performance indicators (KPIs) alerting the business to changes in the market. Inflexible budgets break; scenario planning is a structured approach to creating flexibility in planning and operations.

Thirty-eight percent of survey respondents identify themselves as "structured scenario planners." Structured scenario planning (SSP) is the process of considering a range of circumstances and projecting potential outcomes to better prepare for multiple potential futures. This differs from sensitivity analysis, which involves changing a variable(s) to quantify its (their) impact on the outcome. The practices of this cohort of survey respondents were studied in comparison to the 62% of respondents who report that their organizations were not using structured scenario planning. Respondents using SSP are found to have achieved higher performance across all evaluated areas and best practices.

Use of Structured Scenario Planning by Organizations
(Percentage Distribution of Organizations)





"STRUCTURED SCENARIO PLANNERS" SHOW GREATER PLANNING MATURITY CONTINUED

Scores are generally positive for the effectiveness of finance's integrated planning – an average 3.5 out of 5, where 5 is "extremely effective" – across the seven elements measured. (See the table "Effectiveness of Planning Process Elements" for overall details.) However, the SSP practitioners rate their process higher in each category, with the largest shares citing "Alignment with strategic goals" (14%), "Integration of external factors" (13%) and "Horizontal alignment across the business operations" (13%).

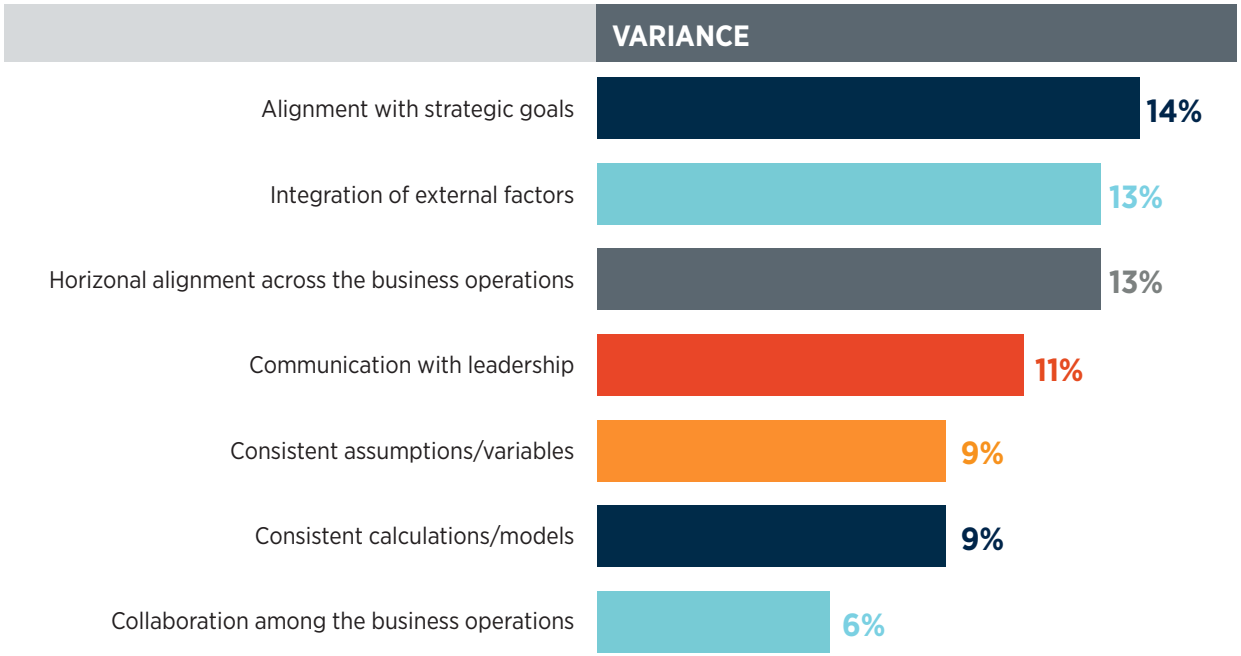
Structured scenarios planners are also more likely to use best practices in risk management (measured as an aggregation of seven methodologies),[1] rolling forecasts (57% versus 33%), and tracking the accuracy of their forecasts (56% versus 47%).

Structured scenario planners are also 11% faster at developing budgets: 8.1 weeks versus 9.2 weeks. There is not a significant difference in time to complete an out-of-cycle forecast.

[1]These scores are averages of use and effectiveness of the following risk management practices: List of risks and opportunities, Contingency planning, Cross-functional coordination/collaboration with other risk groups, Defined risk appetite, Systematic risk evaluation process, Quantitative risk assessment, Qualitative risk assessment.

Variances in Weighted Average Scores of Effectiveness between Structured Scenario Planners over Non-Structured Scenario Planners

(Weighted Average Score of 1-5 where 1=Very ineffective and 5=Extremely effective)



Time to Create a Budget (Weeks)

(Average Number of Weeks for SSP and Non-SSP Users)

"STRUCTURED SCENARIO PLANNERS" SHOW GREATER PLANNING MATURITY CONTINUED

For those financial professionals who *do* use scenario planning, the satisfaction is very high. Seventy-five percent of them say they found using two scenarios was effective or very effective; that share shrank to a still-high 56% if they had more than two scenarios. The effective/very effectives scores are high whether finance or the business developed the scenarios (73% and 71%, respectively). The scenario effectiveness scores are higher the more intensely they were used: effective/very effective is 67% for creating new scenarios and 66% for carrying scenarios throughout the year, versus 51% for creating scenarios as a one-time effort during budget season.

INSIGHT:

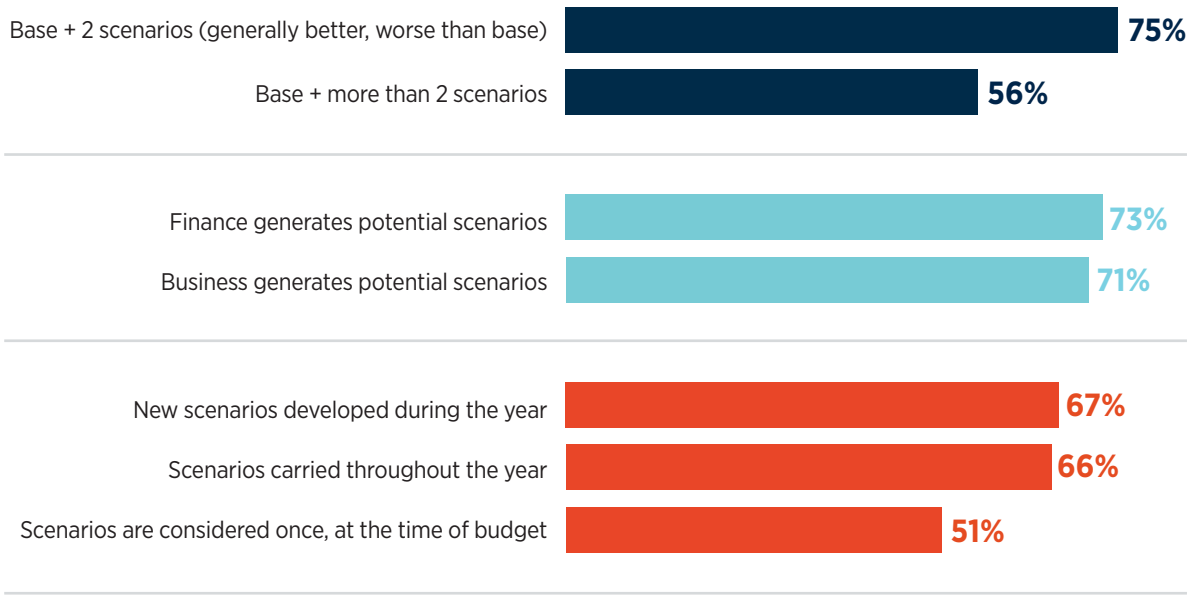
Scenario planning is identified in the FP&A Maturity Model as a best practice to prepare for uncertain futures. This finding also indicates that scenario planning fosters a more mature planning culture. The act of creating and considering scenarios seems to expand an organization's thinking beyond a simple numerical exercise in order to be more inclusive and more strategic. Two other cohorts were also studied and also outperformed the core groups – those measuring forecast accuracy and scoring high in various "strategic" categories – but the cohort of structured scenario planners outperformed them.

A structured scenario planning group can offer a wide range of advantages for its organization. Enhanced flexibility and resilience in decision-making enable its members it to challenge "groupthink," overcome the illusion of control, and evaluate ripple effects across departments. Collaboration among teams improves, fostering a common understanding of risks and opportunities and integrating more valuable business insights. Developing response plans can help bridge gaps between strategic intent and operational execution throughout the year, not just during budgeting cycles.

Finance can build a repeatable scenario planning framework with story development, defined triggers, ranges of outcomes and drivers to support quantification, integrate scenarios into rolling forecasts, and leverage planning tools to update and carry forward the scenarios. The scenario planning team and then collaborate with operational teams to ensure the right triggers and business-level responses.

Characteristics of Scenario Planning

(Percent of Organizations Which Have Implemented Structured Scenario Planning Approaches and Rate Them 4 (Effective) or 5 (Very Effective))



"These data show that scenario planning puts the 'integrated' into integrated planning; it is not a finance driven exercise but reflects shared ownership and 'skin in the game' from the broader team"

– AFP FP&A Advisory Council (FPAAC) Member

RISK (AND OPPORTUNITIES) MANAGEMENT IS STANDARD IN THE JOB

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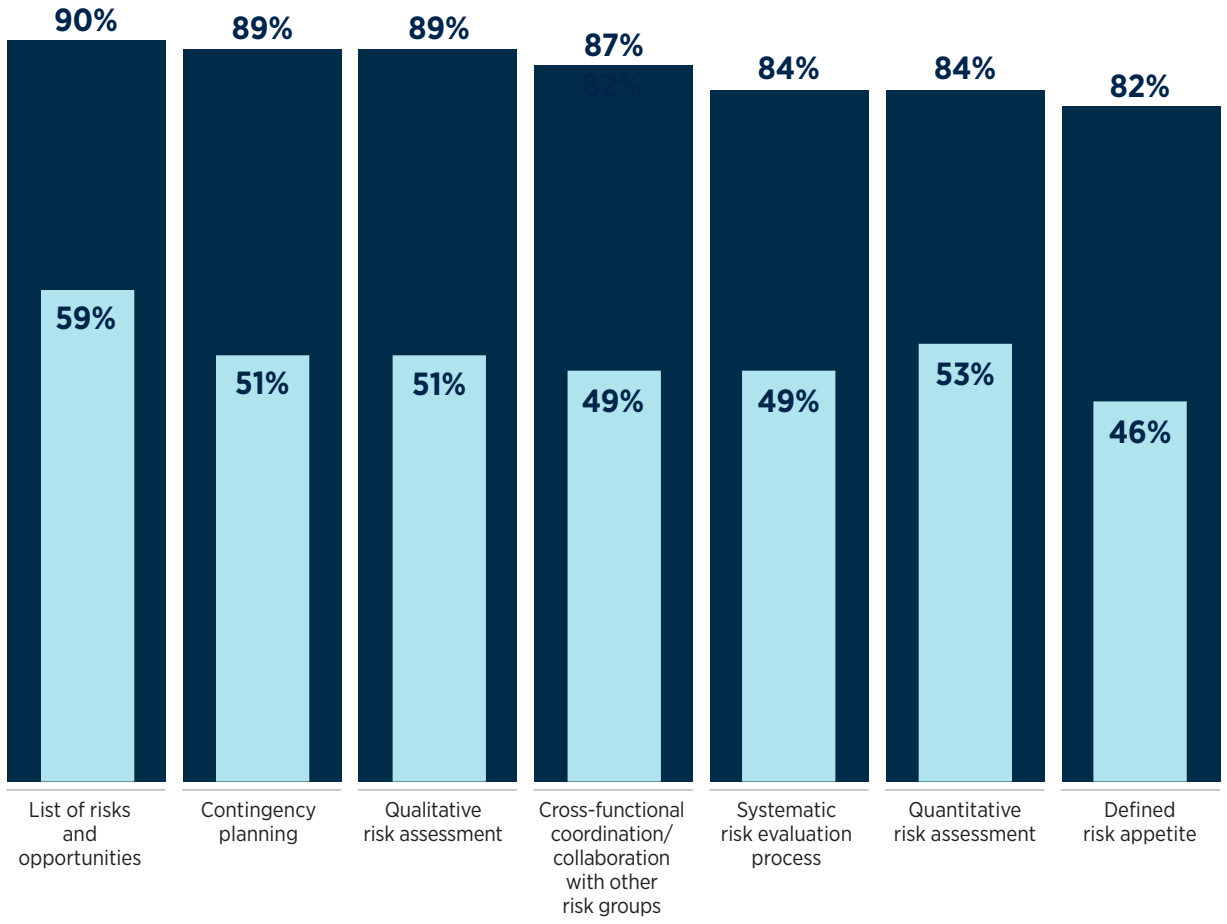
OBSERVATION:

Finance delivers far more than just static reports and forecasts: it is consistently presenting decision support in the form of exploring risks and opportunities in the business. By becoming more involved in strategy, project management, technology and cross-functional leadership, finance professionals are increasingly more involved in managing risk throughout the company. This integration enables them to proactively identify and evaluate potential risks and opportunities, collaborate with other departments to develop and implement contingency plans, and ensure that financial considerations are central to planning and operational decisions. As more organizations turn to tools such as risk and opportunity lists and with contingency planning being widely adopted, finance leaders are uniquely positioned to guide their organizations in navigating uncertainty and make smarter choices.

There is a high utilization rate of proven risk management strategies among all practitioners, and those strategies generally rate high for effectiveness. The survey asked about the use of a series of common approaches to evaluating risk, and overall utilization for each was also high. The top three approaches based upon implementation are:

- Lists of risks and opportunities (implemented by 90% of respondents)
- Contingency planning (89%)
- Qualitative risk assessment (89%)

Use and Effectiveness of Risk Management Approaches
(Percent of Organizations)



RISK (AND OPPORTUNITIES) MANAGEMENT IS STANDARD IN THE JOB CONTINUED

INSIGHT:

A business should take risks in accordance with its risk appetite. This finding highlights the continuing evolution of finance from a traditional reporting function to a partner that is both risk-aware and opportunity-driven. Specifically, it demonstrates how financial tools empower teams to anticipate disruptions, assess potential courses of action and guide organizational responses, positioning finance as essential to navigating uncertainty. The integration of finance into operational decisions can be a catalyst for transformation during periods of crisis, ultimately enabling organizations to adapt and succeed.

This finding also suggests numerous opportunities for finance:

- Institutionalize risk management as a fundamental FP&A capability by integrating risk and opportunity analysis into planning cycles, budget reviews and forecasts as standard practice.
- Enhance the execution of risk tools through cross-functional workshops that establish consensus on risk definitions, triggers and responses.
- Broaden scenario planning to support comprehensive modelling efforts.
- Train finance teams in strategic risk management by providing instruction in both qualitative and quantitative risk assessment methodologies and encourage finance professionals to lead risk-focused discussions across the organization.

"High volatility is forcing this approach where everything feels like a small business case: 'Should we protect margin or gain market share? What to do with excess capacity?' The answers are not simple, and finance can model out the options."

– AFP FP&A Advisory Council (FPAAC) Member

BUDGETS ARE ALIGNED AT THE TOP BUT BECOME DISCONNECTED IN EXECUTION

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OBSERVATION:

Collaborative and integrated planning is intended to ensure both vertical alignment – from the board and senior management down to P&L leaders – and horizontal alignment that connects related businesses and processes. Ideally, financial and operational planning cycles are synchronized, and capital and operating expenses are linked in the overall financial outlook. Survey respondents report strong integration at the highest corporate levels, including alignment with strategic goals and effective communication among leaders. However, they also report weaker performance when it comes to execution throughout the organization, such as using consistent variables and achieving alignment across operations. Similarly, there appears to be greater budget support among finance teams and senior executives than within lower organizational levels.

Findings suggest organizations are most effective at aligning planning efforts with strategic goals (63% of respondents noting this is effective or very effective) and maintaining strong communication with leadership (cited by 62% of respondents). However, less effective are collaboration among business units (53%) and consistency in calculations and models (52%). The lowest-rated elements include horizontal alignment across the business (46%), consistent assumptions and variables (47%), and integration of external factors such as market trends and economic conditions (42%). All these results indicate that while strategic alignment and leadership communication are strengths, there are notable challenges in cross-functional coordination and external data integration.

Effectiveness of Planning Process Elements

(Percent of Respondents Rating the Elements as Agree or Strongly Agree (4 or 5 on 1-5 scale))

BUDGETS ARE ALIGNED AT THE TOP BUT BECOME DISCONNECTED IN EXECUTION CONTINUED

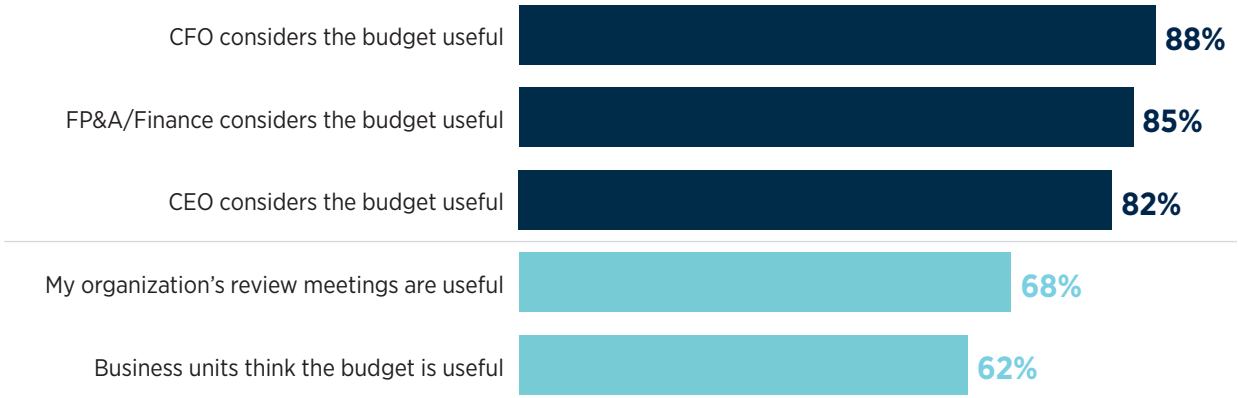
International respondents – those outside the U.S. and Canada – consistently report greater effectiveness across most elements assessed. Specifically, they indicate higher rates of effective or very effective planning in several areas than do U.S. and Canadian respondents: horizontal alignment (57% versus 40%), integration of external factors (52% versus 36%), and alignment with strategic goals (68% versus 61%). Additionally, results segmented by company size demonstrate that respondents from organizations with annual revenue of at least $1 billion report higher levels of effectiveness of each measured element than those from organizations with annual revenue of at least $100 million but less than $1 billion or those with annual revenue of less than $100 million.

The chart reveals that perceptions of the usefulness of budget and review meetings vary across organizational roles, and similar to the above, are more favorable at the senior levels of an organization. CFOs express the highest level of agreement, with 88% considering the budget useful, followed closely by finance professionals (85%) and CEOs (82%). In contrast, just 62% of business units share this view, indicating a notable gap in perceived value. Additionally, 75% of respondents believe that the budget effectively supports company strategy, while 68% find their organization's review meetings useful. These results suggest that while leadership and finance teams largely endorse the budgeting process, there may be opportunities to improve its relevance for and impact on business units.

U.S. and Canadian respondents rate the budget more favorably than do their international counterparts, with higher shares for CFO (91% versus 82%) and CEO usefulness (84% versus 77%). International respondents outscored business unit usefulness (65% versus 60%). Other results were similar across groups.

Agreement on Budget Utility

(Percent of Respondents Rating the Elements as Agree or Strongly Agree (4 or 5 on 1-5 scale))



BUDGETS ARE ALIGNED AT THE TOP BUT BECOME DISCONNECTED IN EXECUTION CONTINUED

INSIGHT:

Executives and finance see the budget as a strategic "North Star" that helps achieve an organization's goals. At the leadership level, strategic and financial plans usually align well, since executives share a common vision and have direct access to important goals, metrics and communication channels. The budgeting process is especially valued for linking strategy with operations at the top. C-suite leaders appreciate the budget as a strategic tool, but people at lower levels of an organization often view it as a restriction or feel little ownership.

To address this, budgeting must be made relevant – and less painful – to the business units. FP&A can act as a facilitator to unify business units around shared assumptions and drivers, and share valuable insights and outlooks with those at a business level that may not otherwise be available to them. FP&A can tailor budget reviews to operational concerns and use language that resonates with non-finance teams.

The ***2025 AFP® FP&A Benchmarking Survey Report: Technology & Data*** highlighted frustration with the budget process at the operational level. Execution is often challenging because procedures are fragmented and variables used differ across departments. Many organizations work in silos with different units using separate tools, interests and data sources. According to the survey, finance leaders frequently juggle multiple planning tools, largely due to the difficulty of accessing reliable, easy-to-find data. This can cause even well-designed strategies to become misaligned during implementation.

"Planning feels more vertical than cross-functional: the survey indicates alignment with leadership strategy is solid, but execution is inconsistent. Strengthening budget communication could help reduce 'budget inertia' at operational levels."

– AFP FP&A Advisory Council (FPAAC) Member

FINANCE DOES A LOT MORE THAN JUST FINANCE

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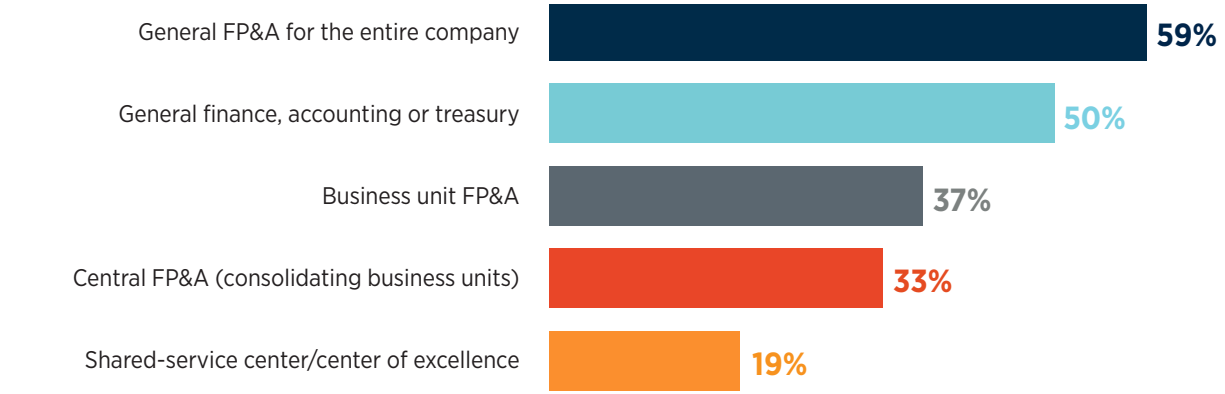
OBSERVATION:

Finance practitioners report that their roles encompass strategy, leadership, technology implementation (including ERP and BI), risk management, human resources and operations. While certain responsibilities are directly linked to finance, others represent additional duties beyond the traditional scope. It might be expected that more senior respondents with a wider span of influence are involved in these extracurricular activities; however, 74% of survey participants self-reported their roles as analyst, manager or director positions.

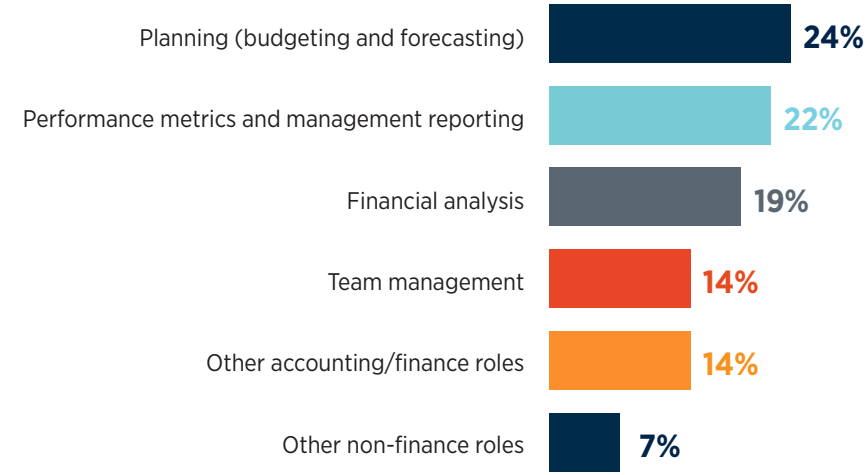
The accompanying chart illustrates the allocation of financial responsibilities within companies. The majority of respondents (59%) manages general FP&A activities across the enterprise, while half also oversees finance, accounting or treasury functions. Approximately 37% focus on FP&A within specific business units, with 33% serving in central FP&A roles that consolidate information from multiple areas. Just 19% are employed in shared-service centers or centers of excellence. This data demonstrates that FP&A professionals typically assume broad company-wide roles, alongside notable involvement in specialized and centralized functions.

In larger companies – those with revenue of at least $1 billion – FP&A teams exhibit greater specialization, with 51% responsible for business unit FP&A. In medium-sized firms (annual revenue of at least $100 million but less than $1 billion) that figure is 37%, and for smaller organizations (annual revenue below $100 million) the share is 23%. Conversely, general finance duties are more common in small companies (71%), compared to medium (50%) and large enterprises (33%).

Finance Roles Within the Finance Organization
(Percent of Respondents)



FP&A Work Time Allocations
(Mean Percentage Distribution Reported by Respondents)



FINANCE DOES A LOT MORE THAN JUST FINANCE CONTINUED

Key areas include the following, with the descriptions being direct or lightly edited quotes from respondents:

- **Strategy:** Supporting the Board with strategic planning and execution; Business transformation. My responsibilities also include corporate strategy and portfolio analytics.
- **Committees and team support: I sit on various committees:** Supply committee, HR committee; Board member in subsidiaries with independent management compliance and audit assistance.
- **Projects and associated change management:** "I spend time on non-financial roles such as driving cross-functional projects supporting change management initiatives and strengthening stakeholder relationships," which also includes communications, project management; Leading Environmental, Social and Governance (ESG) metric development and performance tracking.
- **Technology and systems:** Overseeing the selection and implementation of enterprise systems (ERP, CRM, BI). data migration (new tool implementation), and admin (data cleaning and maintenance); CPM tool administration and development; Coding for my routine automation.
- **Leadership and coaching:** Mentoring and training; Coaching other business units, process improvement. "I also spend time on some ad hoc helping people with Excel and finance education." "I spend time on culture pieces of the organization: leading our affinity groups is an example."
- **Management of other departments:** "I also run our Merchandise Planning & Allocation group, so more marketing analytics related work." Direct responsibility for HR, IT, Strategy, business development, and grants and projects departments; Opening new offices, legal and HR related roles. "I handle investor relations for our company. I am in charge of press releases, earnings releases, earnings related website updates, investor presentations, and calls/emails from shareholders."

INSIGHT:

The scope of finance roles is expanding considerably. Finance professionals are now responsible for financial planning and analysis, contributing to leadership decisions, overseeing technology implementations such as ERP and BI systems, managing risk, coordinating with human resources, and supervising operational activities. This evolution underscores the adaptability of finance skill sets and reflects the organizational need to apply the analytical and strategic expertise of finance professionals across multiple functions.

An optimistic perspective interprets these developments as signaling a transition from traditional finance functions toward a more integrated business advisory role. This shift implies that a broader range of competencies is required; however, many organizations lack formal training programs, well-defined roles or robust support systems in order to facilitate this change. Conversely, a more cautious viewpoint suggests that this expansion may dilute focus, potentially impeding the development of deep specialization within the field. It is essential for the finance function to clearly define core responsibilities and delivery standards to align with its primary objectives.

This divergence is particularly pronounced in smaller organizations where finance departments frequently share resources and dedicated FP&A teams are uncommon, resulting in professionals assuming a wider array of tasks. In contrast, larger enterprises typically maintain more specialized teams, necessitating practitioners to rotate between roles in order to acquire comprehensive experience across distinct areas of finance.

"We [finance] have a vision of how one part of the business impacts the others, and we have the ability to interpret them. Everything impacts finance and we can show that back to the business to make a decision."

– AFP FP&A Advisory Council (FPAAC) Member

EXPECTED IMPROVEMENTS IN INTEGRATED PLANNING HAVE NOT MATERIALIZED

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OBSERVATION:

While technological advancements have provided new tools and resources, the data suggests that their impact on planning efficiency is below expectations. For example, just over half of respondents say they can create an out-of-cycle forecast with reasonable effort, virtually unchanged over the past three years; this is after the volatility of the 2020 pandemic, the inflationary post-pandemic period, and the tariff "liberation day" spring of 2025. Over the same period, the estimated time to create a budget has barely changed at 8.7 weeks. The findings above indicate strong support for budgets, but that has not converted into increased efficiency.

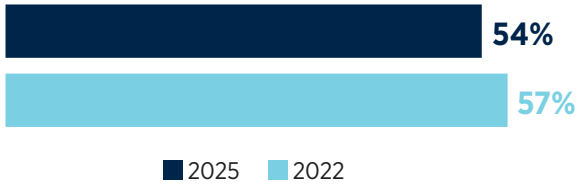
Rolling forecasts are considered best practice in the FP&A Maturity Model because they facilitate long-term planning and enable organizations to anticipate emerging trends, particularly in rapidly evolving market conditions. However, the adoption of rolling forecasts remains uneven, with just 43% of organizations using them. Among ownership types, 79% of nonprofits, education and governmental organizations are significantly more likely to forecast the current year, versus 56% for privately held, 53% for private equity-owned, and 49% for publicly traded companies.[2] Global use of current fiscal year forecasting is approximately equal: 59% for organizations in the U.S. and Canada, 55% for those in the rest of the world.

Tracking forecast accuracy is a recommended practice because it helps organizations evaluate the reliability of their planning processes and identify areas for improvement. It builds accountability and trust in financial projections, enabling better decision-making. However, barely half of respondents say their companies implement this best practice.

[2]Sample sizes for some of the ownership segments used in this section are under 100. See the full table on page 37.

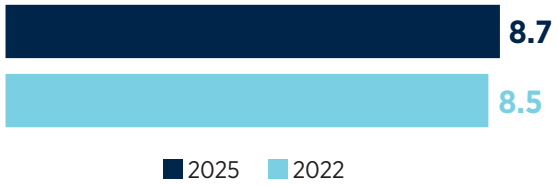
Indicating An Out-of-Cycle Forecast Can Be Created With Reasonable Effort

(Percent of Respondents)



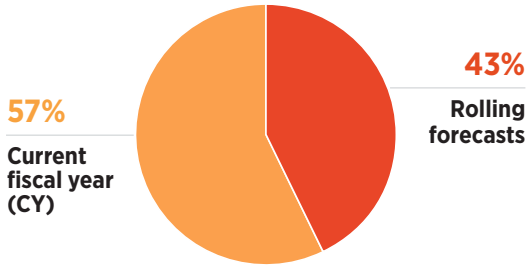
Time To Create a Budget

(Average Number of Weeks for all Respondents)



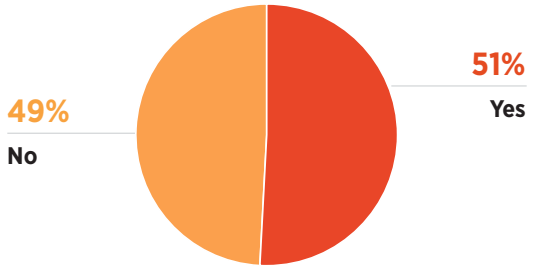
Rolling Versus Current Fiscal Year Forecasts

(Percentage Distribution of Organizations)



Tracking Of Forecast Accuracy By Organizations

(Percentage Distribution of Organizations)



EXPECTED IMPROVEMENTS IN INTEGRATED PLANNING HAVE NOT MATERIALIZED CONTINUED

INSIGHT:

Increased automation, such as enterprise performance management tools, better data governance, and robust business intelligence tools should have led to improvements in each of those areas. In fact, most enterprise performance management tools specifically state they will do or improve these four specific areas. Where is the ROI?

These results mirror findings from earlier AFP research regarding the integrated planning process:

- The ***2025 AFP® FP&A Benchmarking Survey Report, Technology and Data*** showed that while 71% of respondents have dedicated planning tools, they are more commonly used for control and consolidation of the forecast than for true planning functionality. Those tools are being supplemented by spreadsheets by nearly all respondents, and more than half of respondents use 8 tools for planning and 10 for reporting.
- The ***2024 AFP® FP&A Benchmarking Survey Report: People Strategies and Development*** also hinted at this challenge from the "people" side: while FP&A individuals are techno-optimists who believe technology will improve their jobs, 37% rated technology and data management as the biggest opportunity for skill improvement by a 12-point margin over second and third place options, finance and business knowledge.
- Across the CFO function, according to the ***2025 AFP® FP&A Benchmarking Survey Report, Technology and Data***, organizations face challenges related to the costs, technological and process complexity, and staffing necessary for successful technology implementation.

FP&A is working to build a capability around integrated planning. Corporate capability is commonly defined as the integration of people, processes, and technology aligned toward a specific objective. All three elements must operate together to succeed, but our data show all three have opportunities to improve. Meaningful progress requires redesigning business processes to leverage new capabilities, investing in employee training and change management and ensuring alignment between technological tools, strategic objectives, and operational requirements. Here is a short action plan to get started:

- Implement the following best practices for integrated planning, acknowledging that some manual effort may be necessary to establish strong operational habits: scenario planning, rolling forecasts, and KPIs focused on accuracy, budget cycle duration, and responsiveness to unexpected requests. Note: the primary objective around the KPIs is to identify process bottlenecks and enable continuous improvement, rather than simply attaining specific scores.
- Evaluate existing planning systems to confirm their alignment with your objectives and to identify any deficiencies; consider using internal audit resources to provide specialized skills. Prioritize the integration of platforms and leverage essential features and functionalities of the tools at your disposal. Request specialized training from vendors to enhance the effectiveness of your initiatives.
- Make process design and change management a strength. Within finance, focus on building overall excellence as a point of team pride rather than simply adapting to tools; across the team, promote cross-functional collaboration and collect examples of wins resulting from a strong integrated planning methodology.

"As AI and ML capabilities mature and become more integrated, it should enhance data ingestion efficiency, deepen insights and expand capacity for continuous rolling projections. However, realizing these benefits demands a seismic mindset shift, a well-designed process and flawless execution."

– AFP FP&A Advisory Council (FPAAC) Member

DEMOGRAPHICS

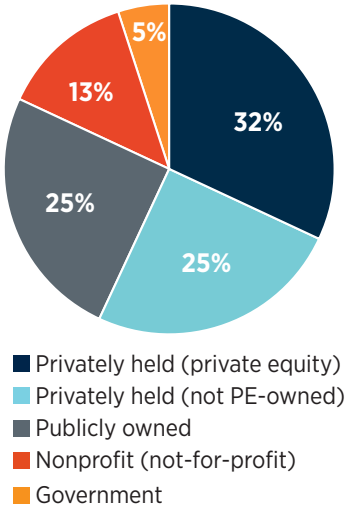
ABOUT SURVEY RESPONDENTS

In August and September of 2025, the Research Department of the Association for Financial Professionals® (AFP) conducted the *2026 AFP® FP&A Benchmarking: Integrated Planning Survey* focusing on integrated planning, budgeting and forecasting. The survey was sent to AFP members and prospects that practice FP&A, including those with titles of Accountant, Financial Analyst, FP&A Analyst, Finance Manager, FP&A Manager, Director of FP&A, Controller, Vice President of Finance, Head of FP&A, and CFO. Responses from 332 professionals from 54 countries form the basis of this report. The following tables summarize the characteristics of survey respondents where organization-level demographics were provided.

Both the questionnaire design and the final report, along with its content and conclusions, are the sole responsibilities of the AFP Research Department. The demographic profile of the survey respondents mirrors that of AFP's membership. The following tables provide a demographic summary of the survey respondents.

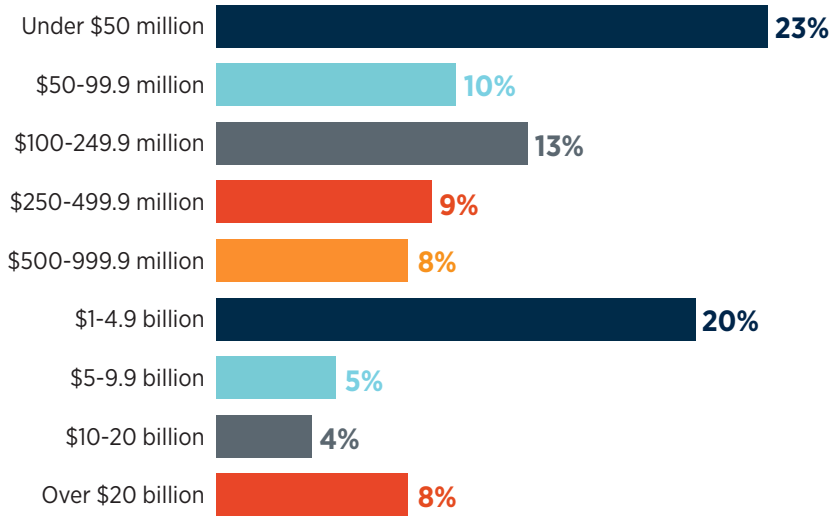
Organization's Ownership Type

(Percentage Distribution of Organizations)



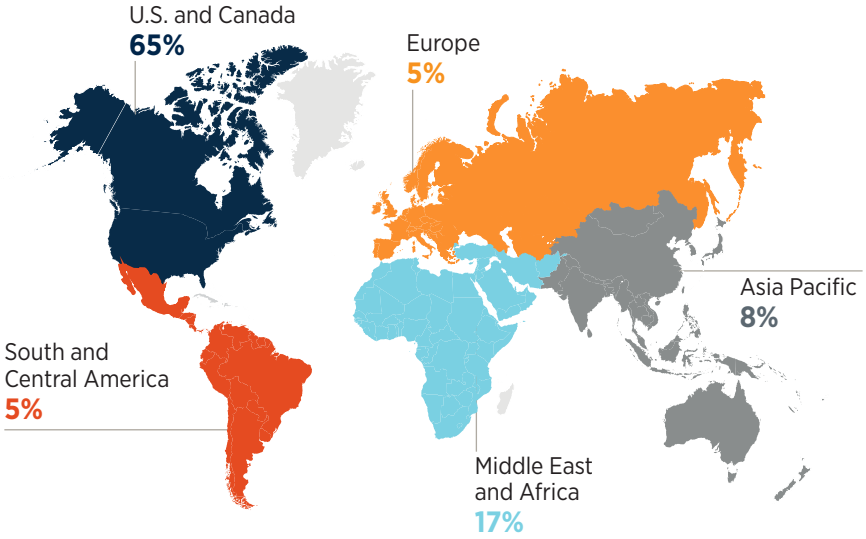
Annual Revenue (USD)

(Percentage Distribution of Organizations)



Geographic Regions of Organizations' Operations

(Percentage Distribution of Organizations)



Industry Classifications

(Percentage Distribution of Organizations)

Agricultural, Forestry, Fishing & Hunting	2%
Administrative Support/ Business services/Consulting	5%
Banking/Financial services	11%
Construction	3%
E-Commerce	2%
University or other Higher Education	1%
Energy	5%
Government	2%
Health Care and Social Assistance	8%
Hospitality/Travel/Food Services	3%
Insurance	5%
Manufacturing	16%
Mining	1%
Non profit	6%
Petroleum	2%
Professional/Scientific/ Technical Services	4%
Real estate/Rental/Leasing	3%
Retail Trade	4%
Wholesale Distribution	2%
Software/Technology	5%
Telecommunications/Media	5%
Transportation and Warehousing	4%
Utilities	2%

APPENDIX
SURVEY DATA TABLES

APPENDIX: SURVEY DATA TABLES

All tables in this report reflect data for 2025. Additionally, in all percentage distribution tables, totals may not add to 100% due to rounding. Note that segments with a low sample size are marked with an asterisk (*); use caution when interpreting data for these segments.

Finance Roles Within the Finance Organization

(Percent of Respondents)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
General FP&A for the entire company	59%	59%	58%	68%	69%	43%	44%	65%	72%	51%
General finance, accounting or treasury	50%	49%	53%	71%	50%	33%	35%	55%	52%	61%
Business unit FP&A	37%	39%	35%	23%	37%	51%	50%	36%	35%	25%
Central FP&A (consolidating business units)	33%	33%	33%	23%	43%	34%	34%	41%	29%	22%
Shared service center/center of excellence	19%	21%	15%	18%	24%	15%	17%	23%	20%	14%

* Sample size is under 100; use caution when interpreting data for this segment.

Job Tier

(Percentage Distribution of Respondents)

Analyst	22%
Manager	30%
Director	22%
Vice President or department lead	12%
CFO	14%

FP&A Work Time Allocations

(Mean Percentage Distribution Reported by Respondents)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Planning (budgeting and forecasting)	24%	25%	23%	22%	24%	26%	24%	24%	24%	25%
Performance metrics and management reporting	19%	19%	20%	19%	18%	20%	19%	18%	18%	17%
Financial analysis	22%	22%	22%	21%	23%	22%	22%	20%	20%	20%
Team management	14%	14%	14%	13%	14%	15%	12%	17%	17%	15%
Other accounting/finance roles	14%	14%	14%	17%	13%	11%	16%	13%	13%	13%
Other non-finance roles	7%	7%	8%	8%	7%	6%	7%	7%	7%	9%

Other non-finance roles include:

- Strategy and leadership
- Technology and systems
- Operations and process improvement
- Risk and compliance
- HR and people

* Sample size is under 100; use caution when interpreting data for this segment.

Direct Reports by Job Level

(Average Number of Direct Reports)

Manager	4.3
Director	5.4
Vice President	9.1
CFO	18.8

INTEGRATED PLANNING

Effectiveness of Planning Process Elements

(Percent of Organizations)

	VERY INEFFECTIVE (1)	NOT VERY EFFECTIVE (2)	SOMEWHAT EFFECTIVE (3)	EFFECTIVE (4)	VERY EFFECTIVE (5)	WEIGHTED AVERAGE SCORE
Alignment with strategic goals	2%	9%	27%	49%	14%	**3.7**
Communication with leadership	3%	8%	26%	42%	21%	**3.7**
Collaboration among the business operations	3%	13%	31%	40%	13%	**3.5**
Horizonal alignment across the business operations	3%	16%	36%	35%	11%	**3.4**
Consistent assumptions/variables	3%	12%	38%	38%	9%	**3.4**
Consistent calculations/models	4%	12%	33%	41%	11%	**3.4**
Integration of external factors (market trends, customer needs, competitor actions)	4%	18%	36%	32%	10%	**3.3**

Organizational Planning Process Ownership

(Percent of Organizations)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
FP&A/Finance leads with minimal business unit involvement	5%	5%	5%	8%	7%	1%	4%	7%	6%	3%
FP&A/Finance collects inputs from business units but retains control over assumptions and final outputs	46%	46%	47%	50%	48%	41%	35%	46%	53%	53%
FP&A/Finance and business units collaborate equally on inputs and assumptions	24%	27%	17%	16%	22%	31%	33%	19%	21%	22%
Business units lead on inputs while FP&A/Finance facilitates and supports the process	14%	13%	15%	14%	11%	15%	17%	15%	11%	12%
Business units own the outcomes and commitments, with FP&A/Finance acting as a strategic advisor	11%	9%	15%	11%	11%	11%	11%	14%	9%	10%

* Sample size is under 100; use caution when interpreting data for this segment.

Allocation of Performance Review Meeting Topics

(Mean Percentage Distribution)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Finance: analysis of actual results	27%	27%	28%	26%	28%	28%	27%	28%	27%	26%
Finance: review of the forecast	20%	20%	19%	18%	19%	22%	23%	20%	18%	18%
Operational performance	21%	22%	21%	23%	23%	19%	20%	23%	20%	24%
Risks/Opportunities	11%	11%	11%	11%	10%	11%	11%	11%	11%	10%
Project review	10%	9%	11%	12%	8%	10%	10%	9%	11%	10%
Initiatives	11%	11%	11%	10%	12%	11%	9%	10%	13%	12%

* Sample size is under 100; use caution when interpreting data for this segment.

Effectiveness of Risk Management Approaches
(Percent of Organizations)

	IMPLEMENTED	VERY INEFFECTIVE (1)	NOT VERY EFFECTIVE (2)	SOMEWHAT EFFECTIVE (3)	EFFECTIVE (4)	VERY EFFECTIVE (5)
List of risks and opportunities	90%	3%	10%	27%	40%	19%
Contingency planning	89%	3%	13%	34%	33%	17%
Qualitative risk assessment	89%	2%	12%	34%	32%	19%
Cross-functional coordination/collaboration with other risk groups	87%	3%	14%	34%	35%	14%
Systematic risk evaluation process	84%	3%	17%	31%	37%	12%
Quantitative risk assessment	84%	4%	16%	27%	38%	14%
Defined risk appetite	82%	3%	20%	31%	31%	15%
Other	36%	4%	12%	45%	27%	13%

Other includes:

- Political risk assessment
- Inflation risk assessment
- Sensitivity analysis

Use of Structured Scenario Planning by Organizations

(Percentage Distribution of Organizations)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Yes	38%	37%	41%	38%	33%	43%	40%	42%	36%	33%
No	62%	63%	59%	62%	67%	57%	60%	58%	64%	67%

* Sample size is under 100; use caution when interpreting data for this segment.

Use and Effectiveness of Scenario Management Approaches

(Percent of Organizations Utilizing Structured Scenario Planning)

	IMPLEMENTED	VERY INEFFECTIVE	NOT VERY EFFECTIVE	SOMEWHAT EFFECTIVE	EFFECTIVE	VERY EFFECTIVE
Base + 2 scenarios (generally better, worse than base)	90%	1%	4%	20%	50%	25%
Base + more than 2 scenarios	79%	2%	10%	31%	43%	14%
Finance generates potential scenarios	93%	4%	2%	21%	45%	28%
Business generates potential scenarios	87%	3%	4%	22%	54%	17%
Scenarios are considered once, at the time of budget	71%	6%	11%	33%	38%	13%
Scenarios carried throughout the year	83%	3%	8%	23%	47%	20%
New scenarios developed during the year	92%	1%	9%	23%	42%	24%

BUDGET

Budget Type

(Percentage Distribution of Organizations)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Non-binding (May have minimal adherence or may not use a budget)	6%	6%	7%	9%	6%	3%	6%	7%	6%	5%
Loose (It is the first forecast of the year, and only the division and organizational top and/or bottom-line numbers matter)	34%	37%	30%	50%	31%	22%	24%	31%	41%	45%
Tight (Compensation is tied to budget numbers at various levels of the organization)	55%	55%	54%	36%	58%	68%	68%	56%	46%	46%
Iron-clad (Minimal flexibility with the amount planned for any outlay)	5%	3%	9%	4%	4%	7%	3%	6%	7%	4%

* Sample size is under 100; use caution when interpreting data for this segment.

Agreement on Budget Utility
(Percentage Distribution of Organizations)

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	WEIGHTED AVERAGE SCORE
CFO considers the budget useful	2%	1%	10%	47%	41%	**4.2**
FP&A/Finance considers the budget useful	1%	4%	10%	48%	36%	**4.1**
CEO considers the budget useful	2%	2%	14%	49%	33%	**4.1**
The budget is effective in supporting company strategy	2%	4%	18%	49%	26%	**3.9**
Business units think the budget is useful	3%	8%	27%	41%	21%	**3.7**
My organization's review meetings are useful	4%	6%	22%	48%	20%	**3.7**

Use of Budget Practices

(Percentage Distribution of Respondents in Agreement)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Organization uses zero-based budgets	37%	33%	46%	44%	34%	34%	33%	33%	35%	54%
Organization budgets for more than one year at a time	48%	44%	54%	44%	44%	54%	48%	49%	48%	46%
Organization's budget correlates with the strategic plan	88%	86%	90%	87%	84%	92%	94%	88%	84%	84%

* Sample size is under 100; use caution when interpreting data for this segment.

Time Required for Budget Development

(Percentage Distribution of Organizations)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Less than 4 weeks	9%	7%	11%	12%	8%	6%	7%	10%	12%	3%
4-8 weeks	38%	33%	49%	46%	34%	35%	35%	49%	34%	31%
9-12 weeks	33%	36%	26%	27%	41%	30%	32%	26%	34%	41%
Greater than 12 weeks	18%	23%	10%	10%	16%	27%	25%	11%	19%	22%
FP&A/Finance does not prepare a budget	2%	1%	4%	4%	1%	2%	1%	4%	1%	2%

* Sample size is under 100; use caution when interpreting data for this segment.

Extent of Agreement with Elements of Forecasting Attributes

(Percentage Distribution of Respondents)

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	WEIGHTED AVERAGE SCORE
Forecasts are honest assessments of the financial outlook	--	4%	18%	61%	17%	**3.9**
Forecasts are opportunities to reallocate spending	1%	7%	19%	54%	19%	**3.8**
The frequency of forecasting requests has increased in 2025	4%	18%	27%	36%	14%	**3.4**
Out-of-cycle forecasts can be created with reasonable effort	4%	12%	30%	45%	10%	**3.4**

Days Required to Create an Out-of-Cycle Forecast

(Mean Number of Days Reported by Respondents Who Create Out of Cycle Forecasts)

ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
14.2	12.9	16.6	16.6	12.8	13.5	11.0	17.5	9.9	20.2

Drive-Based Percentages for Income Statement Lines

(Mean Percentage)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Revenue	68%	69%	67%	67%	71%	67%	66%	69%	72%	63%
COGS (costs of goods sold)	55%	57%	52%	50%	62%	54%	53%	57%	61%	46%
SG&A (selling, general and administrative expenses)	43%	39%	50%	35%	53%	41%	42%	49%	40%	36%

* Sample size is under 100; use caution when interpreting data for this segment.

Cadence of Organizational Forecasting Activities

(Percentage Distribution of Organizations)

	DAILY	WEEKLY	MONTHLY	QUARTERLY	SEMIANNUALLY	ANNUALLY
P&Ls	1%	6%	54%	28%	5%	7%
Income statement	–	4%	52%	30%	5%	9%
Cash flow	8%	14%	40%	25%	4%	9%
Balance sheet	–	1%	42%	31%	6%	19%
Covenants	–	4%	24%	36%	10%	26%
Major capex projects	1%	2%	30%	31%	13%	23%
Other (nonfinancial)	2%	8%	29%	32%	8%	21%

Organizational Forecast Outlook

(Percentage Distribution of Organizations)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Current fiscal year (CY)	57%	59%	55%	57%	66%	51%	49%	53%	56%	79%
Rolling: current fiscal year + 1 or 2 quarters	19%	13%	30%	20%	14%	21%	26%	23%	15%	7%
Rolling: 5 or 6 quarters	7%	7%	8%	6%	9%	7%	5%	11%	9%	2%
Rolling: other time horizons	8%	11%	4%	9%	6%	10%	10%	7%	10%	5%
Other	8%	11%	3%	8%	6%	10%	9%	6%	10%	7%

Other includes:

- Current fiscal year + next fiscal year
- Rolling: 4 year
- Rolling: 2 year

* Sample size is under 100; use caution when interpreting data for this segment.

Tracking of Forecast Accuracy by Organizations

(Percentage Distribution of Organizations)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Yes	51%	45%	62%	52%	54%	46%	53%	54%	49%	45%
No	49%	55%	38%	48%	46%	54%	47%	46%	51%	55%

* Sample size is under 100; use caution when interpreting data for this segment.

Accuracy Tracking

(Reported by Organizations Who Track Forecast Accuracy)

Duration of tracking (in weeks)	14.3
Accuracy Goal (mean percentage)	73%
Percentage Distribution of Organizations Meeting the Accuracy Target	77%

Allocation of Forecasting Processes

(Mean Percentage Distribution)

	ALL	U.S. AND CANADA	INTERNATIONAL	ANNUAL REVENUE LESS THAN $100M	ANNUAL REVENUE BETWEEN $100M AND $999.9M*	ANNUAL REVENUE AT LEAST $1B	PUBLICLY OWNED*	PRIVATELY OWNED (PRIVATE EQUITY)	PRIVATELY OWNED (NOT PRIVATE EQUITY)*	NONPROFIT AND GOVERNMENT*
Data gathering and preparation	32%	32%	31%	31%	31%	32%	33%	30%	32%	31%
FP&A/Finance analysis	28%	28%	28%	29%	27%	28%	27%	30%	29%	25%
Engagement with Business Operations	21%	22%	20%	19%	24%	21%	21%	21%	21%	22%
Managing the process	16%	16%	17%	18%	16%	15%	15%	16%	16%	18%
Other	3%	2%	4%	3%	2%	3%	4%	3%	1%	4%

Other includes:

- Review with management/Reporting out
- Scenario planning preparation
- Remediation or reporting adjustments

* Sample size is under 100; use caution when interpreting data for this segment.

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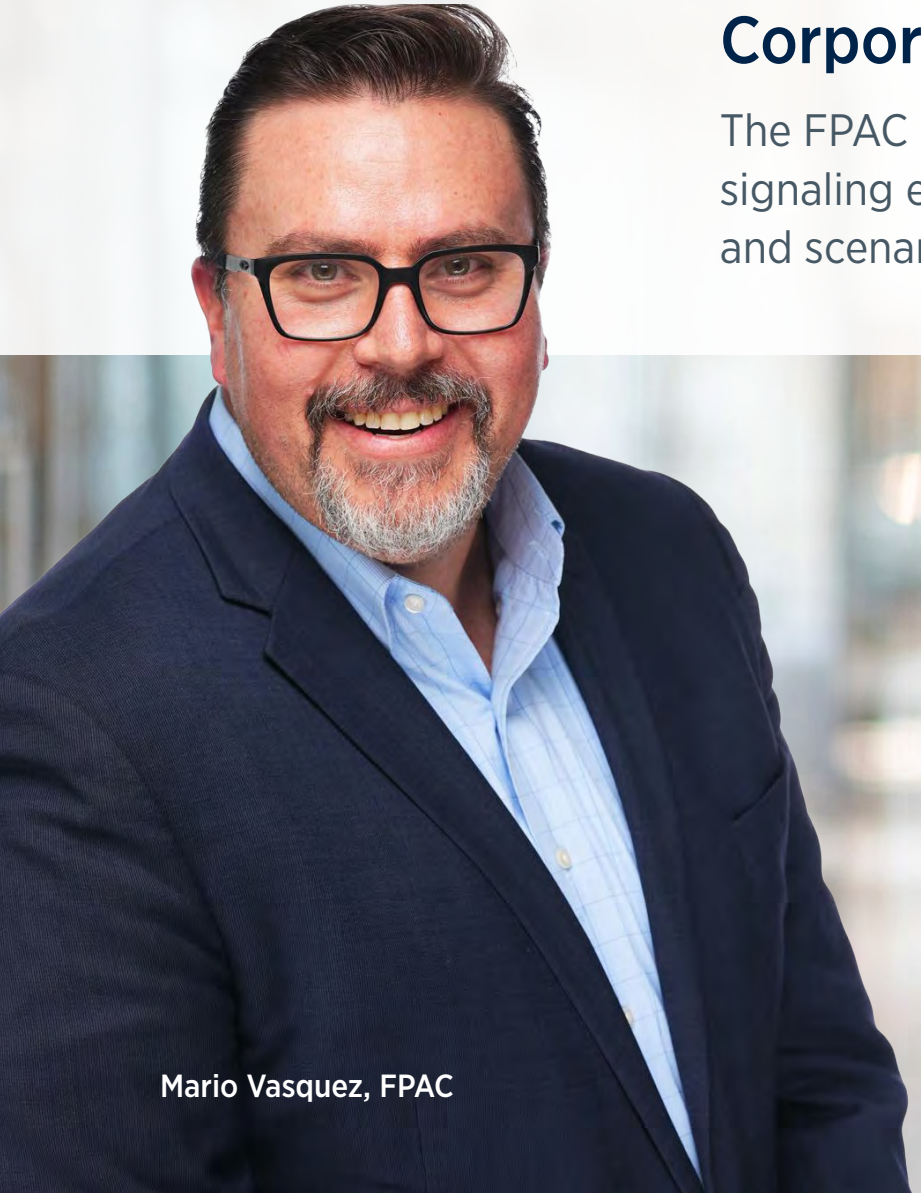

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