



# FRAMEWORK FOR FINANCE BUSINESS PARTNERING

*Be clear, specific and aligned on how to create value and succeed with business partnering.*



## TYPICAL CHALLENGES

Many business partnering journeys never get started because frameworks are ...

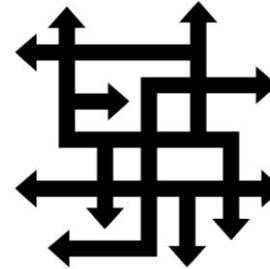


### ... TOO SIMPLE

3-5 generic PowerPoint slides that tell Finance to be more value adding and start being a business partner.

*It doesn't work because...*

Your employees cannot translate this into what they specifically need to do differently Monday morning to be better business partners.



### ... TOO COMPLEX

+100-page long elaborate manuals and playbooks that detail how to succeed in the job.

*It doesn't work because...*

Your employees quite frankly do not read it and it is too "micro-managing" to drive change in behaviors.

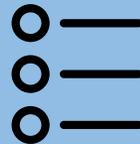


## BEST IN CLASS FRAMEWORKS

For frameworks to work they should exhibit the following characteristics

### SIMPLE

Is easy to remember, explain and use in your daily work as business partner.



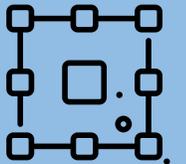
### ACTION ORIENTED

Focus on behaviors – what are you doing to succeed as business partner.



### APPLIED

Is visible to all and actively used as a reference point by everyone in the organization.



## OUR PEOPLE

Leading experts in theoretical and practical business partnering.



### MICHAEL BÜLOW

Partner & CEO in BPI

+45 29170298



6 years of experience as finance executive in large corporations and 9 years consulting experience. Expert in working from the inside in organizations driving change and impact within Finance.



### ANDERS LIU-LINDBERG

Partner & COO in BPI

+45 29266410



10 years of experience as business partner and a leading influencer and thought leader within Finance. Expert in practical execution and role modelling.

*The framework articulates the business partnering mindset and capabilities model and serves as a great tool for our team to understand how we can influence stakeholders and create an impact as business partners. BPI's experience, passion and highly collaborative style makes them very approachable and a great partner to work with!"*

**Regional CFO, global hospitality company**

# THE COMPONENTS OF A FRAMEWORK

A business partnering framework consists of some or all the following elements.

## COMPONENT

## DESCRIPTION

## EXAMPLE



### FBP DEFINITION

What do we mean by business partnering in our organization?

Create leadership alignment around a simple definition of business partnering. Do not reinvent the wheel. Accelerate the process by taking a starting point in BPI's definition.

Promote the definition actively and use it as a reference point for employee dialogues.



### CAPABILITY MODEL

Which capabilities are needed and how do we develop them?

Create a simple model of the most critical capabilities that you are looking for in a business partner. Avoid lengthy and advanced capability models.

Focus instead on the dialogues with employees and embedding the capability model during recruitment of new talents into your organization.

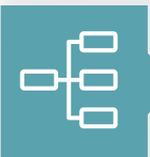


### ROLE CHARTERS

What is the role, mandate and content of being a business partner?

Succeeding with business partnering has a lot to do with defining what and what not to do as a business partner.

Role charters help create clarity to everyone in the organization on who is doing what and how to jointly succeed with creating impact.



### VALUE CREATION MODEL

How do we create value as an organization and how can business partners support this?

Finance is ultimately about value creation and improving business decisions.

A value driver tree is an excellent tool for visualizing value creation, driving value dialogues with your stakeholders and measuring performance.

This can be supplemented with a business partner catalogue that gives examples on what Finance can do to influence and impact value creation.

