# 90.01 Record to report scenario board discovery workshop

The Record to report scenario board discovery workshop is designed to help establish a comprehensive understanding of the financial management lifecycle using Dynamics 365. This workshop covers the full scope of accounting operations, from defining policies to analyzing financial performance. It includes both operational and strategic finance perspectives and supports global, multi-entity environments. The goal is to align stakeholders on the financial process model, identify key scenarios, and define the scope for solution design.

## Assumptions

* The Record to report process is in scope for the Dynamics 365 implementation.
* The scenario board includes both corporate and operational finance perspectives.
* The following stakeholders are available and actively contribute to the workshop:
  + **Chief financial officer (CFO)** – responsible for financial strategy and compliance.
  + **Controllers and accounting managers** – responsible for financial reporting and period close.
  + **Treasury managers** – responsible for managing cash and liquidity.
  + **Budget and planning analysts** – responsible for forecasting and budget control.
  + **Accounts payable and receivable leads** – responsible for transaction processing and reconciliation.
  + **IT and ERP system administrators** – responsible for financial system configuration and integration.
  + **Audit and compliance officers** – responsible for internal controls and regulatory compliance.

## Objectives

* Understand the customer’s financial process model and organizational structure.
* Identify key scenarios and requirements across the Record to report lifecycle.
* Document agreed business scope and process gaps.

## High-level agenda

* Introduction and objectives
* Overview of Record to report process
* Discussion of each L2 process area
* Interactive Q&A session
* Wrap-up and next steps

## Key questions

* **Define accounting policies (90.10)**
  + What accounting standards are followed (e.g., GAAP, IFRS)?
  + How are chart of accounts and financial dimensions structured?
  + How are accounting policies documented and enforced?
  + Are there entity-specific or regional variations?
* **Manage cash (90.25)**
  + How is cash flow monitored and forecasted?
  + What tools are used for bank reconciliation and liquidity planning?
  + How are cash positions and intercompany transfers managed?
* **Manage budgets (90.30)**
  + How are budgets created and approved?
  + What is the planning cycle (annual, rolling, quarterly)?
  + How are budget vs. actuals tracked and reported?
  + Are there workflows for budget revisions?
* **Record financial transactions (90.50)**
  + How are journal entries created and approved?
  + What automation exists for recurring entries or allocations?
  + How are intercompany transactions handled?
  + How are subledgers integrated with the general ledger?
* **Close financial periods (90.60)**
  + What is the month-end and year-end close process?
  + How are tasks tracked and assigned during close?
  + What are the key bottlenecks or delays in closing?
  + Are there tools used for close calendar and workflow?
* **Analyze financial performance (90.70)**
  + What KPIs and financial reports are used?
  + How is financial data visualized (e.g., dashboards, Power BI)?
  + How is variance analysis performed?
  + How is financial performance reviewed across entities or business units?
* **Data migration**
  + What historical financial data needs to be migrated?
  + How is master data structured (accounts, dimensions, legal entities)?
  + Are there known data quality issues?
* **Integrations**
  + What systems need to integrate with Dynamics 365 (e.g., payroll, procurement, consolidation)?
  + Are there real-time integration needs (e.g., bank feeds, subledgers)?
  + What are the key challenges in current integrations?

## Storyboard

Following is a sample scenario board template for the Record to report process.

A blue and green diagram

AI-generated content may be incorrect.

The image is a flowchart titled Record to Report Scenario Board that outlines a business process from lead identification to quotation of sales. The top row depicts a basic flowchart of the business process areas for the Record to Report process. Below each process step there are one or more blue boxes that depict scenarios and key attributes of the business process area for discussion in the workshop. The bottom of the graphic includes horizontal or supporting processes that support the entire Record to Report process.

1. **90.10 Define Accounting Policies**
   1. Scenarios
      1. Multi-entity
      2. Multi-currency
      3. Shared services
      4. Centralized accounting
      5. Industry-specific accounting requirements
      6. Intercompany transactions
   2. Compliance
      1. GAAP, IFRS, or local standards
      2. SOX compliance
      3. Internal audit requirements
   3. Policies
      1. Chart of accounts structure
      2. Revenue recognition
      3. Expense allocation
      4. Journal entry approval
2. **90.25 Manage Cash**
   1. Scenarios
      1. Daily cash positioning
      2. Cash flow forecasting
      3. Bank account reconciliation
      4. Treasury operations
   2. Compliance
      1. Banking regulations
      2. Payment security standards
   3. Policies
      1. Cash handling procedures
      2. Bank account management
      3. Investment and liquidity policies
      4. Payment approval workflows
3. **90.30 Manage Budget**
   1. Scenarios
      1. Annual budgeting
      2. Rolling forecasts
      3. Zero-based budgeting
      4. Scenario planning
   2. Compliance
      1. Budget governance
      2. Regulatory reporting alignment
   3. Policies
      1. Budget approval thresholds
      2. Forecasting frequency
      3. Variance analysis protocols
      4. Integration with strategic planning
4. **90.50 Record Financial Transactions**
   1. Scenarios
      1. Manual journal entries
      2. Automated postings from subledgers
      3. Accruals and deferrals
      4. Intercompany transactions
   2. Compliance
      1. Audit trail requirements
      2. Segregation of duties
   3. Policies
      1. Journal entry approval
      2. Posting periods and cutoffs
      3. Reconciliation procedures
      4. Error correction protocols
5. **90.60 Close Financial Periods**
   1. Scenarios
      1. Monthly
      2. Quarterly
      3. Year-end close
      4. Consolidation of entities
      5. Reconciliation of subledgers
      6. Adjusting entries
   2. Compliance
      1. Financial reporting standards
      2. Internal control frameworks
   3. Policies
      1. Close calendar and timelines
      2. Task ownership and accountability
      3. Materiality thresholds
      4. Post-close review procedures
6. **90.70 Analyze Financial Performance**
   1. Metrics
      1. Profit and loss (P&L)
      2. Balance sheet health
      3. Cash flow analysis
      4. Budget vs. actuals
   2. Reports
      1. Financial statements
      2. Management reporting
      3. Variance analysis
      4. KPI dashboards

# 90.02 Record to report storyline design review workshop

The Record to report storyline design review workshop is a critical step in validating the proposed solution design for financial operations in Dynamics 365. This session focuses on reviewing the “happy path” scenarios across the financial lifecycle, conducting a fit-to-standard review, and identifying any gaps or design decisions.

## Assumptions

* The agreed business scope from the scenario board workshop is finalized.
* Dynamics 365 is configured for the selected storyline scenarios.
* The following stakeholders are available and actively contribute to the workshop:
  + **Finance leadership and controllers**
  + **Accounting and treasury teams**
  + **Budget and planning analysts**
  + **ERP and reporting system administrators**
  + **Audit and compliance officers**

## Objectives

* Demonstrate Dynamics 365 capabilities for financial operations.
* Validate the solution design for each L2 process area.
* Identify gaps, risks, and decisions.
* Define next steps for configuration and testing.

## High-level agenda

* Introduction and objectives
* Demonstration of storyline scenarios (Record to report lifecycle)
* Fit-to-standard discussion
* Q&A and feedback
* Wrap-up and next steps

## Key questions

* Does the solution support your financial process model effectively?
* Are there any gaps in functionality or compliance?
* How are financial controls and approvals handled?
* Are there any concerns with usability, scalability, or reporting?
* What changes are needed to align with your finance strategy?

# 90.10.001 General Accounting Policies Deep-Dive Discovery Workshop

This workshop focuses on defining general accounting policies in Dynamics 365, including budgeting, currency, banking, costing, asset, and tax policies. It aims to align stakeholders on financial governance and ensure consistency across legal entities.

## Assumptions

* The Define Accounting Policies (General Policies) process is in scope for the Dynamics 365 implementation.
* The following stakeholders are available and actively contribute to the workshop:
  + Finance policy managers – responsible for defining and maintaining corporate accounting policies.
  + Treasury managers – responsible for banking structure, cash management, and currency handling.
  + Budget and planning analysts – responsible for budgeting frameworks and controls.
  + Fixed asset accountants – responsible for asset capitalization, depreciation, and retirement policies.
  + Tax compliance officers – responsible for indirect and direct tax configuration and compliance.
  + Cost accountants – responsible for cost allocation methods and inventory valuation policies.
  + ERP system administrators – responsible for configuring financial modules and ensuring policy enforcement.

## Objectives

* Define general accounting policy requirements.
* Identify gaps in current policy enforcement and automation.
* Plan for configuration and governance in Dynamics 365.

## Agenda

* Introduction and objectives
* Review of budgeting and currency policies
* Discussion of banking and cash management policies
* Costing methodology and asset accounting
* Tax policy and compliance
* Wrap-up and next steps

## Key Questions

* **Budgeting Policies**
  + What is the annual budgeting cycle and approval process?
  + Are budgets managed centrally or by department?
  + How are budget revisions handled and tracked?
* **Currency Policies**
  + What currencies are used across legal entities?
  + How are exchange rates sourced and updated?
  + Are there policies for currency revaluation and translation?
* **Banking Policies**
  + How are bank accounts managed and reconciled?
  + What are the policies for cash pooling or intercompany transfers?
  + How is bank signatory authority managed?
* **Costing Policies**
  + What costing methods are used (standard, actual, FIFO, etc.)?
  + Are costing policies consistent across products and sites?
  + How are cost variances tracked and analyzed?
* **Asset Accounting Policies**
  + What are the capitalization thresholds and depreciation methods?
  + How are asset classes and lifecycles defined?
  + How are asset impairments and disposals handled?
* **Tax Policies**
  + What tax regimes are applicable (VAT, GST, sales tax)?
  + How are tax codes and rates maintained?
  + Are there policies for tax reporting and audit readiness?

# 90.10.002 Company Structure and Chart of Accounts Deep-Dive Discovery Workshop

This workshop focuses on defining the financial structure of the organization in Dynamics 365, including legal entities, chart of accounts, financial dimensions, fiscal periods, and posting policies. It ensures alignment between operational and financial reporting structures.

## Assumptions

* The Define Accounting Policies (Company Structure and Chart of Accounts) process is in scope for the Dynamics 365 implementation.
* The following stakeholders are available and actively contribute to the workshop:
  + Financial controllers – responsible for defining the chart of accounts and financial reporting structure.
  + Corporate accountants – responsible for managing financial dimensions and posting rules.
  + Legal entity administrators – responsible for maintaining the legal and organizational structure.
  + ERP configuration leads – responsible for fiscal calendar setup and posting profile configuration.
  + Compliance and audit officers – responsible for ensuring the structure supports regulatory and audit requirements.

## Objectives

* Define financial structure and reporting hierarchy.
* Standardize chart of accounts and financial dimensions.
* Establish fiscal calendars and posting policies.

## Agenda

* Introduction and objectives
* Review of legal entity and organizational structure
* Chart of accounts and financial dimensions
* Fiscal calendars and periods
* Posting definitions and validation rules
* Wrap-up and next steps

## Key Questions

* **Company Structure**
  + What legal entities and business units are in scope?
  + How are intercompany relationships managed?
  + Are there shared services or centralized accounting functions?
* **Chart of Accounts**
  + Is there a global chart of accounts or entity-specific charts?
  + How are account structures and numbering schemes defined?
  + What is the process for adding or modifying accounts?
* **Financial Dimensions**
  + What dimensions are used for financial reporting (e.g., department, cost center, project)?
  + Are dimensions consistent across entities?
  + How are dimension combinations validated?
* **Fiscal Periods**
  + What fiscal calendars are used across entities?
  + How are periods opened and closed?
  + Are there mid-year changes or adjustments?
* **Posting Policies**
  + What are the rules for posting transactions to accounts and dimensions?
  + How are posting definitions managed and updated?
  + Are there controls to prevent posting errors or misclassifications?

# 90.25.001 Manage Cash Deep-Dive Discovery Workshop

The Manage Cash deep-dive discovery workshop is designed to help organizations define and optimize their cash management processes using Dynamics 365. This session will explore banking configuration, bank reconciliation, cash flow forecasting, cash tracking, and fund management, including considerations for public sector organizations. The goal is to identify current practices, pain points, and requirements to support a robust and compliant cash management strategy.

## Assumptions

* The Manage Cash process is in scope for the Dynamics 365 implementation.
* The following stakeholders are available and actively contribute to the workshop:
  + Treasury managers – responsible for managing cash positions, liquidity, and banking relationships.
  + Finance controllers – responsible for overseeing cash flow reporting and compliance.
  + Accounts payable and receivable leads – responsible for managing cash inflows and outflows.
  + Public sector finance officers – responsible for fund management and compliance with public sector regulations.
  + IT and ERP system administrators – responsible for configuring and integrating banking and cash management systems.

## Objectives

* Define detailed requirements and design for cash management.
* Identify gaps and areas for improvement in current processes.
* Plan data migration and integrations with banking systems.

## High-Level Agenda

* Introduction and objectives
* Review of current banking and cash management processes
* Bank reconciliation and cash flow forecasting
* Fund management (public sector)
* Wrap-up and next steps

## Key Questions

* Banking
  + How many bank accounts are maintained and for what purposes?
  + What is the process for setting up and managing bank accounts in the system?
  + How are bank fees and interest recorded and reconciled?
* Bank Reconciliation
  + How often is bank reconciliation performed?
  + What tools or automation are used for reconciliation?
  + How are discrepancies identified and resolved?
* Cash Flow Forecasting
  + What methods are used to forecast cash flow?
  + How are forecasts updated and validated?
  + What reporting is used to monitor forecast accuracy?
* Cash Tracking
  + How is cash inflow and outflow tracked across entities?
  + Are there intercompany cash transfers or pooling arrangements?
  + How is cash visibility maintained across the organization?
* Fund Management (Public Sector)
  + How are funds allocated and tracked by program or grant?
  + What compliance requirements exist for fund usage and reporting?
  + How are fund balances monitored and reconciled?

# 90.30.001 Manage Budgets Deep-Dive Discovery Workshop

The Manage Budgets deep-dive discovery workshop is designed to help your organization define and refine its budgeting processes using Dynamics 365. This session will explore how budgets are planned, allocated, maintained, and monitored, and will assess the need for capabilities such as basic budgeting, budget control, budget planning, business performance planning, and business performance analytics. The workshop will also address public sector-specific needs such as budget reservations and appropriations.

## Assumptions

* The Manage Budgets process is in scope for the Dynamics 365 implementation.
* The key stakeholders are available and actively contribute to the workshop. The following stakeholders are recommended:
  + Budget managers – responsible for creating and maintaining organizational budgets.
  + Financial controllers – responsible for budget compliance, reporting, and oversight.
  + Department heads – responsible for departmental budget planning and approvals.
  + Public sector finance officers – responsible for managing appropriations and fund reservations.
  + IT and ERP administrators – responsible for configuring and supporting budgeting tools in Dynamics 365.
  + Executive leadership – responsible for strategic budget alignment and performance planning.

## Objectives

* Define detailed requirements and design for budget management.
* Identify gaps and areas for improvement in current budgeting processes.
* Determine the appropriate budgeting capabilities needed for implementation.
* Plan data migration and integrations related to budgeting.

## Agenda

* Introduction and objectives
* Review of current budgeting processes
* Discussion of budget planning, control, and performance management
* Public sector budgeting considerations
* Data migration and integration needs
* Wrap-up and next steps

## Key Questions

* Budget Planning:
  + How are budgets created and what is the planning cycle (annual, quarterly, rolling)?
  + What tools or templates are used for budget planning?
  + Are budgets created top-down, bottom-up, or a combination?
* Preliminary Budgets and Reservations:
  + Are preliminary budgets used before final approval?
  + How are budget reservations handled, especially in public sector scenarios?
* Budget Allocation and Transfers:
  + How are budgets allocated across departments or cost centers?
  + Are budget transfers between departments allowed? If so, how are they approved and tracked?
* Budget Maintenance and Approval:
  + What is the workflow for budget submission, review, and approval?
  + How are budget revisions handled during the fiscal year?
* Appropriations (Public Sector):
  + Are appropriations required for budget execution?
  + How are appropriations tracked and reported?
* Budgeting Capabilities:
  + Do you require basic budgeting or budget control features?
  + Is advanced budget planning needed with workflows and scenarios?
  + Are business performance planning and analytics part of your budgeting strategy?
* Data Migration and Integrations:
  + What historical budget data needs to be migrated?
  + What systems need to integrate with budgeting (e.g., HR, procurement, projects)?
  + Are there known data quality issues in current budget data?

# 90.50.001 Record Financial Transactions (General Ledger) Deep-Dive Discovery Workshop

This workshop focuses on the recording of financial transactions in the general ledger, including intercompany transactions, correcting entries, accruals, deferrals, and allocations.

## Assumptions

* The Record Financial Transactions process is in scope for the Dynamics 365 implementation.
* The key stakeholders are available and actively contribute to the workshop. The following stakeholders are recommended:
  + General ledger accountants – responsible for recording and reconciling journal entries.
  + Intercompany accountants – responsible for managing intercompany transactions and eliminations.
  + Financial controllers – responsible for oversight of accounting accuracy and compliance.
  + Finance operations managers – responsible for managing accruals, deferrals, and allocations.
  + IT and ERP system administrators – responsible for configuring and supporting financial transaction processing.

## Objectives

* Define requirements for recording and managing general ledger transactions.
* Identify gaps in current processes and systems.
* Plan for data migration and system integrations.

## Agenda

* Introduction and objectives
* Review of current general ledger processes
* Discussion of intercompany, accruals, deferrals, and allocations
* System configuration and automation
* Wrap-up and next steps

## Key Questions

* How are journal entries created and approved?
* What types of recurring or template entries are used?
* How are intercompany transactions initiated and reconciled?
* What processes are in place for correcting entries and audit trails?
* How are accruals and deferrals calculated and reversed?
* What allocation methods are used (fixed, percentage, driver-based)?
* Are there workflows for journal approvals and posting?
* What data needs to be migrated (historical journals, templates)?
* What systems need to integrate with the general ledger (e.g., subledgers, consolidation)?

# 90.50.002 Inventory Costing and Valuation Deep-Dive Discovery Workshop

This workshop focuses on inventory costing methods and valuation processes, including revaluation scenarios and integration with inventory and production systems.

## Assumptions

* Inventory costing and valuation are in scope for the Dynamics 365 implementation.
* The key stakeholders are available and actively contribute to the workshop. The following stakeholders are recommended:
  + Inventory accountants – responsible for tracking inventory value and cost adjustments.
  + Cost accountants – responsible for defining and maintaining costing methods.
  + Supply chain finance analysts – responsible for analyzing inventory-related financial performance.
  + Warehouse and production managers – responsible for inventory movements and reporting.
  + IT and ERP system administrators – responsible for inventory and costing system configuration.

## Objectives

* Define inventory costing and valuation requirements.
* Identify gaps in current inventory accounting processes.
* Plan for data migration and integration with inventory systems.

## Agenda

* Introduction and objectives
* Review of current inventory costing methods
* Discussion of valuation and revaluation processes
* Integration with inventory and production systems
* Wrap-up and next steps

## Key Questions

* What costing methods are used (FIFO, LIFO, weighted average, standard)?
* How are inventory revaluations handled and approved?
* How are inventory adjustments recorded and reconciled?
* How is WIP inventory tracked and valued?
* What are the integration points with production and warehouse systems?
* What data needs to be migrated (cost records, inventory balances)?
* Are there compliance or audit requirements for inventory valuation?

# 90.50.003 Tax Recording and Payment Deep-Dive Discovery Workshop

This workshop focuses on the recording and payment of taxes in a global environment, including indirect taxes, VAT/GST, withholding, and compliance with international tax regulations.

## Assumptions

* Tax recording and payment are in scope for the Dynamics 365 implementation.
* The key stakeholders are available and actively contribute to the workshop. The following stakeholders are recommended:
  + Tax managers – responsible for defining tax policies and ensuring compliance.
  + Accounts payable and receivable leads – responsible for recording tax on transactions.
  + Compliance officers – responsible for regulatory reporting and audit readiness.
  + Finance controllers – responsible for tax reconciliation and payment approvals.
  + IT and ERP system administrators – responsible for tax engine configuration and reporting.

## Objectives

* Define global tax recording and payment requirements.
* Identify gaps in current tax processes and compliance.
* Plan for tax data migration and integration with financial systems.

## Agenda

* Introduction and objectives
* Review of current tax recording and payment processes
* Discussion of global tax scenarios and compliance
* System configuration and reporting
* Wrap-up and next steps

## Key Questions

* What types of taxes are applicable (VAT, GST, sales tax, withholding, excise)?
* How are tax rates and rules maintained across jurisdictions?
* How is tax calculated and recorded on sales and purchase transactions?
* How are tax returns generated and submitted?
* How are tax payments scheduled and approved?
* What are the audit and compliance requirements for tax reporting?
* What data needs to be migrated (tax codes, historical filings)?
* What systems need to integrate with the tax engine (e.g., procurement, sales, external tax services)?

# 90.60.001 Close Financial Periods Deep-Dive Discovery Workshop

This workshop is designed to help your organization define and refine the financial period closing process using Dynamics 365. It covers reconciliation, currency revaluation, ledger settlements, consolidations and eliminations, preparation of financial statements, and period closing procedures. The session will explore current practices, identify gaps, and define requirements for automation, compliance, and reporting.

## Assumptions

* The Close Financial Periods process is in scope for the Dynamics 365 implementation.
* The following stakeholders are available and actively contribute to the workshop:
  + Financial controllers – responsible for overseeing the period close process and ensuring accuracy of financial reporting.
  + Accounting managers – responsible for managing reconciliations, journal entries, and ledger settlements.
  + Treasury managers – responsible for currency revaluation and cash-related closing activities.
  + Consolidation specialists – responsible for managing intercompany eliminations and consolidated reporting.
  + Financial reporting analysts – responsible for preparing and validating financial statements.
  + IT and ERP system administrators – responsible for supporting closing workflows and system configuration.
  + Audit and compliance officers – responsible for ensuring internal controls and regulatory compliance.

## Objectives

* Define detailed requirements and design for financial period closing.
* Identify gaps and areas for improvement in reconciliation, revaluation, and reporting.
* Plan data migration and integrations related to the close process.

## Agenda

* Introduction and objectives
* Review of current period close process
* Reconciliation and ledger activities
* Consolidation and financial reporting
* Compliance and audit considerations
* Wrap-up and next steps

## Key Questions

* **Reconciliation**
  + What types of reconciliations are performed (bank, subledger, intercompany)?
  + How are reconciliations tracked and approved?
  + What tools or templates are used for reconciliation today?
  + Are there recurring reconciliation issues or delays?
* **Currency Revaluation**
  + What currencies are used across entities?
  + How is currency revaluation performed and at what frequency?
  + Are unrealized gains/losses tracked and reported?
  + How are exchange rates maintained and validated?
* **Ledger Settlements**
  + How are open ledger transactions settled?
  + Are there automated processes for ledger settlements?
  + How are intercompany settlements handled?
* **Consolidations and Eliminations**
  + How many legal entities are included in consolidation?
  + What eliminations are required (intercompany sales, balances)?
  + What tools are used for consolidation (manual, Excel, system-based)?
  + How are consolidated financial statements prepared and reviewed?
* **Preparation of Financial Statements**
  + What financial statements are prepared (balance sheet, income statement, cash flow)?
  + How are financial statements generated and validated?
  + Are there specific reporting requirements by region or entity?
  + What tools are used for financial reporting (e.g., Management Reporter, Power BI)?
* **Period Closing Procedures**
  + What is the timeline for month-end and year-end close?
  + What tasks are tracked and how is progress monitored?
  + Are there close calendars or workflow tools in use?
  + What are the common bottlenecks or delays in the close process?
  + How are closing tasks assigned and approved?

# 90.70.001 Analyze Financial Performance Deep-Dive Discovery Workshop

The Analyze Financial Performance deep-dive discovery workshop is designed to help organizations define their requirements for financial performance monitoring and analysis using Dynamics 365. This session focuses on auditing financial transactions, analyzing costs, monitoring budget to actuals, evaluating financial statements, tracking financial ratios and metrics, and ensuring regulatory compliance. The workshop aims to identify gaps, define reporting needs, and align stakeholders on financial performance goals.

## Assumptions

* The 90.70 Analyze Financial Performance process is in scope for the Dynamics 365 implementation.
* The following stakeholders are available and actively contribute to the workshop:
  + Chief Financial Officer (CFO) – responsible for financial strategy and oversight of performance metrics.
  + Financial Controllers – responsible for financial reporting, compliance, and variance analysis.
  + Budget and Planning Analysts – responsible for monitoring budget to actuals and forecasting accuracy.
  + Cost Accountants – responsible for cost allocation, cost center analysis, and profitability tracking.
  + Internal Auditors – responsible for auditing financial transactions and ensuring internal controls.
  + Compliance Officers – responsible for monitoring adherence to regulatory and statutory requirements.
  + IT and Reporting Analysts – responsible for configuring financial reports and dashboards in Dynamics 365.

## Objectives

* Define requirements for financial performance analysis and reporting.
* Identify gaps in current financial monitoring and compliance processes.
* Align stakeholders on KPIs, reporting tools, and data sources.
* Plan for data migration and integration with financial systems.

## Agenda

* Introduction and objectives
* Review of current financial performance analysis practices
* Discussion of key focus areas (auditing, cost analysis, budget monitoring, etc.)
* Reporting tools and integration requirements
* Wrap-up and next steps

## Key Questions

* **Auditing Financial Transactions**
  + What types of financial audits are performed (internal, external, compliance)?
  + How are audit trails maintained and accessed in the system?
  + What controls are in place to detect and prevent errors or fraud?
  + How are audit findings tracked and resolved?
* **Cost Analysis**
  + How are costs tracked by department, project, or cost center?
  + What methods are used for cost allocation and overhead distribution?
  + How is profitability analyzed across products, services, or business units?
  + What tools are used for cost variance analysis?
* **Budget vs. Actual Monitoring**
  + How are budgets compared to actuals at various levels (department, project, entity)?
  + What thresholds or alerts are used to flag budget deviations?
  + How frequently are budget vs. actual reports reviewed?
  + How are budget adjustments or reforecasts managed?
* **Financial Statement Analysis**
  + What financial statements are generated (P&L, balance sheet, cash flow)?
  + How are consolidated financials handled across entities?
  + What tools are used for financial statement analysis and commentary?
  + Are financial statements aligned with external reporting requirements?
* **Financial Ratios and Metrics**
  + What KPIs and ratios are tracked (e.g., liquidity, solvency, profitability)?
  + How are metrics calculated and visualized (dashboards, scorecards)?
  + Who reviews and acts on financial performance metrics?
  + Are there industry benchmarks used for comparison?
* **Regulatory Compliance Monitoring**
  + What financial regulations and standards must be adhered to (e.g., SOX, IFRS, GAAP)?
  + How is compliance monitored and documented?
  + Are there automated controls or workflows to support compliance?
  + How are compliance reports generated and reviewed?