

**Harvard
Business
Review**

WEBINAR

**The CFO Agenda:
Transforming the Finance Function**

Featuring Tabitha DeFrancisco and Bob Woods

DECEMBER 12, 2018

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The CFO Agenda: Transforming the Finance Function



TODAY'S SPEAKERS

Tabitha DeFrancisco
Bob Woods

The CFO Agenda: Transforming the Finance Function

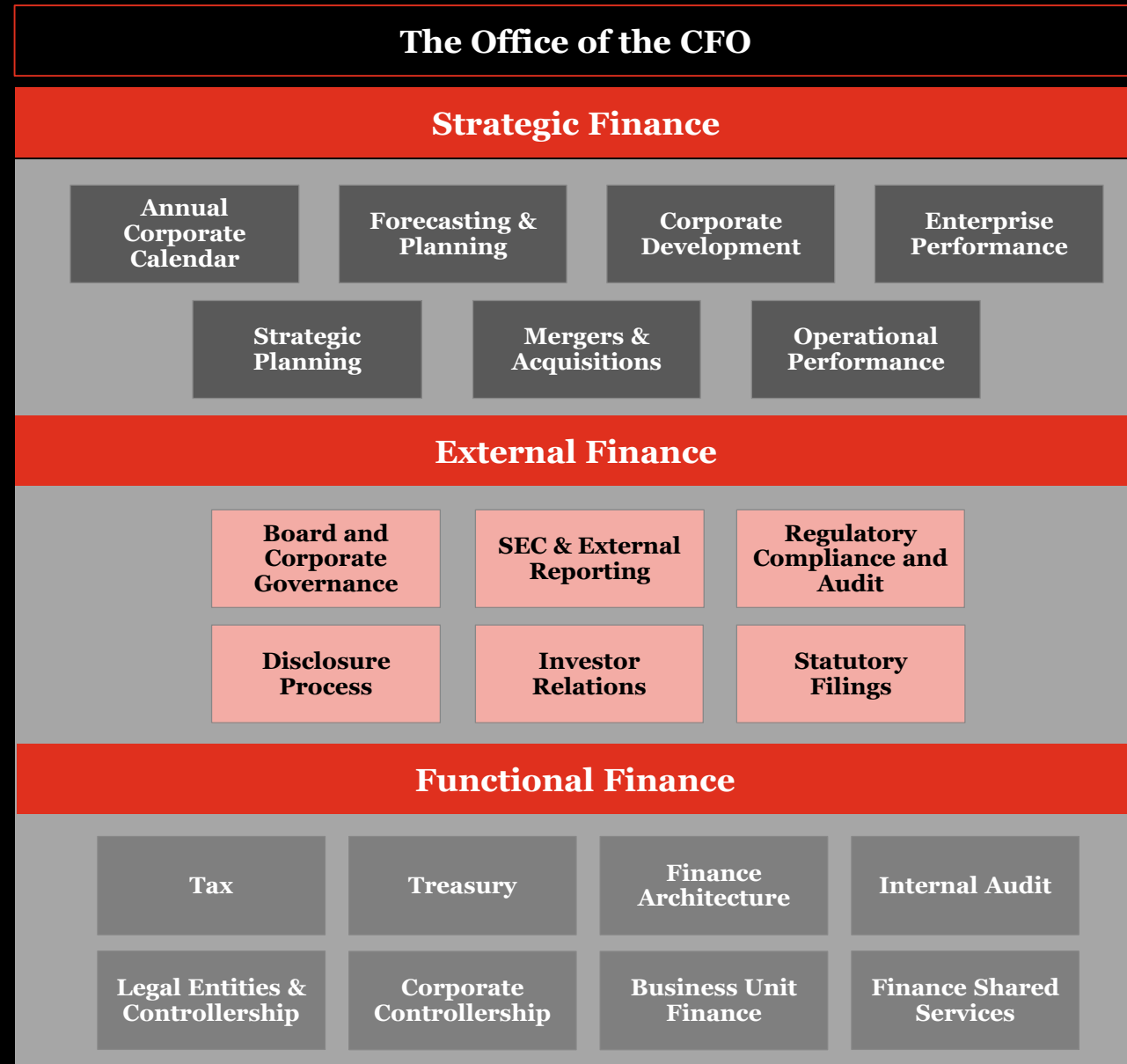
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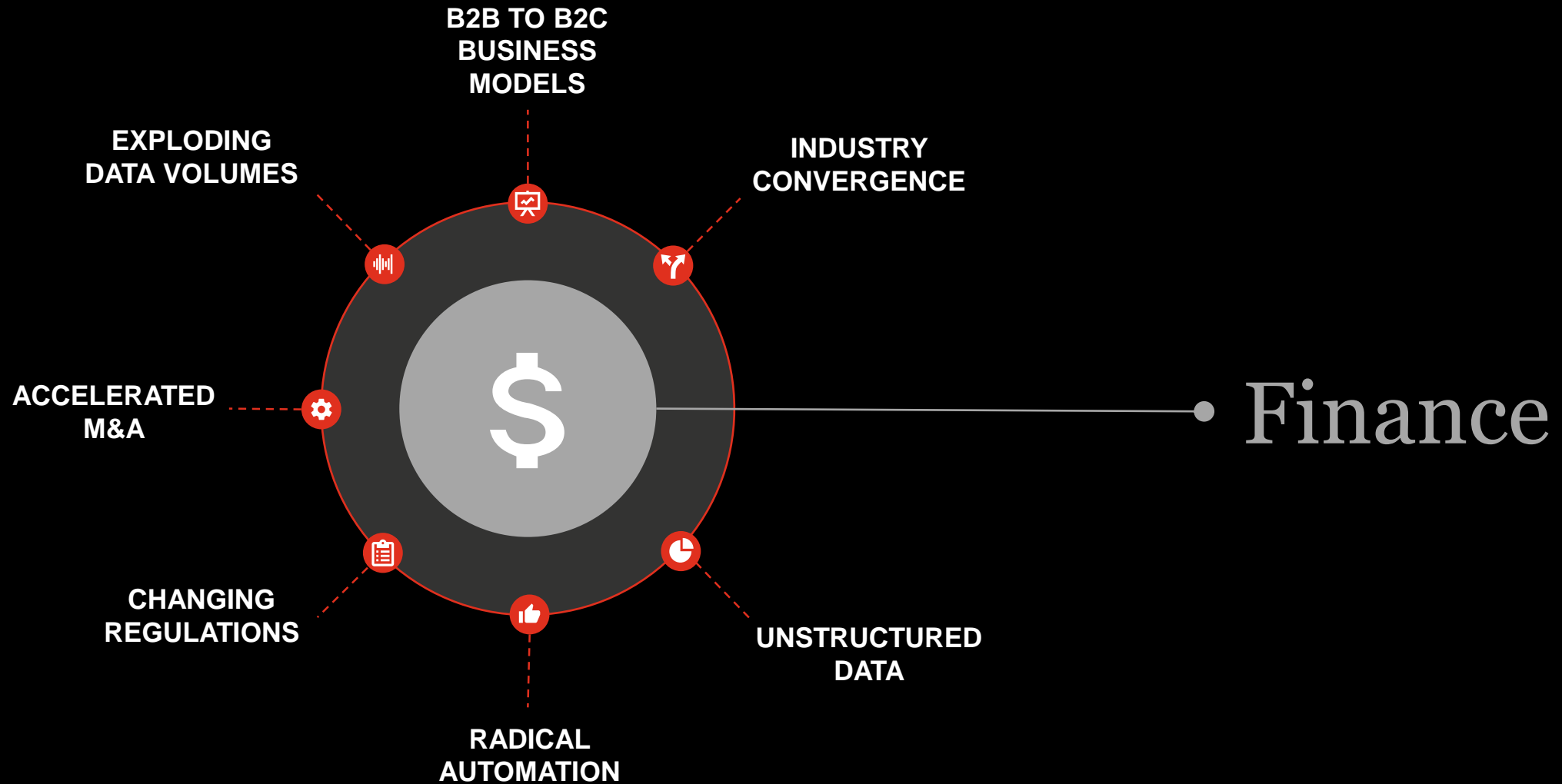


Office of the CFO Scope of Responsibilities

The transformation journey starts with the core Finance operating model...



...which is pervasively impacted by a number of trends – demographic, geopolitical, generational – all accelerated by technology



The core issue: Why am I going digital – and what are my digital aspirations?

Efficiency Seeker

Doing business smarter and faster

Modernizer

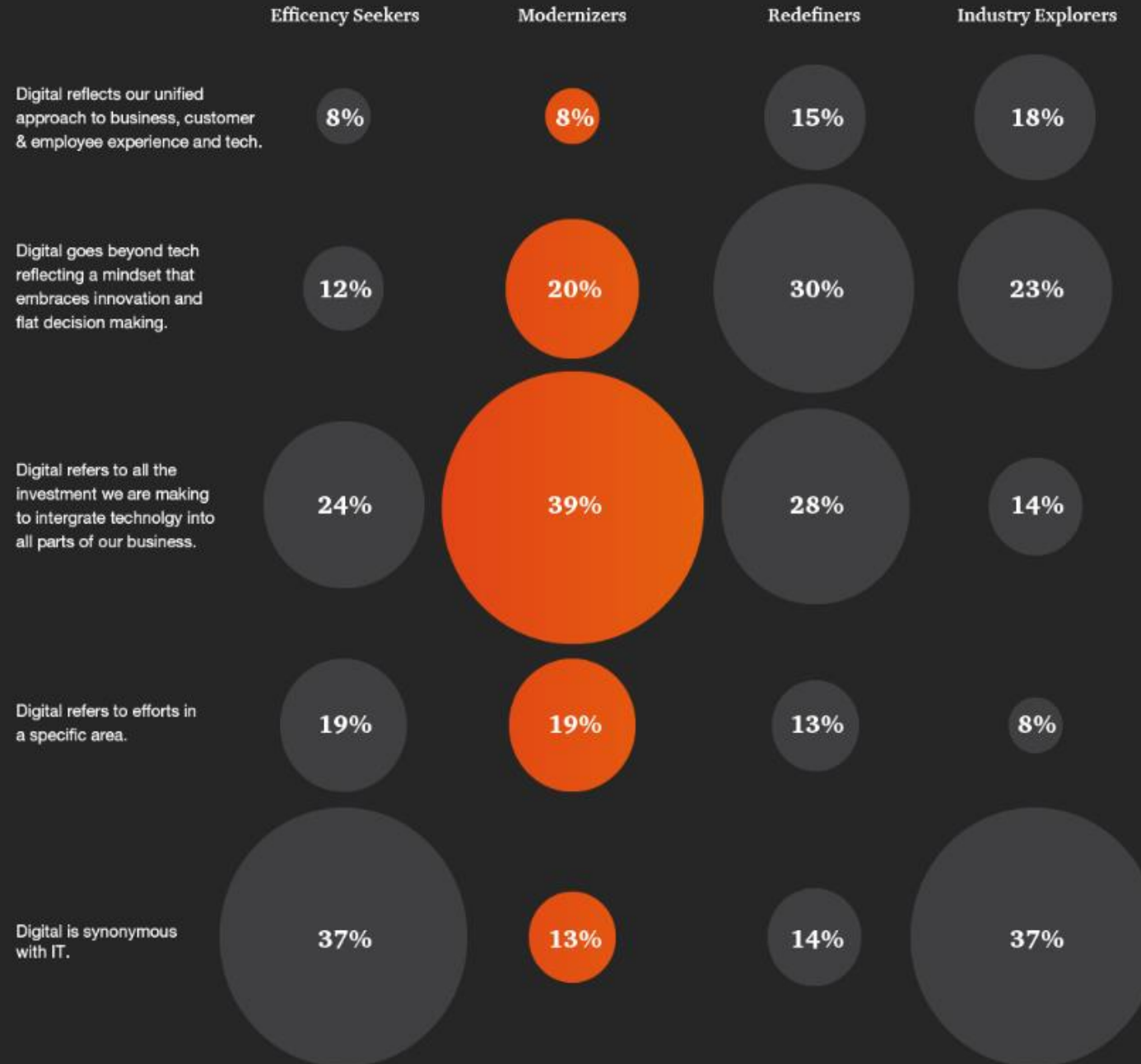
Creating new capabilities and modernizing the business

Re-definers

Changing and redefining the business at the core

Industry Explorers

Breaking ground in new markets and industries



Our experience shows that most CFOs are striving to be **Modernizers** – and successful transformations are enabled by a **seven point Modern Finance agenda**



Digital Finance
Workforce



Modern Finance
Workplaces



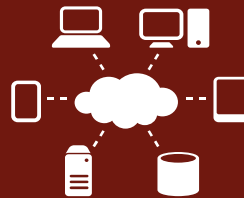
Intelligent
Automation



Predictive
Enterprise Risk



Pre-configured
Cloud ERP



Connected,
Self-service Data



Assisted Insights &
Performance

Where do you start?

Based on our experience, clients have a proclivity driven by their culture, values, and objectives that will focus them on one key lever with which to start.

Vision, strategy & diagnostics



Lead with People

Digital Finance Workforce

Upskilling Finance workforces to be digitally savvy and supplemented with new human & machine-based roles

Modern Finance Workplaces

Re-thinking collaboration spaces & structures for Finance employees & external parties (e.g., suppliers)



Lead with Process

Intelligent Automation

Applying automation to simplify, accelerate, or re-design processes within your Finance organization

Predictive Enterprise Risk

Applying automation to rationalize & re-design control structures to shift from detective to predictive controls

Pre-configured Cloud ERP

Shift and upgrade the existing ERP to deliver new Finance capabilities in public/private Clouds



Lead with Performance

Connected, Self-Service Data

Enabling the enterprise digital core connecting ERP/EPM tools, data lakes & self-service, voice-activated information supported by AI

Assisted Insights & Performance

Applying analytics & machine-based models to deliver business function insights & FP&A improvements

How do you start?

Based on our experience, each Modern Finance agenda point has a maturity progression centered on one lever for the Finance function – each trend builds on the previous to guide your transformation.

 **Start here**



Lead with People



Lead with Process



Lead with Performance

Leading with People



Digital Finance Workforce

Existing Roles

Emerging Roles

Competency Framework

Modern Finance Workplaces

Collaboration

Productivity

Mobility

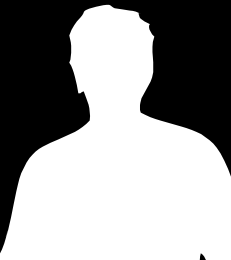



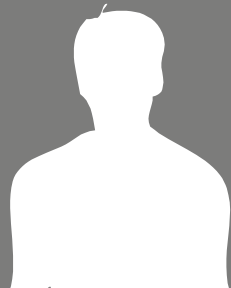



Digital technologies are changing the skills & capabilities of Finance organizations, ultimately redefining existing roles...

Degree of impact of trend adoption on role headcount

Roles (Selected)	Aggregate impact	Robotics	Advanced analytics	Machine Learning	Blockchain	Collaboration & mobility	Data privacy & security	Rise of gig economy	Regulatory compliance	Business partnering	Cloud ERP adoption
Account Payable Analyst	Significant Decrease	Significant Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Little-no Change	Minimal Decrease	Little-no Change	Slight Increase	Minimal Decrease
Vendor Master Management	Significant Decrease	Moderate Decrease	Minimal Decrease	Minimal Decrease	Moderate Decrease	Slight Decrease	Slight Increase	Little-no Change	Slight Increase	Slight Increase	Minimal Decrease
Customer Master Management	Significant Decrease	Minimal Decrease	Slight Decrease	Minimal Decrease	Little-no Change	Slight Decrease	Little-no Change	Minimal Decrease	Little-no Change	Little-no Change	Slight Decrease
Account Receivable Analyst	Significant Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Little-no Change	Minimal Decrease	Little-no Change	Slight Increase	Minimal Decrease
Account Reconciler	Significant Decrease	Minimal Decrease	Slight Decrease	Minimal Decrease	Moderate Decrease	Slight Decrease	Little-no Change	Little-no Change	Little-no Change	Little-no Change	Minimal Decrease
Accountant	Significant Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Slight Increase	Little-no Change	Little-no Change	Slight Increase	Slight Increase	Moderate Decrease
Reporting Analyst	Significant Decrease	Minimal Decrease	Moderate Decrease	Slight Decrease	Slight Decrease	Slight Increase	Little-no Change	Little-no Change	Little-no Change	Significant Increase	Minimal Decrease
Tax Analyst	Significant Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Minimal Decrease	Slight Decrease	Little-no Change	Little-no Change	Significant Increase	Slight Increase	Minimal Decrease
Management Role	Slight Increase	Slight Decrease	Slight Decrease	Slight Decrease	Little-no Change	Slight Decrease	Slight Increase	Little-no Change	Slight Increase	Significant Increase	Little-no Change



....and creating new emerging roles across Finance organizations

<p>Analytics and Value Manager</p> 	<p>Business Growth Partner</p> 	<p>Digital Accountant</p> 	<p>Global Process Owner</p> 	<p>Compliance and Risk Manager</p> 	<p>Data Scientist</p> 	<p>Digital Engineer</p> 	<p>Transformation Lead</p> 
<p>Responsible for leveraging cross-functional and business data to inform strategic, operational and domain specific decisions.</p>	<p>Acts as a bridge between Finance, business and market. Focused on delivering outcomes.</p>	<p>Expert at leveraging systems, tools, functionalities for efficiency and expertise</p>	<p>End to end ownership of the process with emphasis on process design, standardization, technology implementation</p>	<p>Responsible for the risk & compliance requirements; technology for integrated risk management.</p>	<p>Responsible for developing and implementing decision models based on collating multiple sources of data</p>	<p>Responsible for identifying and implementing emerging technologies including automation projects within the business</p>	<p>Leads the organization's transformation journey.</p>

These roles will also represent different “personas” **with distinct competency attributes** that create a unique opportunities for growth



The Technogeek – technologist, integrator (tech-process), architect, technology incubator



The Problem Solver – business & commercial acumen, collaborator, structured thinker



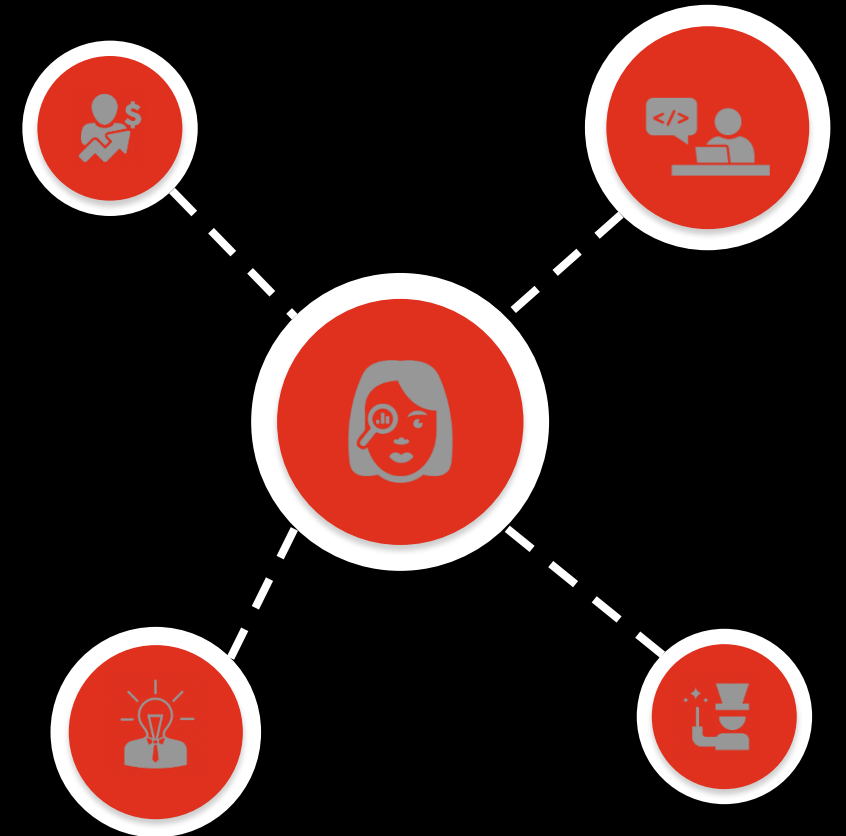
The Treasure Hunter – data miner, value/insight creator, integrator (data-value), algorithm writer



The Dreamer – creative, visualizer, innovator, artistic explorer, experimenter & boundary pusher



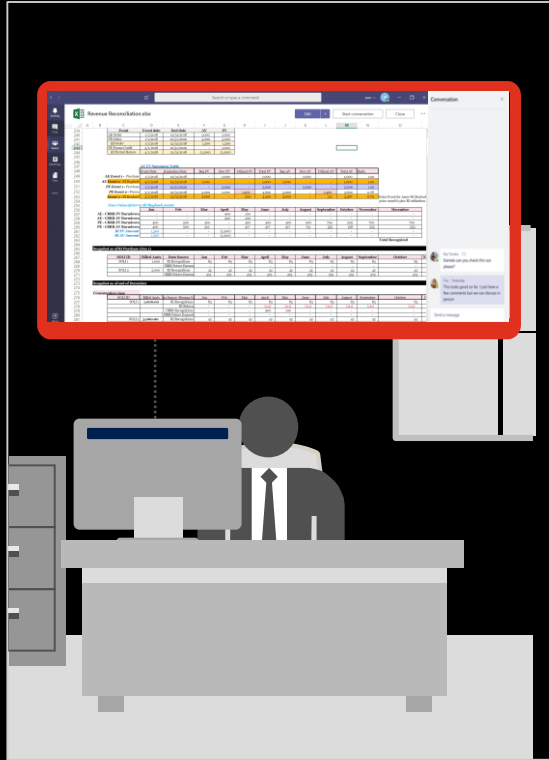
The Controller – financial advisor, scorekeeper, value preserver, detail-oriented



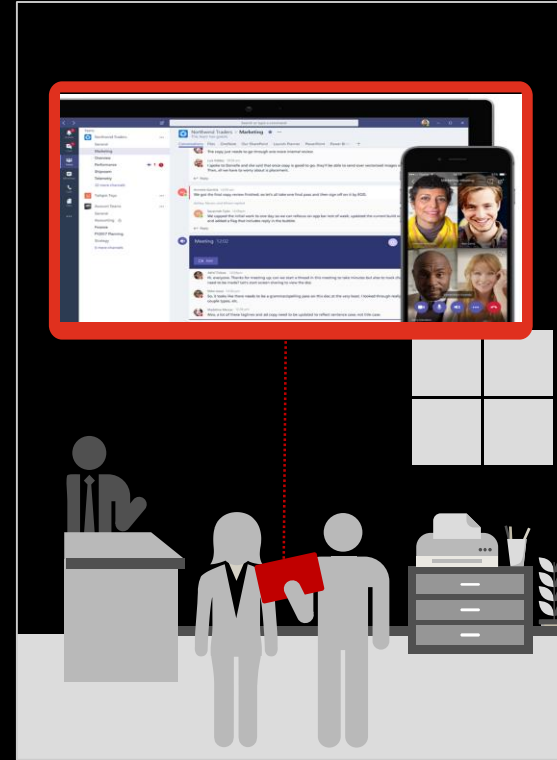
Finally, meet Jane – the Corporate Controller enabled by a Modern Finance Workplace



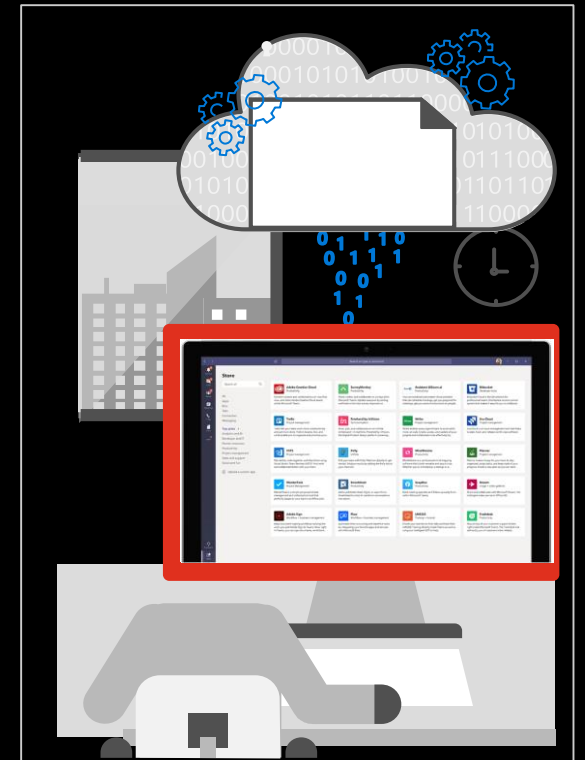
“I manage a large team of accountants across different processes & geographies, and I am dependent on real-time collaboration, especially during month- and quarter-end close.”



Collaborative, real-time compilation of reconciliations, accruals, deferrals, and balance sheet schedules to expedite month-end/quarter-end close tasks via in-schedule data connections & collaboration



Conversational, trigger-based tracking to stay on top of all activities going on during close to ensure global team alignment and monitoring – on both desktop and mobile user interfaces.



Quick use intelligent bots and data connectors automate workflows to quickly move tasks along from completion to review – served up in standard performance management visualizations.

Thank you for joining us!

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