

# Structuring and staffing the finance function

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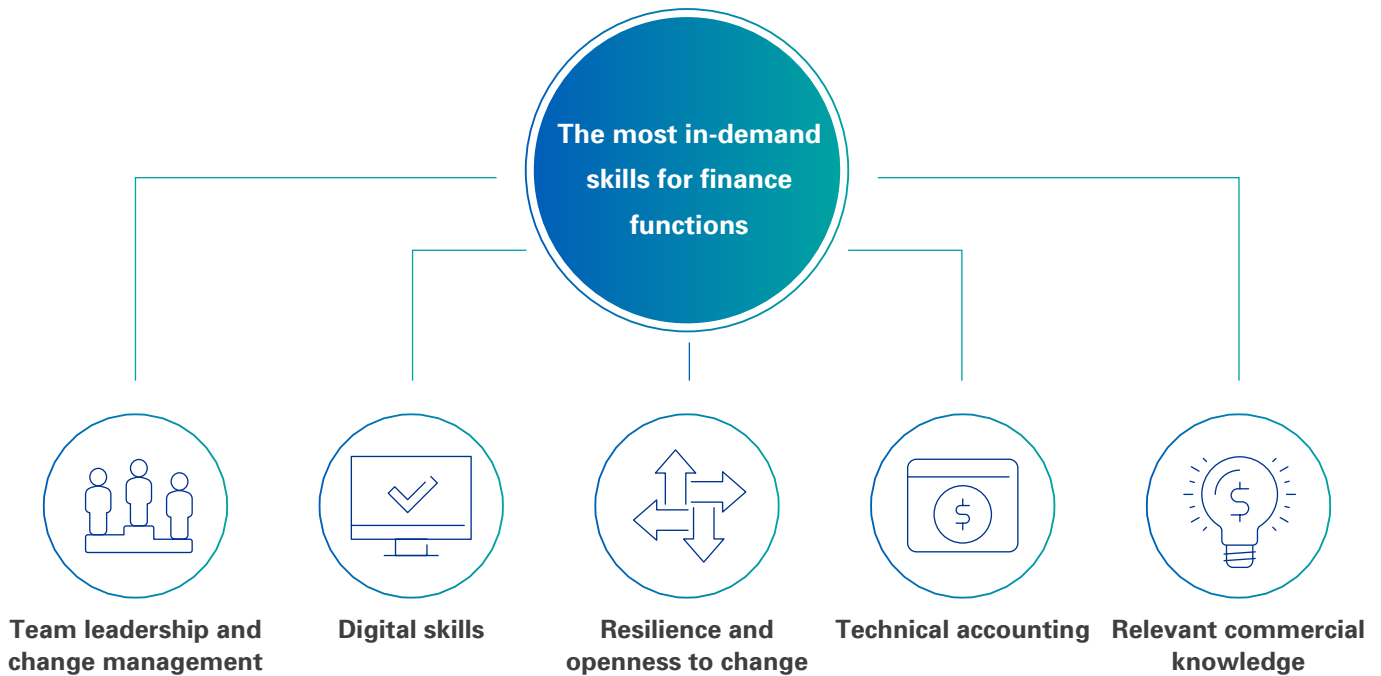
The 'structure' of a finance function not only refers to the standard pyramid structure of internal employees within the firm; it also includes a consideration of the overall service delivery model (SDM). The SDM defines "what" work is being performed, "who" should be performing it and "where" it should be performed, based on the nature and defined characteristics.

While a finance function may have been wholly internal historically, more and more companies are outsourcing work to external third parties, such as shared service centers (SSC) or under a managed service arrangement. These arrangements can result in cost savings, increased access to a wide variety of talent, and reduced transactional work performed by in-house employees.

Half the respondents noted they currently outsource to an SSC or engage a third party for some aspect of their organization's finance function. Those who didn't, meanwhile, said that they were not considering this option either.

## Talent management

Talent management was another area ranked by CFOs as one of the most significant challenges facing their finance function today. Businesses need to proactively monitor the market to ensure they are recruiting for the correct skillsets and investing sufficiently in the ongoing training and development of employees.



The majority of CFOs surveyed said they do not believe they currently have access to the required skillsets and capabilities.

As the scope of required finance skills expands, CFOs should assess whether there is a need to create new roles within the team to meet additional demands. For example, potential positions to consider include business planning analysts, strategic business partners, financial data modelers and business solutions architects.