

# The Future of Finance

## The art of the possible

Finance will be radically different in 10 years.

New capital allocation approaches	Emerging technologies will change the nature of shared services	Amazon's "Alexa" provides instant information	Cornerstone of strategy, finance, and analytics
Cloud everywhere and the dominant platform	Process leadership is a profession	Artificial intelligence processes big data	Finance professional as a strategist

## To disrupt is to exist



## The CFO agenda for disruption

Leading finance organizations are focusing on six key areas:

### Innovation and investment

CFOs will wear two hats:

- Ensuring stability and control of the finance function
- Enabling agility and profitability in enterprise innovation

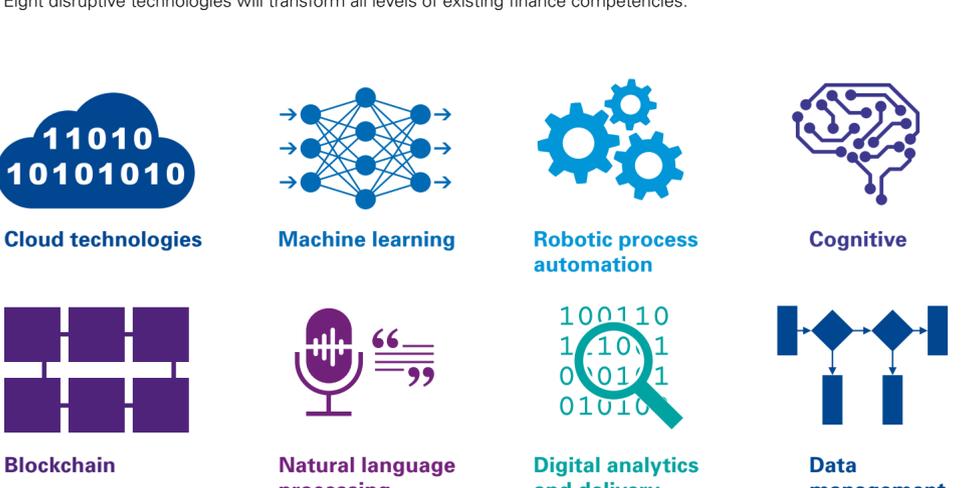
The biggest enabler of innovation, according to innovation, strategy, and R&D executives:

73% point to leadership support

56% say the ability to test, learn, and iterate

## Extreme automation

Eight disruptive technologies will transform all levels of existing finance competencies.



## Insights and analysis

The CFO is uniquely positioned to define the analytics agenda for the enterprise.

90% of finance organizations see data and analytics as a high or moderate investment priority.

Data integrity concerns:

67% of CEOs have put their own intuition over data-driven insights in the past 3 years.

Analytics capabilities will shift from "descriptive" to "prescriptive."

- Descriptive: What happened?
- Diagnostic: Why did it happen?
- Predictive: What will happen?
- Prescriptive: What should we do about it?

## Service delivery model

For sustainable success, finance should consider:

- What work gets done: Higher-value services
- Where work gets done: Geography no longer matters
- Who does the work: Reshaped support structure
- How work gets done: Automation and integration

Finance service delivery will optimize automation while balancing global, regional, and local activities. Strategic business partnering will be a primary focus.

## Organization and talent

Skills and capabilities needed to support the future finance organization:

- Data utilization and technology
- Behavioral
- Finance technical

up to 70% of labor requirements will likely be reduced; however,

66% of CEOs believe technology will create more jobs than it will eliminate.

## Risks and controls

68% of CEOs say it is just a matter of time before their organization is hit by a cyberattack, yet only 41% consider themselves very well prepared.

60%-70% of manual controls performed today are expected to be automated in the next 5 to 10 years.

"Internal audit will need to transform into a 'value lens' for the business."

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