



KPMG Smart Digital Finance

Game-changing skills and insights for
a new era



Background

Due to the inevitability of digital transformation, today's enterprises are facing unprecedented disruption and change that threatens their future viability.

The need for combatting volatility due to changing digital landscape, converging industry models and the shifting regulatory environment is expected to become the primary focus for every organization.

While digital disruption may threaten current businesses practices, it also creates significant opportunities for organizations that are willing to proactively embrace this change. Organizations that do not dive in, stand to lose.

Understanding the impact that digital disruption will have on the business model is the first step. Developing a digitally cohesive business strategy, inculcating the necessary digital skills, and getting the organization to buy into the required changes are the immediate necessities.

The Challenge

CFOs now need a more nimble, effective, and technology-and data-driven finance organization to address this disruption in order to be able to convert these challenges into opportunities.

The most successful CFOs are transforming their finance organizations by disrupting their own operating and business models.

Need = Value additions X Speed

To stay ahead of the curve, leading CFOs need to:

- Increase focus on business partnerships; solution oriented approach to results
- Offer more value-including predictive, impactful business insights through analytics
- Increase cross-functional collaboration and emphasis on end-to-end expertise
- Enable coexistence of digital capital and human labor with automation, e.g. extreme automation, which will dramatically change the size, structure, and delivery models for finance functions
- Shift from descriptive to prescriptive analytics, enabled by advanced automation

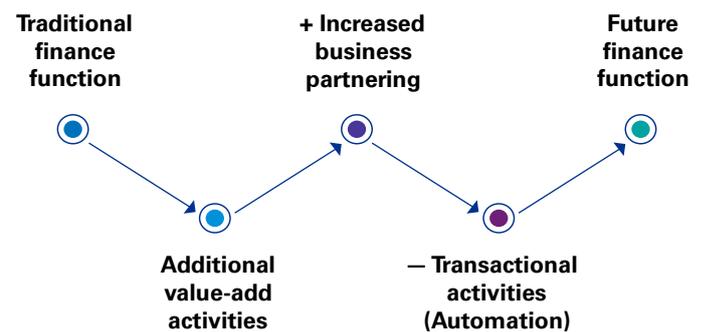
Being digital ready

With unprecedented challenges and game-changing opportunities, the finance functions are racing into the digital future with a focus on how to create the right blend of technology, structure and finance skills. The new buzzword(s), especially 'Digital transformation' have become common place in the industry. The need to keep up with advancements is seeing more choice and an improved user-experience across the board.

Generating informed data-based insights and analysis is critical and leading companies have a sharp lens trained on generating timely new insights via ground-breaking predictive and prescriptive analytics.

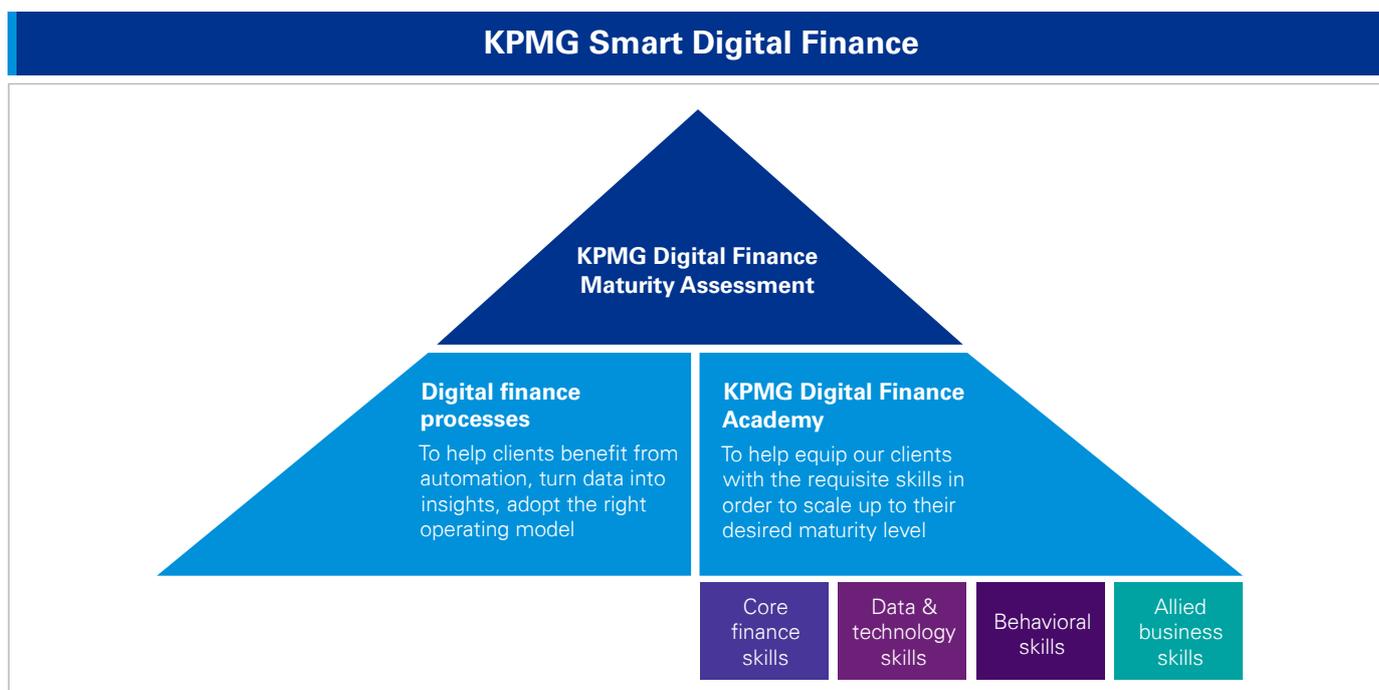
Digital labor is a key theme impacting finance. Looking at technology economics and maturity, the declining cost and improving performance of digital technologies are the enablers of Digital labor.

Indeed, today's finance function must not only ensure the integrity of financial outcomes, but also leverage both internal and external data to provide predictive and prescriptive insights to drive optimal business performance and real-time decision making. Facing the need to evolve their business models, corporations heavily depend on finance to deliver improved quality, process standardization and consolidation, and cost savings, as well as identify opportunities for value creation. Additionally, finance is increasingly responsible for driving the evaluation, allocation, and monitoring of new technologies, platforms, customers, and products.



Source: KPMG Smart Digital Finance. 2018.





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Our solution: KPMG Smart Digital Finance

The KPMG Smart Digital Finance solution has been setup to bring together our knowledge and experiences for our clients finance function(s) in relation to digitalization and to feed this into ongoing solution developments.

KPMG Digital Finance Maturity Assessment

The digital journey for a client begins with an assessment of its digital maturity. KPMG Digital Finance Maturity Assessment is a unique program that taps into our proven global expertise and comprehensive research and is designed to benchmark the digital maturity and dexterity of a client's finance function.

This assessment is required at two levels. Our focus will include a critical and in-depth analysis at the **organizational level** to help identify opportunities for development of digital finance processes and automation. Our team will also zero in at the **people level** to identify opportunities for inculcating the requisite skill set in an organization's personnel so as to help enable them to embark this digital journey.

KPMG Digital Finance Academy

Digital Finance Academy is designed to deliver and enhance requisite digital and financial skills to scale up the knowledge currently needed to position companies and their finance functions for success in the digital future. KPMG firms aim to help companies move forward in their pursuit of intelligent and strategic digital transformation.

KPMG teams will assist companies in developing new skills and capabilities in the endeavor to unlock unprecedented levels of performance, value and competitiveness. DFA currently includes:

Core financial skills

The Core Financial Skills curriculum is divided into 6 themes and tailored according to three expertise levels.

Advanced Programs are designed to provide insights at the expert practitioner level. Intermediate Programs offer value-added functions in each of the competencies. And Baseline Programs such as controllership, financial planning

and analysis, treasury, investor relations, internal audit and tax will provide requisite concepts for each of the competencies.

Data and technology skills

Enterprises will have to integrate KPMG Smart Digital Finance for their own benefits and survival by understanding and staying abreast of emerging and relevant technologies such as:

- robotic process automation
- artificial intelligence
- machine learning
- fintech
- digital finance close
- big data
- power bi
- blockchain

Behavioral skills

Skill-set which will enable the finance function to adapt by developing a digital mindset which will facilitate change. Key behavioral skills are:

- design thinking – building for the future
- agile methodologies – increasing efficiency/enabling compatibility
- digital culture
- people and change – adapting change in methodology

Allied business skills

In a rapidly changing environment, organization must equipped with a skill-set which meets and enhances the role of finance function. Key allied skills are:

- mergers and acquisitions
- valuation
- operations
- supply chain management
- customer and channels
- strategic partnering
- sectoral insights

Your added value

KPMG Smart Digital Finance is a dynamic solution that would enable an organization to stay digitally relevant. Additionally it would enable:

- operational excellence
- governance & controls
- business partnership
- mediation
- strategic excellence
- innovation
- integration

Also provides an option to stitch together a customized solution, on request.

Ideally positioned for you

KPMG firms are among the leading providers of consulting services in transforming finance digitally using cognitive technologies which help you benefit from automation, turn data into insights and adopt right operating model. You will be equipped with the requisite skills which will help you scale-up to your desired maturity level. In addition, KPMG firms offer a comprehensible broad ranging process that uses the latest data and analysis technology. As a final product, the KPMG team provide a qualitatively structured digital transformation.

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