

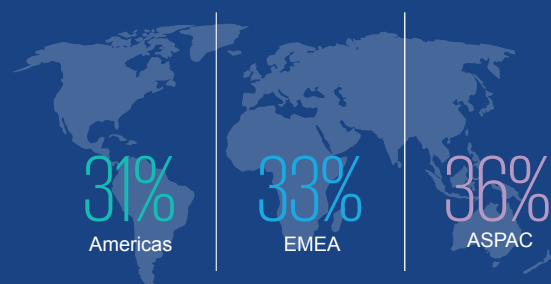
Future Ready Finance Survey 2019

About this survey

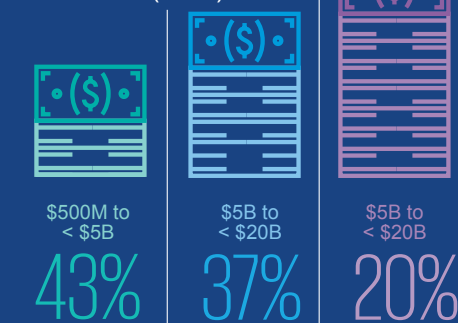
KPMG International's Future Ready Finance Global Survey provides key insights on finance's priorities, challenges and capabilities. The good news is that success is achievable. Indeed, Finance functions at high-performing companies have not only been able to adapt to this new environment, but to thrive in it.

Total number of respondents: 859

Respondents by region



Respondents by revenue (USD)



Respondents by title



The performance payoff

Distinguishing capabilities of exemplary Finance functions:

- > New ways of working with business partners, utilizing an agile operating model that promotes collaboration and blurs the distinction between Finance and other business functions.
- > An emphasis on predictive and prescriptive analysis and insights to guide forward-looking business decisions rather than simply measuring past performance.
- > Automation of data management, transactional processes and other activities of low strategic value, freeing Finance staff to focus on higher value-added activities.
- > Supporting, and in many cases leading, enterprise-wide innovation through dynamic capital allocation that balances investments in core areas with known technology with riskier, new-to-the-organization or sector technologies.
- > A relentless focus on talent, ensuring that the Finance organization has access to the high-level analytical, design thinking, and technology skills needed in the future.

Roadmap to a future ready finance function

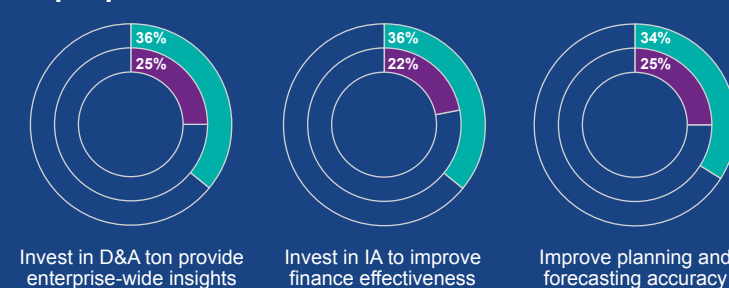


Priorities vs Success

Most Finance functions struggle to succeed at their most important, future-oriented initiatives.

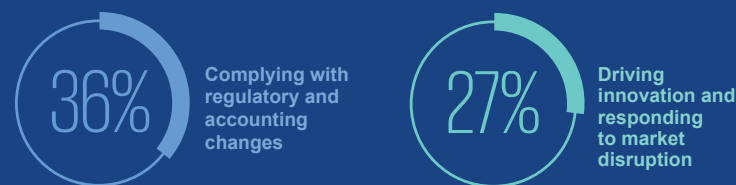
Nearly two-thirds of organizations surveyed have struggled to implement their most forward-thinking priorities

Top 3 priorities



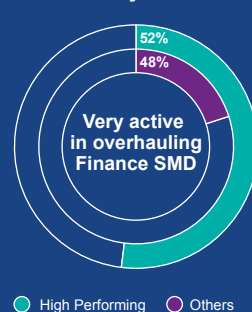
Innovation

Only 27 percent of Finance executives provide very strong support to the business in driving innovation and responding to market disruption

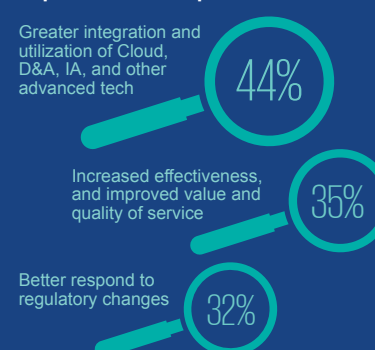


But high-performing companies are more than twice as likely to be very active in overhauling their SDM to increase agility

SDM activity



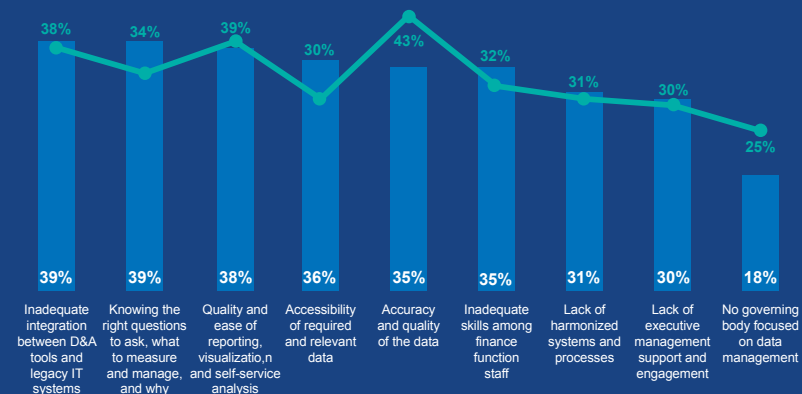
Top three SDM capabilities



The deal with data

At most organizations, Finance overemphasizes operational and cost-reduction focused initiatives relative to the priorities of executive management

But at high-performing organizations, the opposite is the case, with Finance placing a higher priority on planning and insight generation than executive management

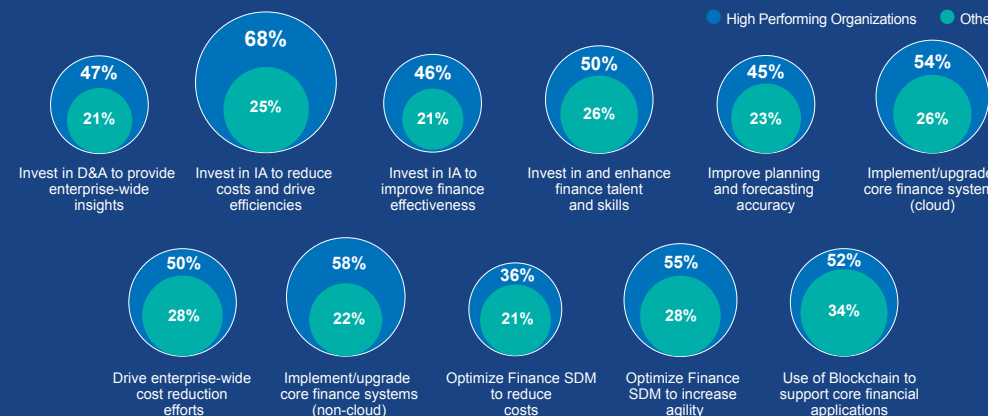


High performers

Forward-thinking Finance functions have begun to master the current environment of business disruption and technological change.

High-performing companies enjoy a success rate of 50 percent or more on almost all finance initiatives

High-performing organizations are defined as ranking in the top 16 percent on a combined measure of revenue and profitability growth

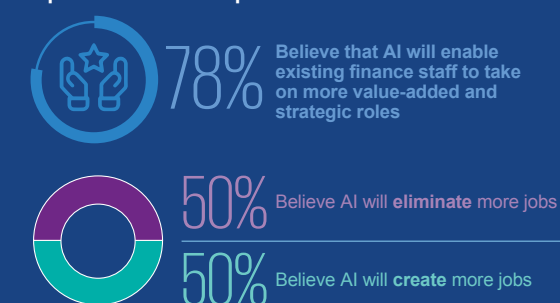


Future first workforce

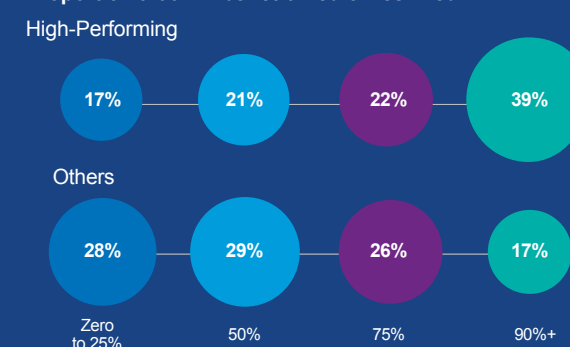
75 percent of Finance executives expect automation to significantly impact their workforce, but are split on whether it will create or eliminate jobs

Nonetheless, high-performing organizations expect to retain and retrain a much higher proportion of their staff (61 percent retention of three-quarters or more of impacted staff vs. 43 percent)

Impact of AI on talent pool



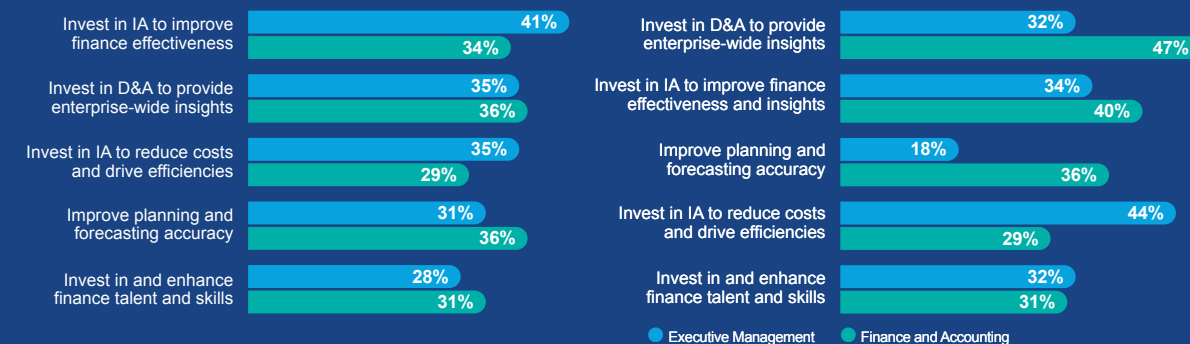
Proportion that will be retained or reskilled



Executive alignment

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Cloud coverage

Adoption strategy of cloud-based solutions for the following technologies

