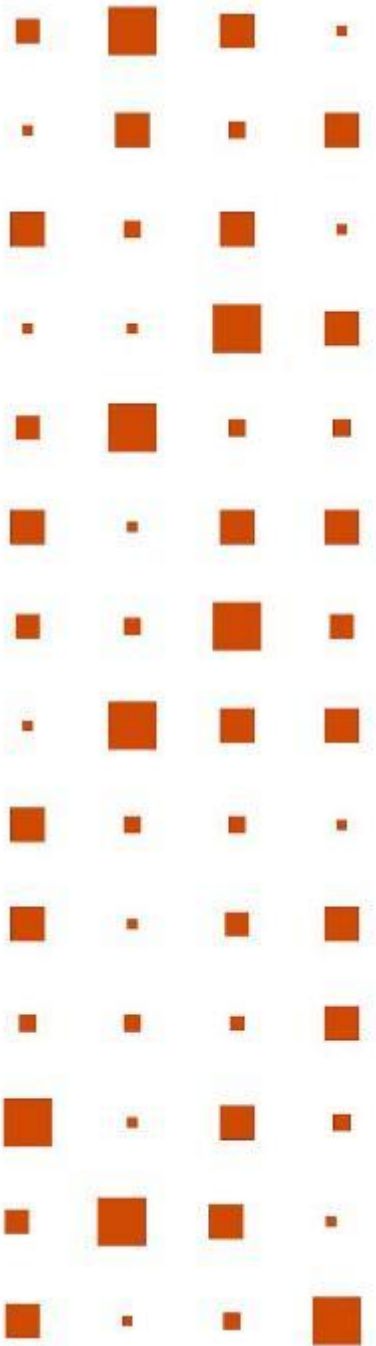


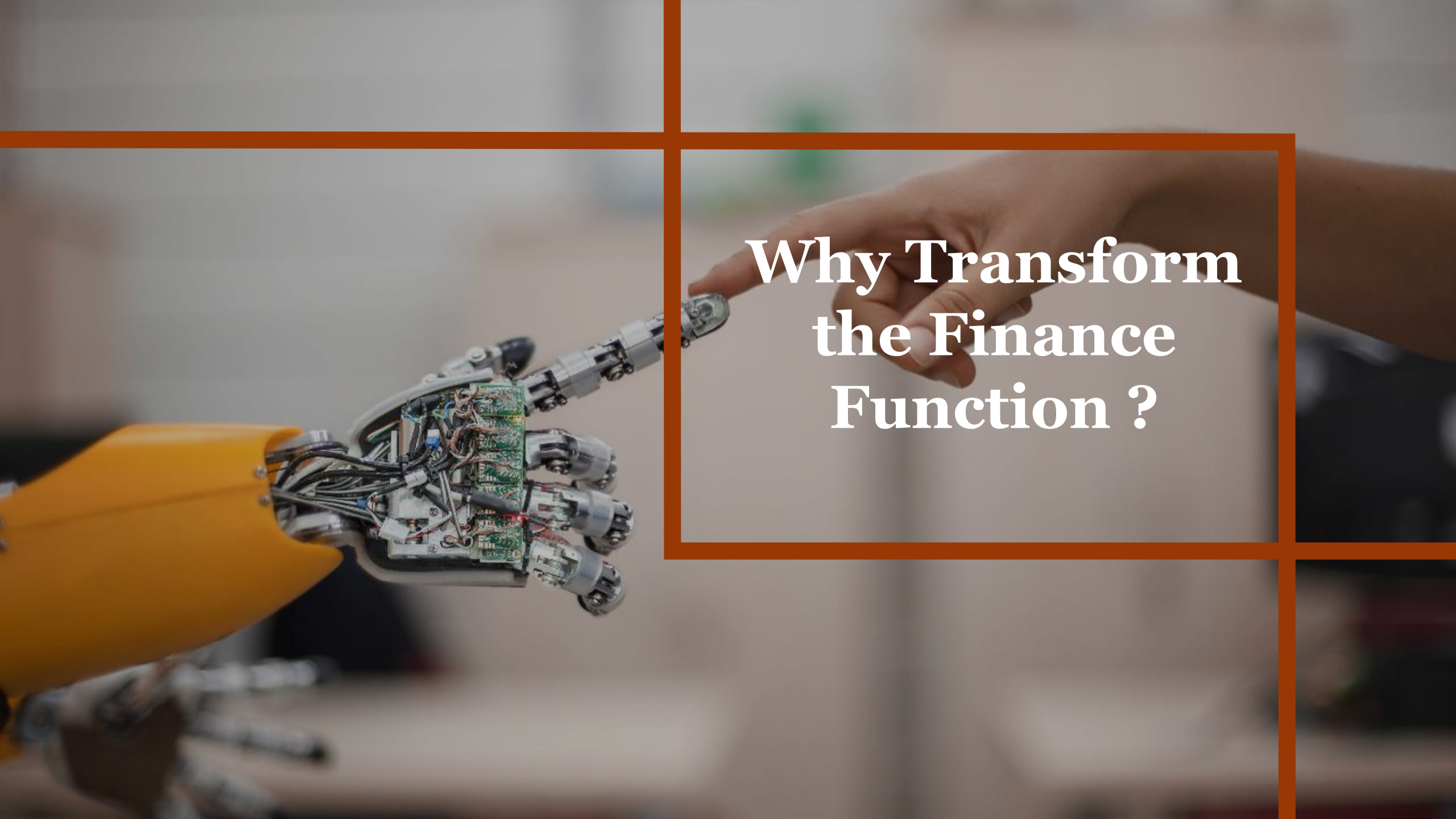


The Future of Finance

Agenda

1. Introduction
2. Why transform?
3. Trends in finance transformation
4. CFO survey on finance transformation
5. Open panel
6. People
7. Processes
8. Performance





Why Transform the Finance Function ?

Why Transform?

Finance is pervasively impacted by a number of global trends creating an **urgent need for Finance to better support the business.**

This needs the role and capabilities of Finance to be reframed.

Typical Triggers:



Workforce Skills Gap

- Source and retain new skills
- Manage an aging workforce



Emerging Technologies

- Siloed information systems
- Increasing data volumes



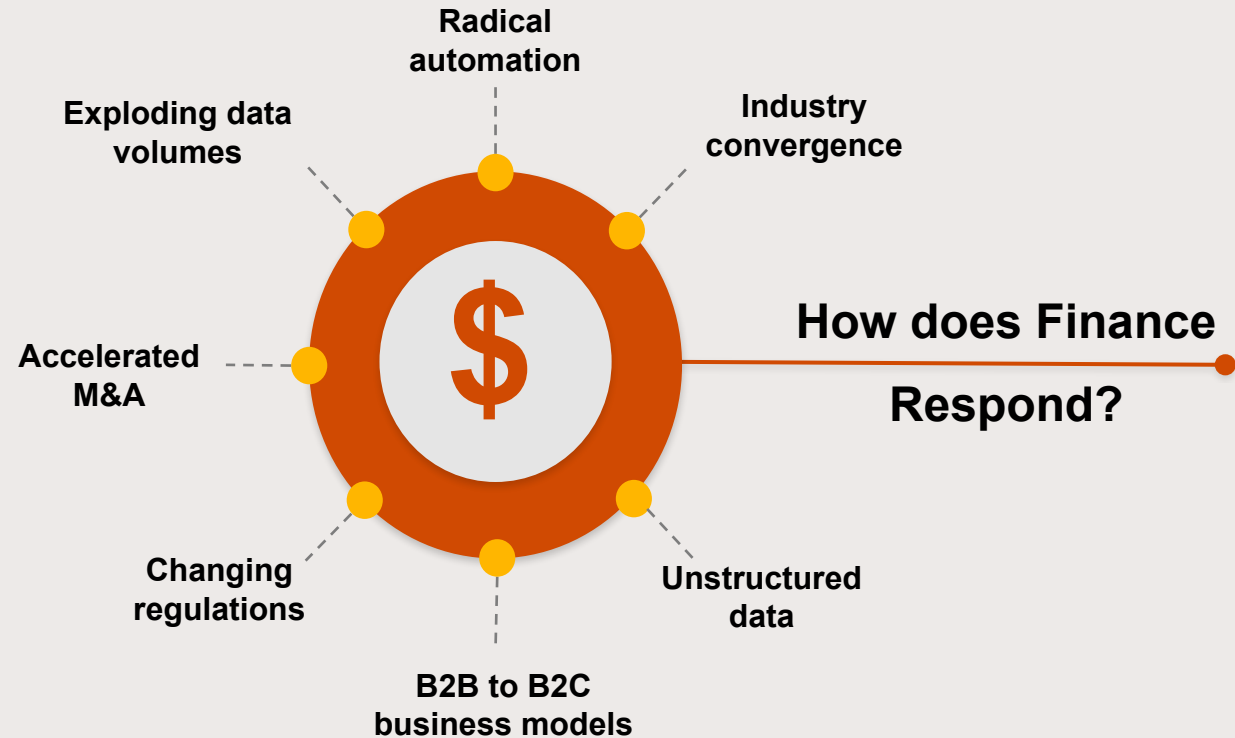
Investor / Cost pressures

- Decrease costs to serve
- Business enablement



Reporting & Analytics

- Integrated information
- Improved decision making

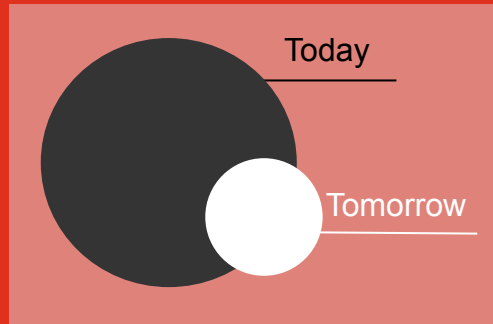


The Future Finance Org

Finance will operate very differently as a result and has the potential to be significantly more efficient.

Finance Operations

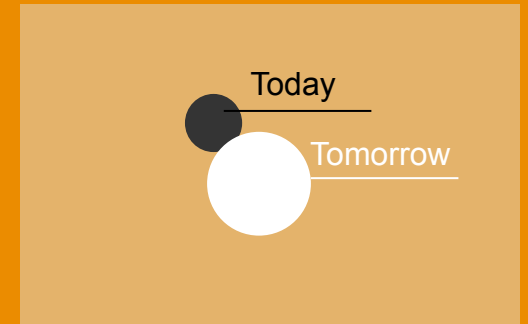
**5x
Smaller**



Significantly smaller, cheaper, highly automated and location agnostic.

Centres of Excellence

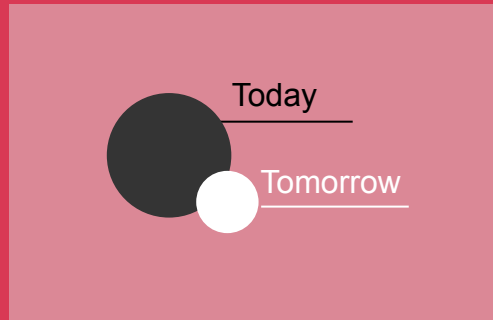
**5x
Larger**



Greater scope, higher skills and a hybrid of fixed and virtual locations.

Corporate Centre

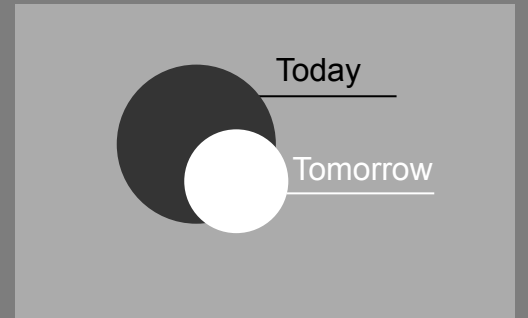
**3x
Smaller**



Smaller, highly automated, self service, focused on strategy, IR and regulation.

Business-located Finance

**2x
Smaller**

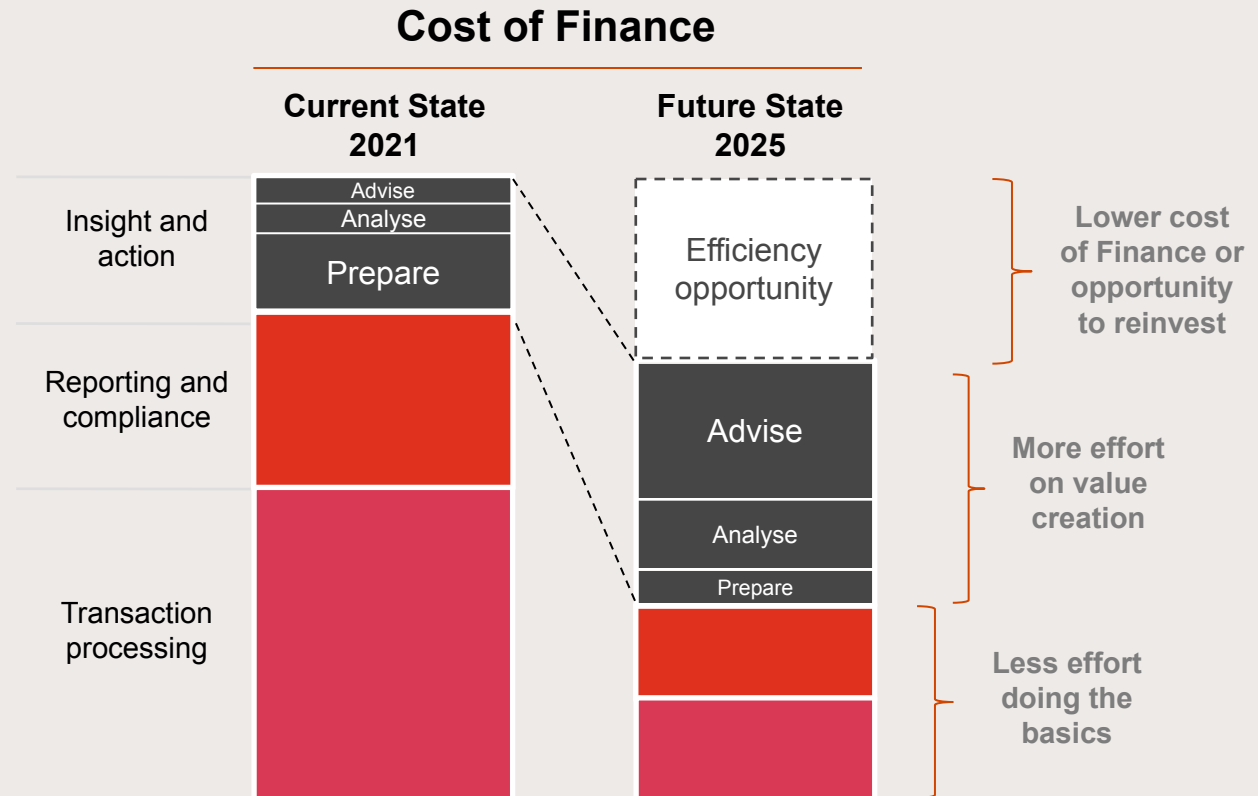


Commercial partner focused and integrated with the business.

A More Efficient Finance Function

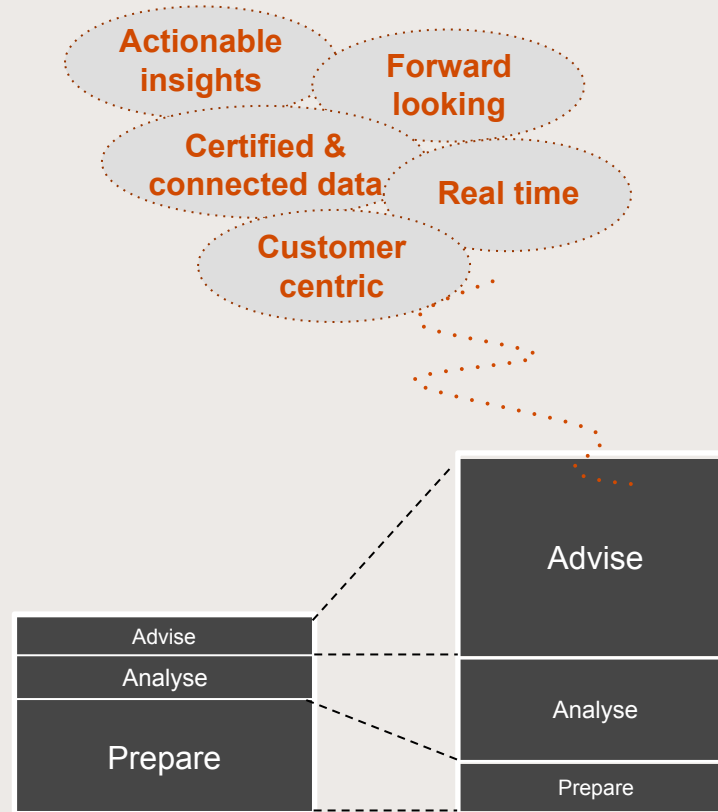
In transforming and adopting a very different way of operating, the Finance Function will become **significantly more efficient***









** Operating at a cost of between 0.5% to 0.7% of revenue (fully loaded cost including FTEs, IT and facilities)*



A More Effective Finance Function

... and the opportunity exists to **pivot to an advisory role** that will actively contribute to business performance through **real value creation.**



-  The right pricing
-  With multi-channel agility
-  Winning the right business
-  Retaining the right customers
-  Managing costs
-  Profitable returns
-  Managing capital
-  Investing for growth

“Increased forecasting accuracy led to a 10% reduction in inventory levels and annual savings of USD 5.5 million.” – Global Luxury Retail Co.

“Advanced analytics allowed us to optimize price levels across Europe, resulting in 5 - 10% revenue growth” – Global Industrial Manufacturing Co.

The Modern Finance Agenda

A cohesive **Digital Finance** strategy will be required to enable this change.

What's our strategy to simplify and standardise with cloud ERP?

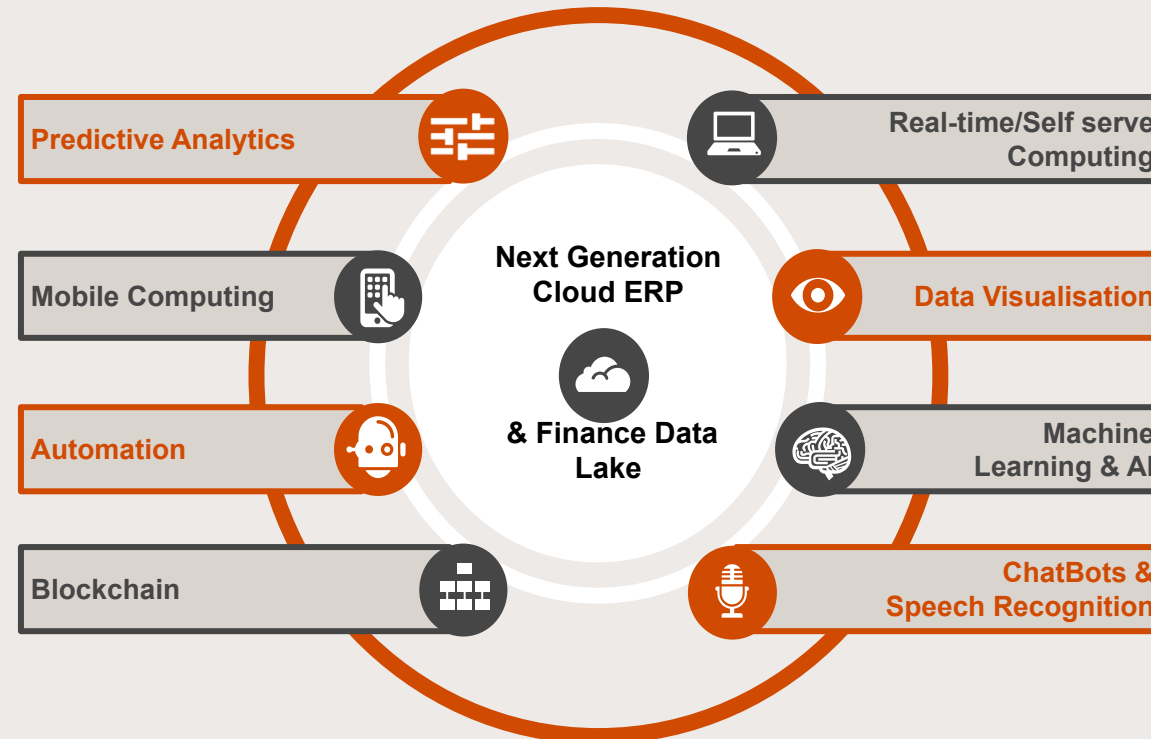
What's the role of a Finance Data Lake and what's our strategy to integrate data?

How many processes can we automate with RPA and how do we align with our Cloud ERP strategy?

How is Machine Learning and AI relevant for Finance and where should we be investing?

How do we deliver self service reporting with mobile, visualisation and chatbots?

How should Finance be leveraging Analytics and what technologies should we be leveraging?





Inspiring Digital Transformation with
Intelligent Finance

Market Dynamics

Finance Needs to Lead @ Speed

- **Pace of change** keeps accelerating, with new consumer and market dynamics
- Expanded **control and compliance** expectations
- **Velocity and volume of data** requires different strategies
- Need to **align strategies with plans** and execution
- Ensure alignment between **finance and operations** across the enterprise
- Improve **organizational agility**

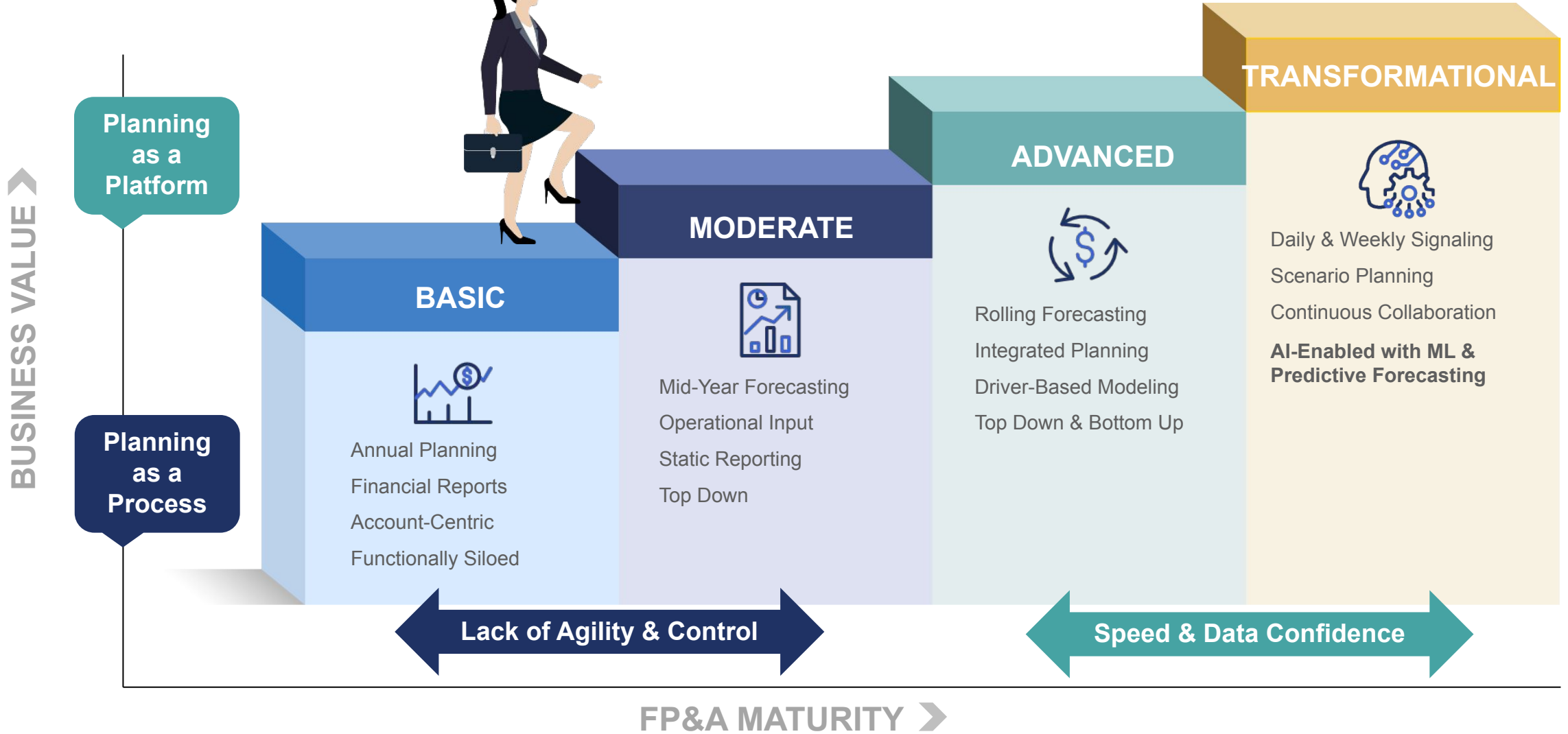
Data & Analytics Trends

Speed is becoming a differentiator for CFOs.

“CFOs can’t afford to wait and react to trends as they mature,” says Richard Ries, VP, Advisory, Gartner. “They must proactively monitor, experiment with and exploit key data and analytics trends to respond to crises, innovate and rebuild.”

Source: Gartner - 4 Data & Analytics Trends CFOs Can't Afford to Ignore – Sep 21

FP&A Evolution



Finance Self -Assessment

20 Years of “Finance Transformation”



Lack or misuse of digital transformation

Using legacy tools to solve for today’s challenges



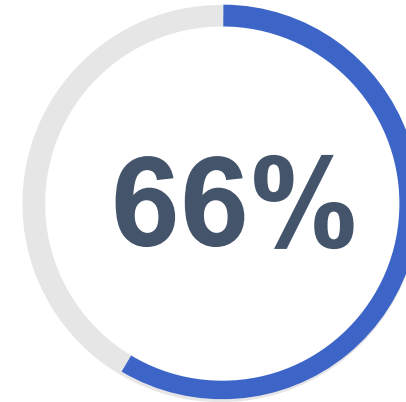
Infrequent collaboration

Slowing down the decision-making process



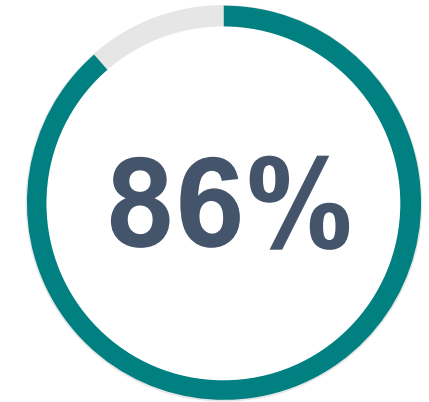
Increasing pressure for forecast accuracy

Difficulty aligning business intuition into planning processes



Time Spent Data Gathering

PWC Leading Finance in the Digital Era

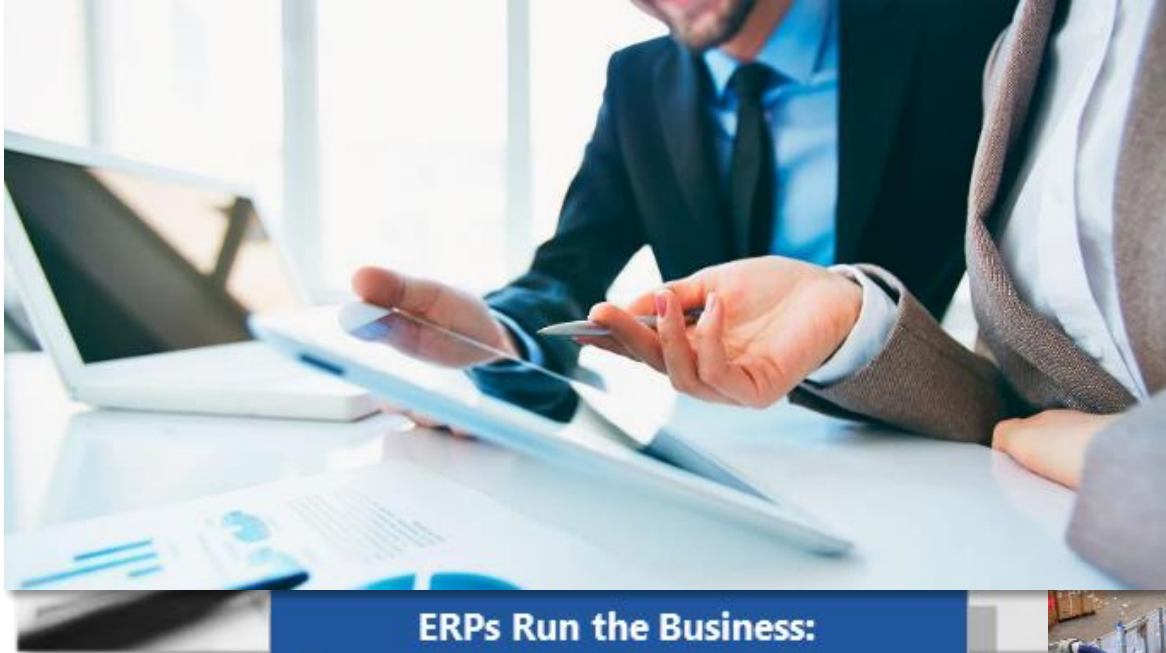


Analytics Efforts Miss the Mark

FSN Future of Analytics in Finance 2020

Finance Transformation

Requires Operational & Management Excellence



ERPs Run the Business:

- Cost – Increase Efficiency
- Quality – Reduce Errors
- Speed – Customer Response

CPM Manages the Business:

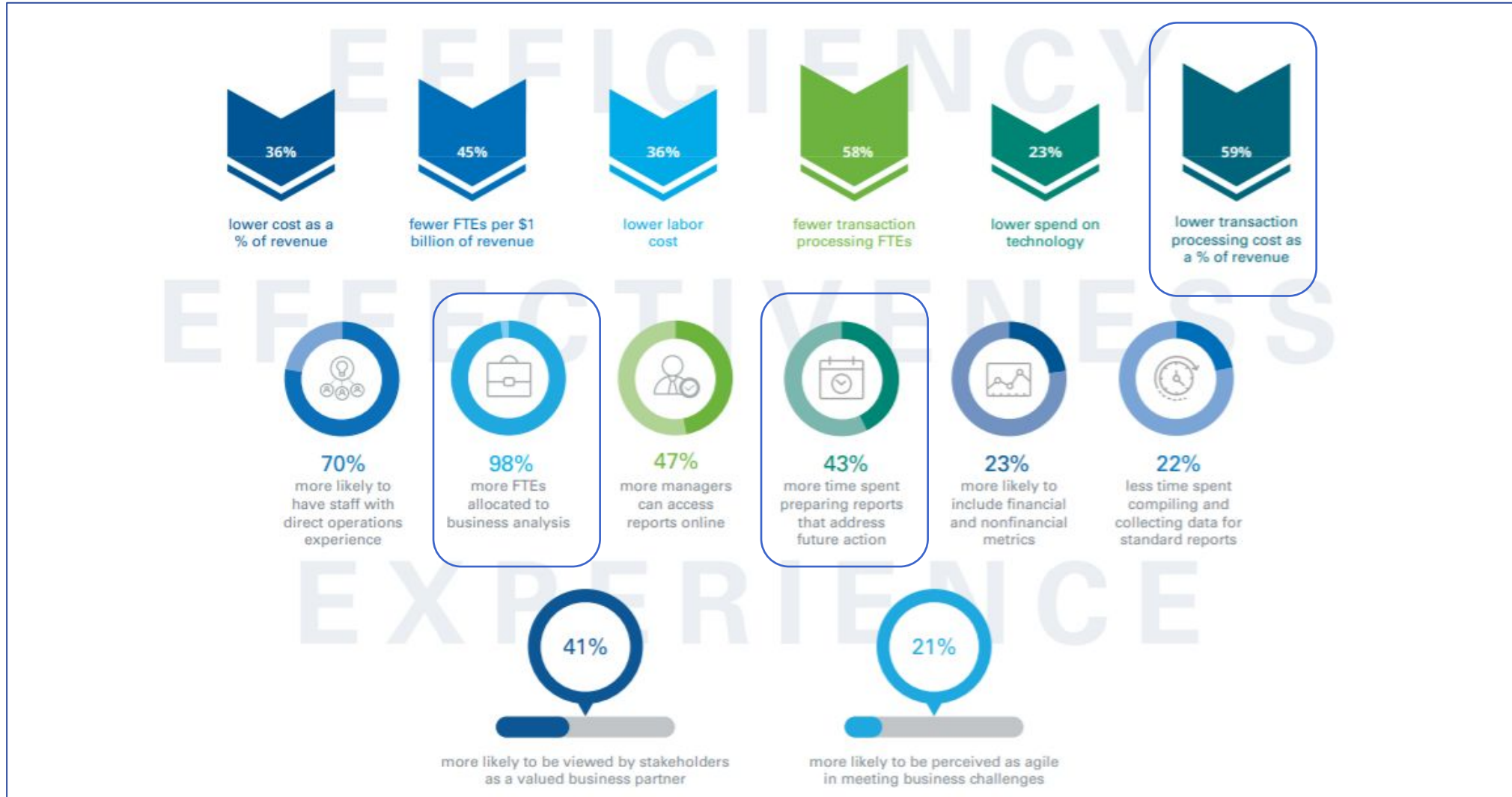
- Insights – Across Systems and Processes
- Agility – Dynamic Planning and Reporting
- Alignment – Across the Enterprise

MANAGEMENT EXCELLENCE



World Class Organisations

Demonstrate Superior Performance



What's Holding Finance Back?

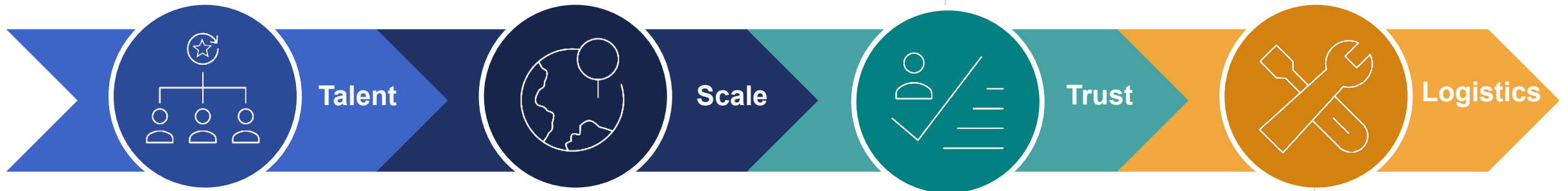
High Barriers to Entry

Lack of Expertise

Teams of data scientists, business analysts, data engineers

Lack of Business Intuition & Transparency

Traditional processes often a “black box” with little business insights



Talent

Scale

Trust

Logistics

Lack of Scale

Repeatable and systematized ML processes and infrastructure across the enterprise

Disconnected

Manual data movement and reconciliation between fragmented systems and Finance processes

An aerial night view of a city street, showing traffic and buildings. The image is used as a background for the title text.

CFO Survey Romania vs CEE vs Global

Romania CFO survey – key insights

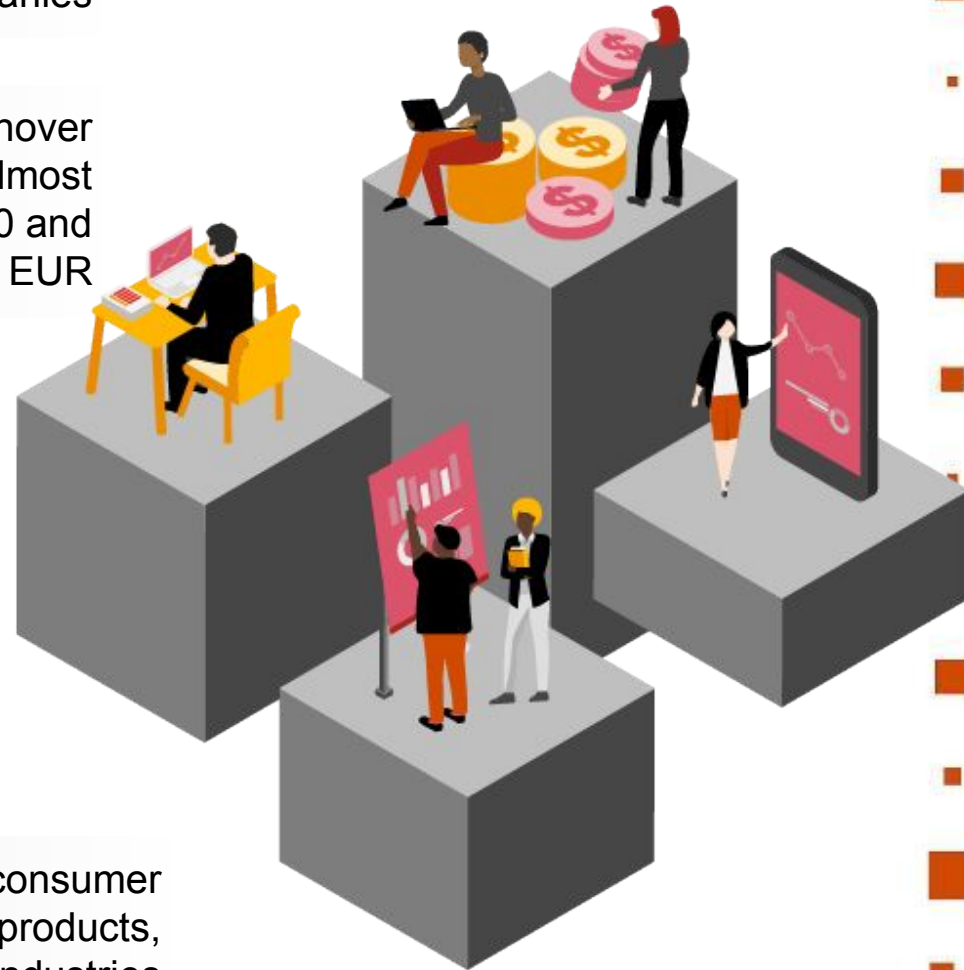
Surveys were conducted for both banks and non FS companies

60% of local responses came from companies with a turnover range between 30 mil – 250 mil EUR, while at CEE level almost half of responses are SME with turnover range between 30 and 100 mil. EUR

72% of companies between 101 - 2000 employees. Banks respondents have between 1,000 and 10,000 employees

Financial service entities who completed the survey are covering 75% from total assets of Romanian banking system

Almost quarter of respondents are from Distribution and consumer goods industry. While, 45% responses are from Industrial products, Pharma and healthcare, Manufacturing industries



A CFO has many roles..

There's a perfect storm of opportunity, enabled by technology, for the Modern Finance organization to be a key **strategic partner** to the business.

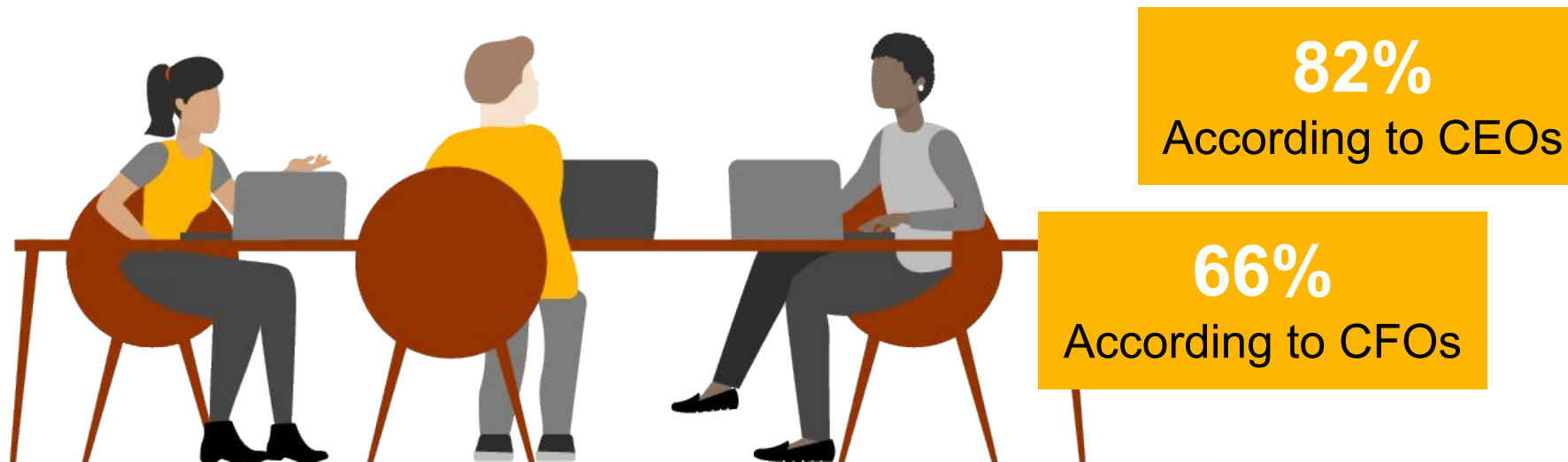


Role of the CFO in the organization

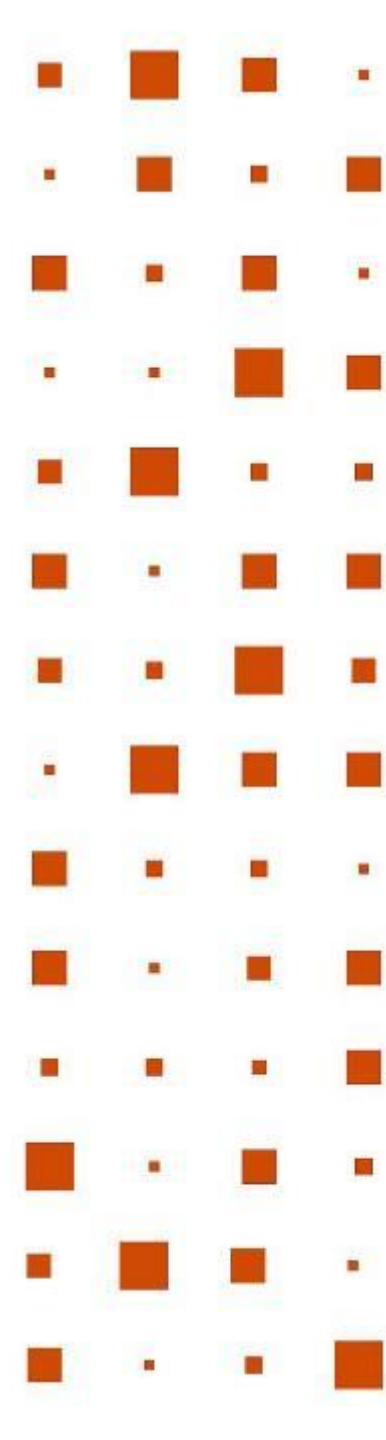
Expectations

Changing the role of CFOs

72% of respondents felt that the role was increasing significantly



Source: Global ACCA Survey – 2020 – More than 1,150 CFOs and CEOs participated

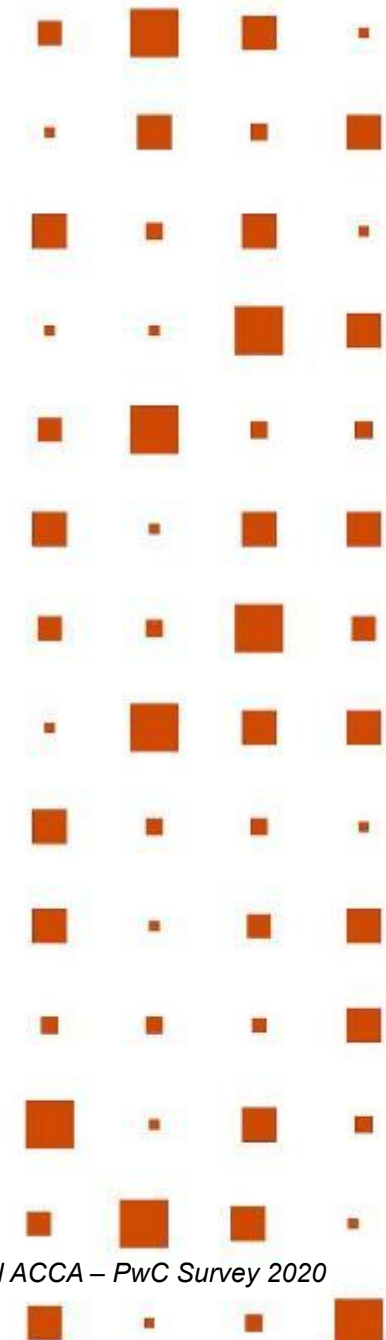


The CFO as a business partner

Which, if any, of the following do you believe currently represent barriers to business partnering relationships being as effective as they could be in your organisation?



What single aspect of business partnering is most valued by the 'customer' of the business partner?



Romanian CFOs are facing diverse and changing challenges



88%

Investing in innovation
and technology

75%

Recruitment, retaining
and development of
talent

38%

Create value added
to business
decision makers

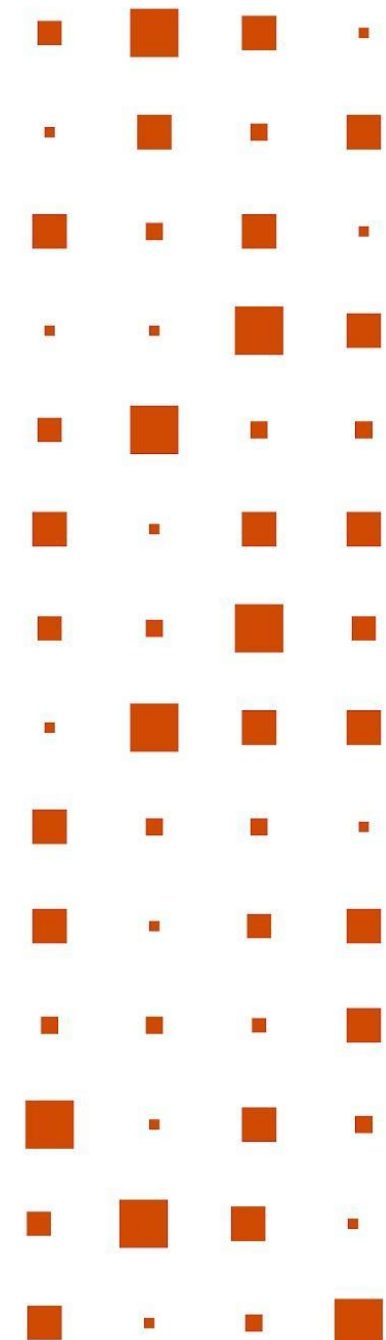
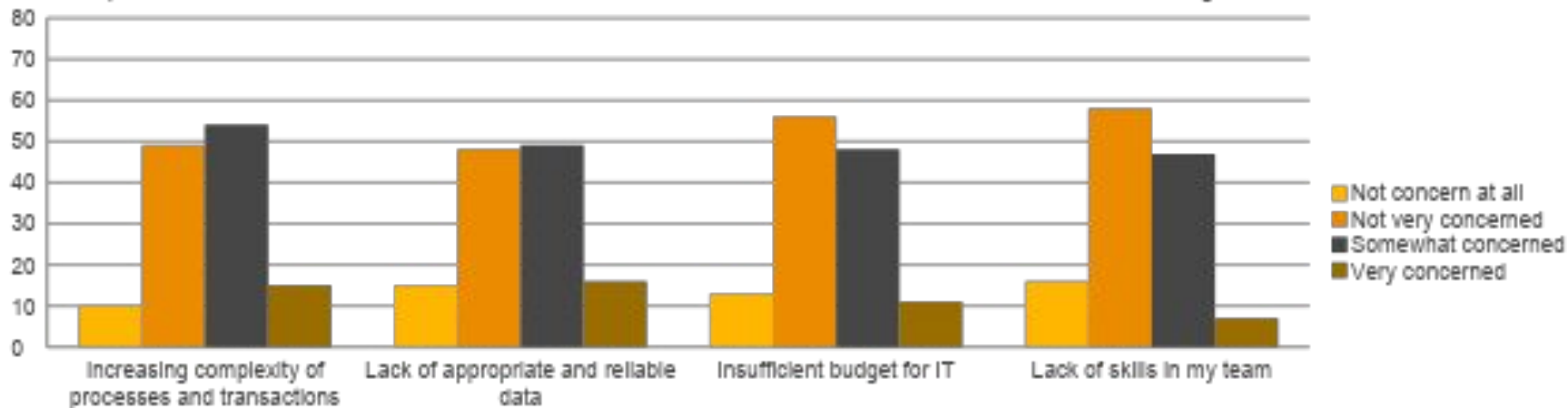
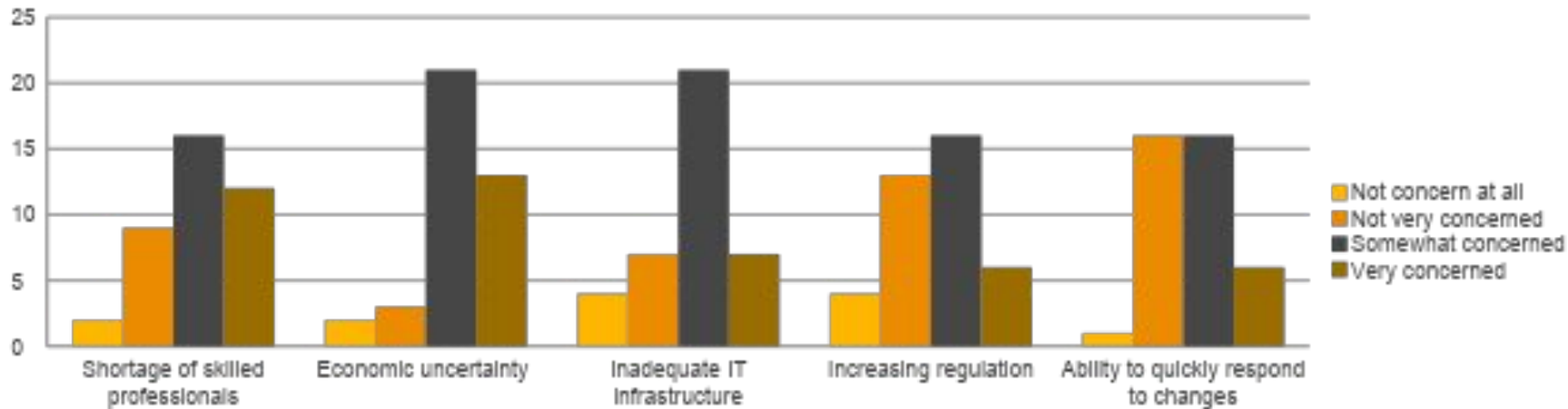


25%

- Financing growth and development
- Planning and budgeting in a rapidly changing environment
- Maintain and increase motivation and engagement of the team

Romania CFO survey – results

How concerned are you that the following risks and challenges will prevent you from achieving your goals?



Based on these challenges and roles, a CFO seeks to improve his organisation through innovation

“Enable the successful transformation of the bank, by delivering the digital roadmap, while maintaining high financial performance; staff stabilization, motivation and enhancement of skills”

One of the primary goals of CFOs over the next 2-3 years

Major priorities for the near future for the finance function

100% Automate processes

63% Improve the **level of service** and the quality of interactions with internal stakeholders

50% **Reduce silos** (e.g. lack of cooperation between groups or departments) in the organization

38%

- **Standardize processes**
- **Lower the costs**
- **Improve available skills**

25%

- Refocus on **high added value expertise activities**
- Improve the level of service and the **quality of interactions** with external actor

The Modern Finance Agenda

Technology is a critical enabler of the end state but **shouldn't go first and shouldn't go alone.**

You can start on different pathways but to **transform they must come together!**



Lead with a People lens

- Investing in an upskilled workforce that's digitally savvy
- Supplementing new human and machine based roles
- Creating a modern and collaborative environment
- Using a highly efficient delivery model



Lead with a Process lens

- Simplifying and standardising processes with next generation cloud ERP
- Achieving end to end process automation and self service delivery
- Embedding predictive and automated controls



Lead with a Performance lens

- Creating a connected data, insight and analytics capability enabled by a Digital core
- Predictive and forward looking insights supported by Machine Learning and data science capability
- Real time insight and self service supported by NLP

Lead with People

55%

of respondents cited that within five years the role would be obsolete without appropriate skills development.

[1]

49%

The importance of qualifications and recognition was evaluated with the survey respondents, of whom 49% indicated that a CFO-specific qualification would be appropriate in the medium term^[1]

[1] PwC ACCA Survey 2020

45%

Of the CFOs indicated that insufficient attention was being paid to developing the skill sets of the next generation of CFOs ^[1]

““

We often hear from our clients concerns about having the right skills in Finance

“What capabilities do we need?”

“How do we re-skill our workforce?”

“How do we create meaningful career paths?”

“How will roles change by the use of automation technologies such as RPA and Machine Learning?”

“What will some of the emerging and new finance roles look like?”

“How can we best tap into the “gig” workforce, while mitigating risk?”

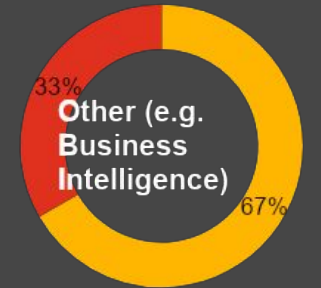
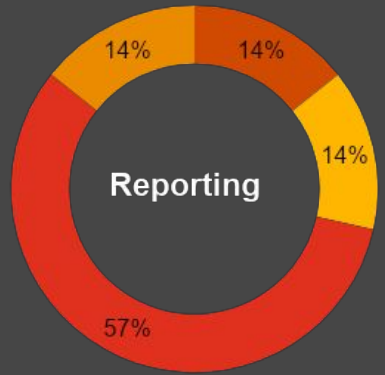
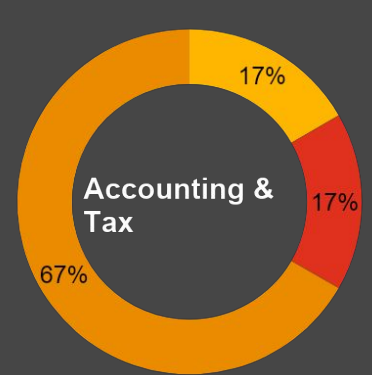
“How can we design our workplaces to drive engagement, collaboration, and retention?”

These transformations are reflected in the structure and headcount of the organisation..

	Expectation	Reason
 13%	Increase the headcount of the accounting and finance department	<ul style="list-style-type: none"> Address current skill shortage Increasing complexity of accounting regulations
 40%	Decrease the headcount of the accounting and finance department	<ul style="list-style-type: none"> The automation of processes Improved efficiency and reduction of costs



Current structure of Finance department in Romanian banks



6-10 11-25 26-50 >50

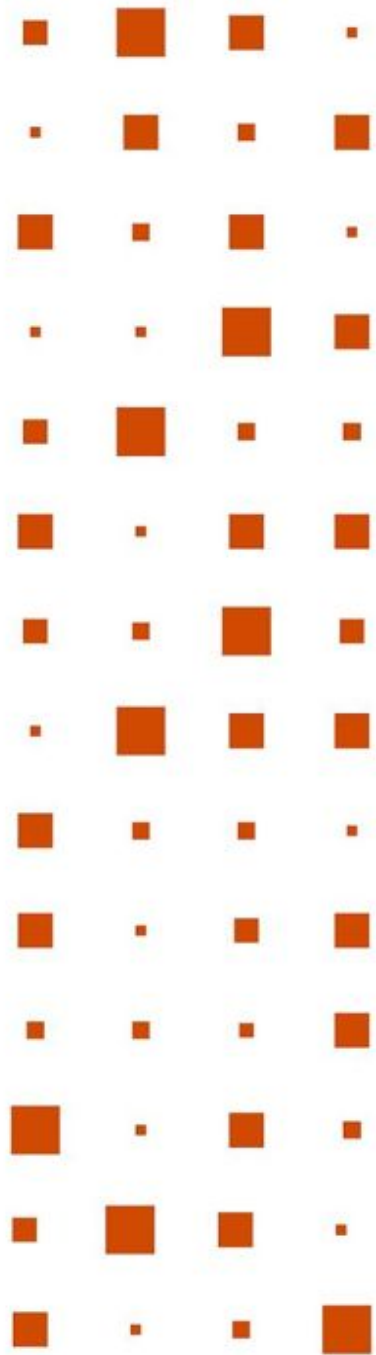
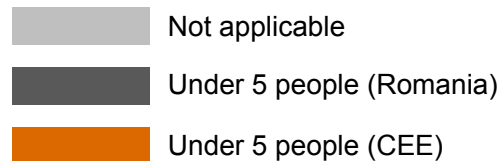
6-10 11-25 26-50 >50

6-10 11-25 26-50 >50

Romania CFO survey – results

How many people work in your team?

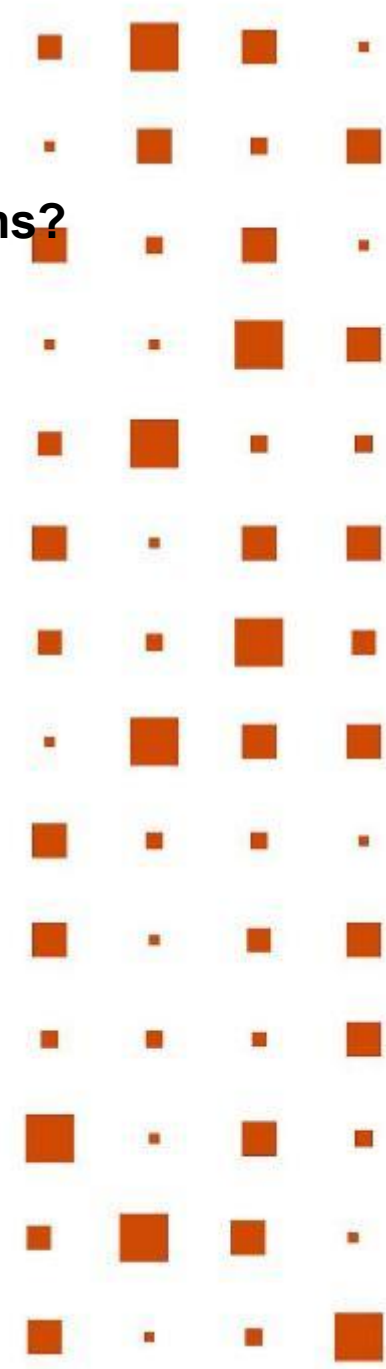
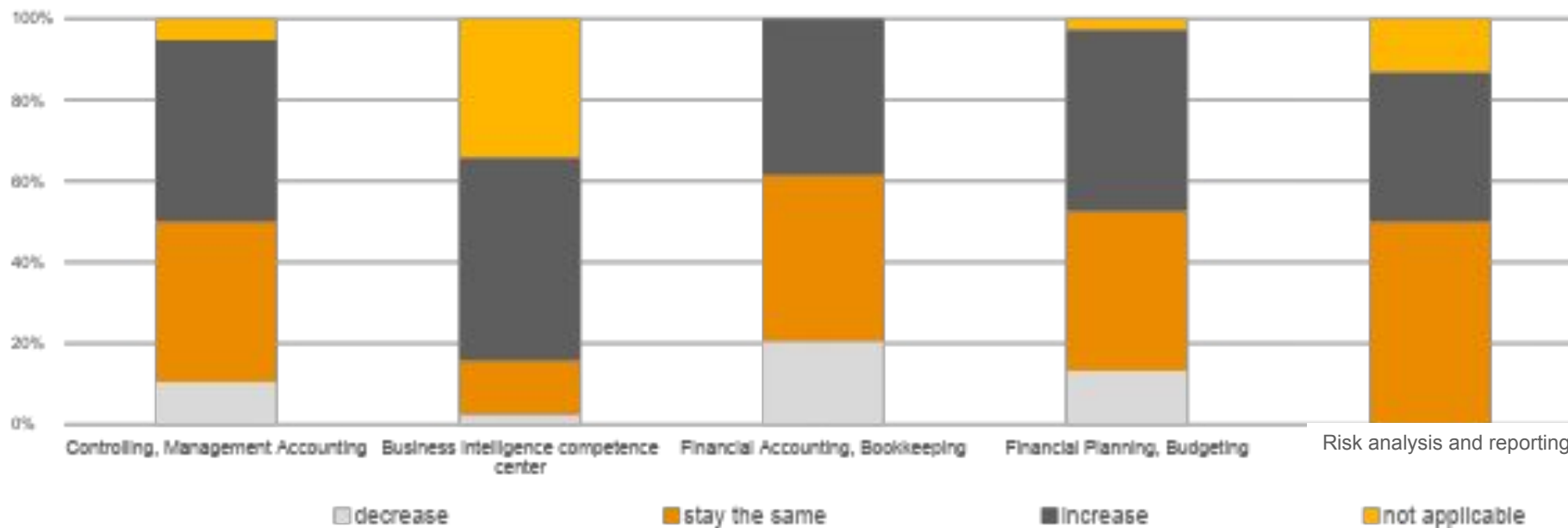
- Financial accounting, controlling teams, taxes and treasury teams are established in almost every company
- Over 80% of companies in Romania does not have a business intelligence department, while the percentage at CEE level is 75
- Controlling and management accounting department has 5 or less employees in almost 90% of the companies both in Romania and at CEE level



Romania CFO survey – results

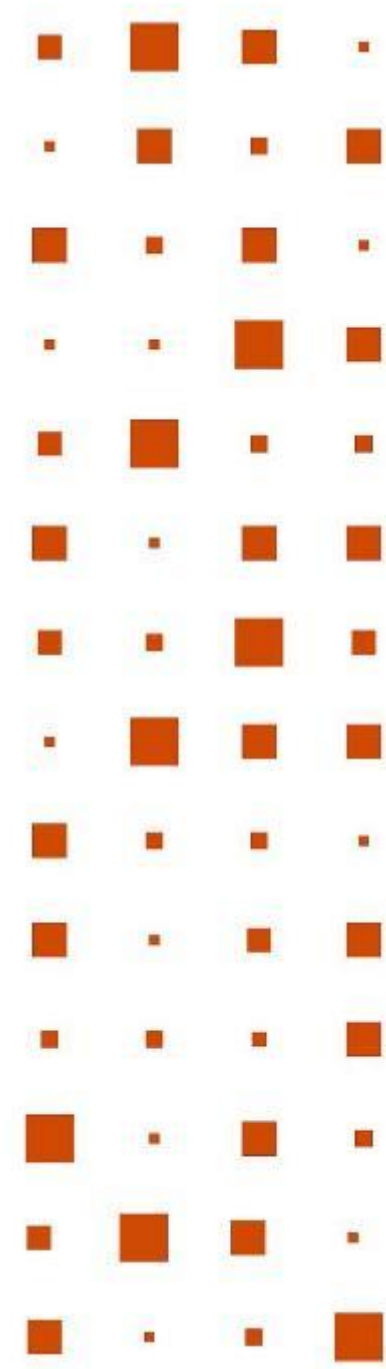
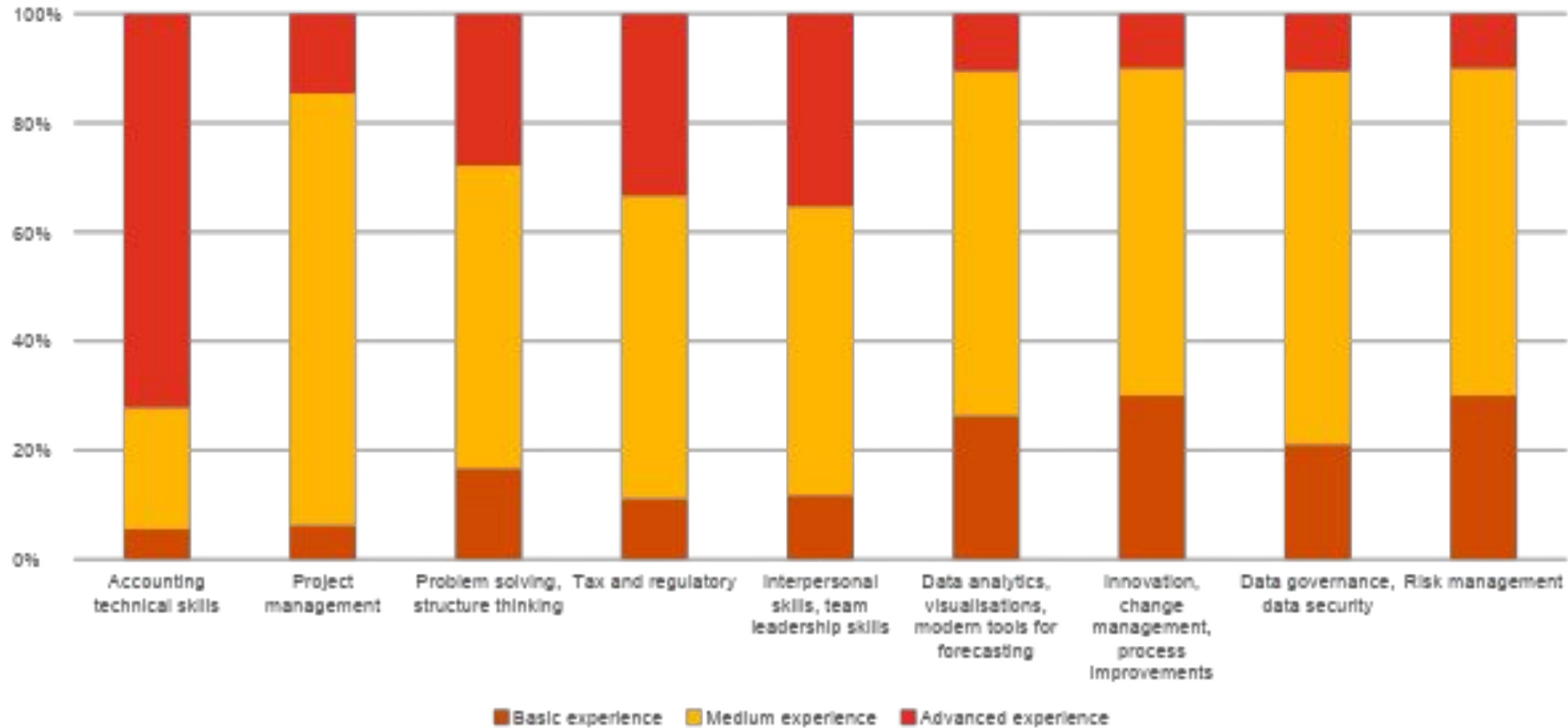
In next 3 years, how do you expect the number of operations to change in following teams?

- Teams, where number of operations is expected to increase or stay the same (or N/A) are: controlling, financial planning and business intelligence.
- 50% of respondents expects an increase in operations in business intelligence
- The operation of controlling team is expected to increase in 45% of companies



Romania CFO survey – results

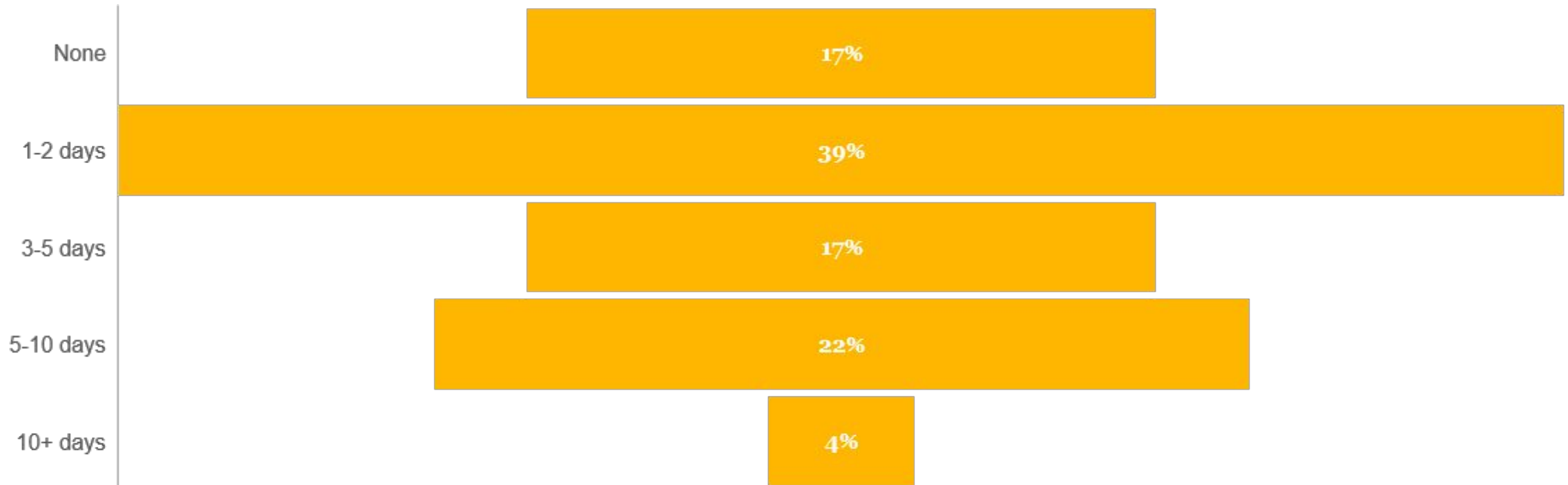
Please try to evaluate competencies of your current team





Your people will need a new mix of capabilities which are significantly different to today...therefore creating a need for new roles in the future

How many days (average per year and per person in the finance function) do you spend on training?



Lead with Process

68%

are investing in digital transformation over the next 12 months, including in technologies like cloud and analytics [1]

48%

of companies will change processes to become less dependent on employee institutional knowledge [1]

67%

are investing in cybersecurity tools and training. As companies make the move to a hybrid work environment, cybersecurity remains a top concern[1]

49%

rank data analytics as the most important capability for supporting the future of work[1]

[1] PwC US Pulse Survey 2021

““

We often hear from our clients a desire to constantly improve processes

“Can we evolve the scope of shared services and outsourcing and what’s the role of a CoE?”

“Should we expect shared services to be significantly cheaper or even eliminated in the future?”

“What are the benefits of next generation cloud ERP and what’s the role of Finance in leading this agenda?”

“What are the automation focus areas?”

“How can we embed compliance and controls?”

“Does real time reporting really exist and how can we reduce the number of days to close and the effort spent collecting and reconciling data?”



People in the financial departments prepare tens of reports in a month for management, group and regulator. While some processes and tasks are automated, there is still room for improvement.



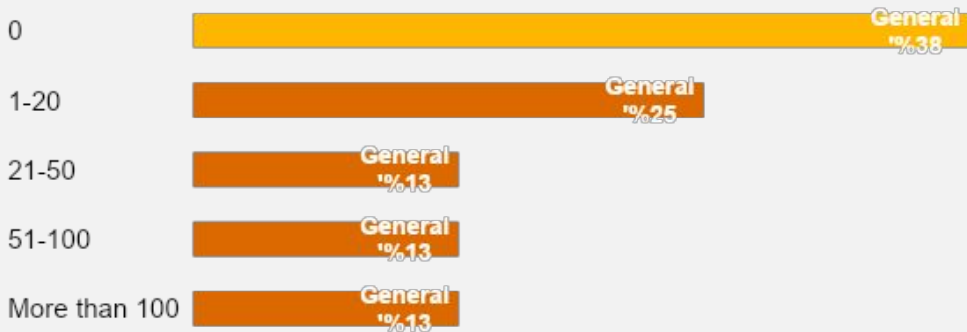
What is the average number of business days for month-end close of general ledger?



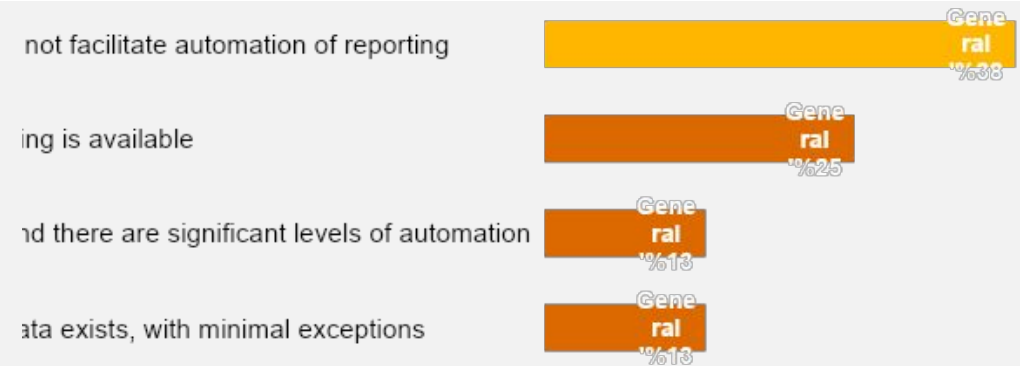
What kind of system do you use for consolidation?



How many top-level adjustment journals which are posted outside general ledger (i.e. your ERP system) were processed at the last financial year-end?

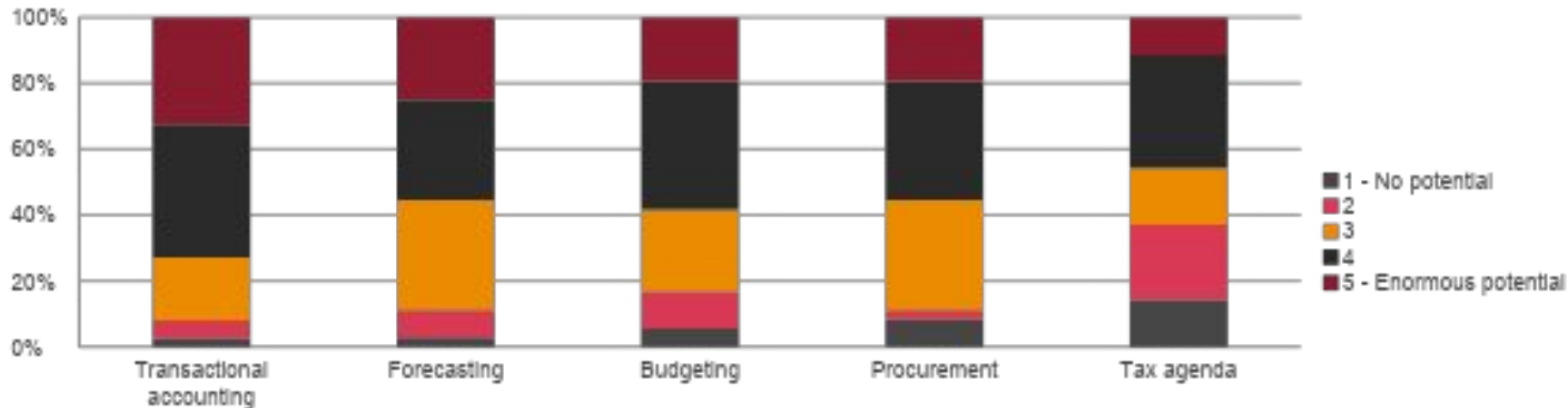


Which of the following best describes your technology infrastructure to satisfy statutory and management reporting requirements?

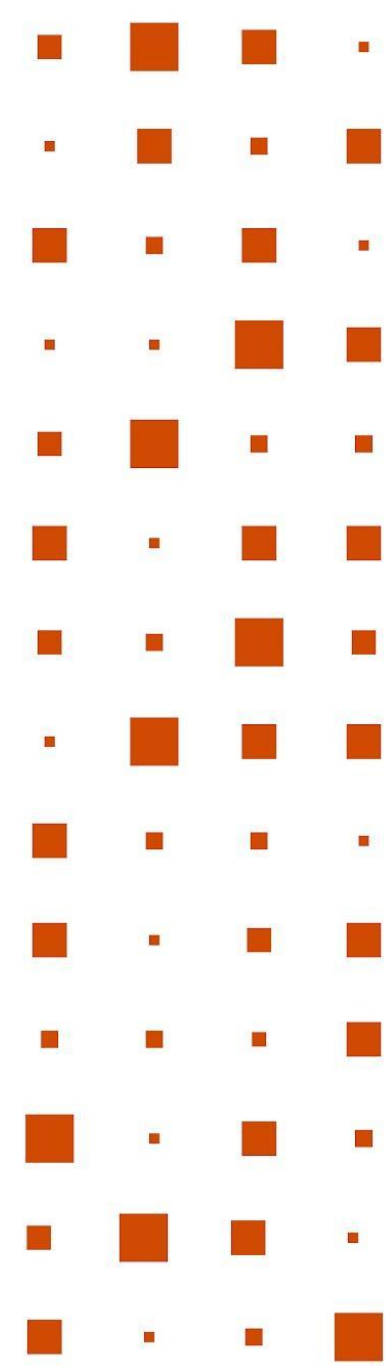
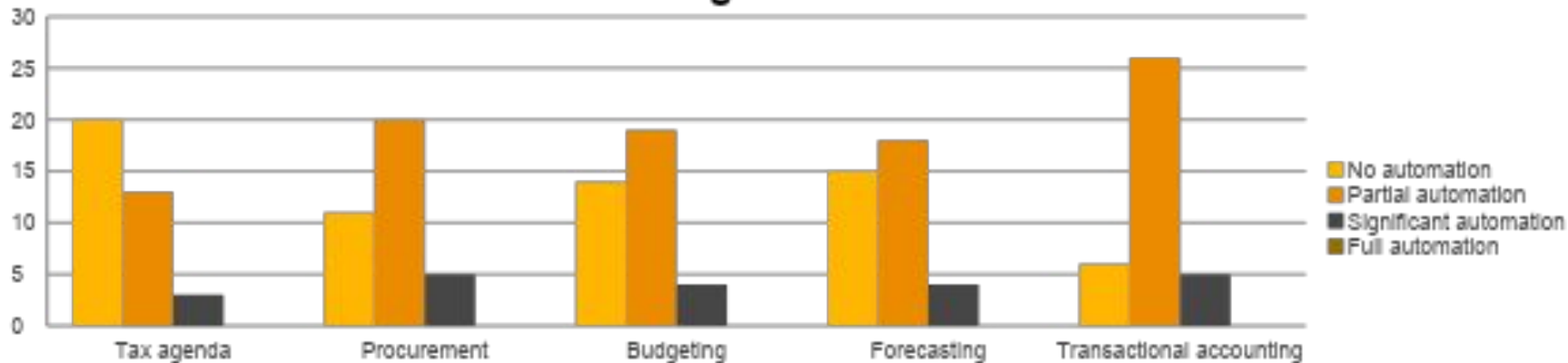


Romania CFO survey – results

What potential for task automation do you see in the following areas in your company?



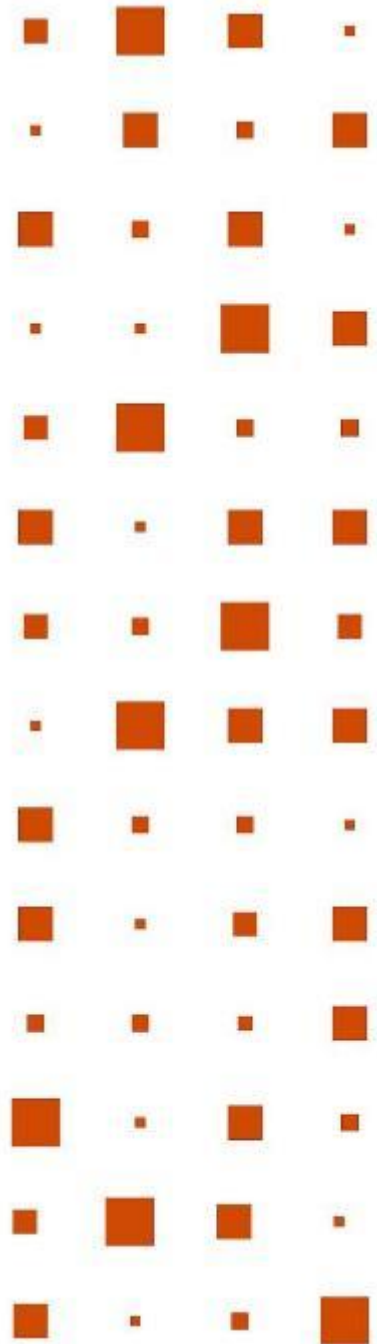
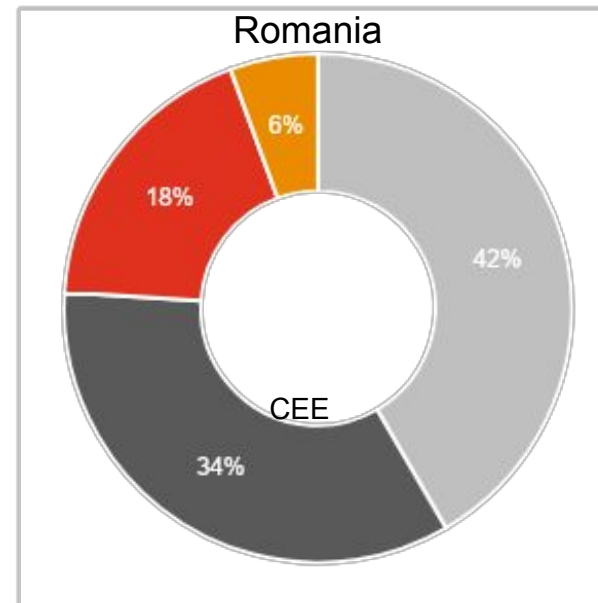
To what extent are tasks in the following areas automated?



Romania CFO survey – results

Which of the following best describes your technology infrastructure for budgeting and forecasting?

- Even though some kind of automation exists, spreadsheets are still used very often, 49% of companies in Romania and 42% in CEE are using spreadsheets extensively;
- A third of companies are using spreadsheets but in controlled fashion and comprehensive central guidelines are applied locally regarding data capture, processes etc.
- Less than 20% of companies at both local and CEE level are using planning tools for data consolidation from various sources, and
- Less than 10% have a fully automated process using web-based workflow and data capture and a central calculation and consolidation system/warehouse.



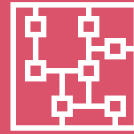


While 63% of respondents fully document their tasks and processes, none of them consider it easy to search or use their documentation



50% of respondents don't use their documentation or find it difficult to use it

- Extremely difficult to search in and use documentation
- Documentation not used regularly
- No formal inventory, documentation of complex spreadsheets
- No formal test plan to document spreadsheets



Goal to strive towards as an organization

- A centralized database with all the documents and procedures of an entity where relevant documents can be found through the use of key words.



Lead with Performance

74%

claimed that finance business partners focus on both historical and future performance.

[1]

56%

of CFOs said in June 2020 that their tech investments would make their company better in the long run[2]

[1] PwC ACCA Survey 2020

[2] PwC US Pulse Survey 2021

[3] PwC US Pulse Survey 2020

49%

About half of the technology executives surveyed cite analytics to drive better decision-making as a capability that will be most important.[2]

75%

of CFOs say they plan to allocate more resources to digital transformation.

[3]

“

We often hear from our clients a desire to add value to the business through forward looking insights

“How can we improve our data quality?”

“Can we integrate our systems and data sources?”

“How do we reduce the number of reports and spreadsheets and move to self service reporting?”

“How do we start using more consistent and relevant metrics that are aligned to strategy?”

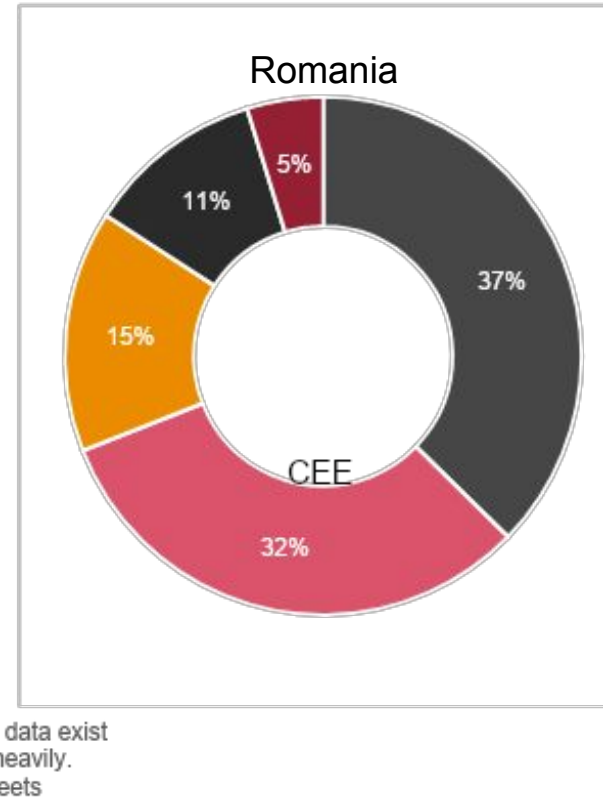
“How do we create forward looking insights leveraging advanced analytics, Machine Learning and AI?”

“What’s the role of a Finance CoE when it comes to data, analytics and decision support?”

Romania CFO survey – results

Which of the following best describes your technology infrastructure to satisfy statutory and management reporting requirements?

- Locally 51% companies have some automation of reporting but spreadsheets are still used heavily, compared to 37% at CEE level;
- A quarter of the companies have data warehouse and there are significant levels of automation. However spreadsheets are still widely used.
- Almost 20% of the companies are still using heavily spreadsheets as systems architecture does not facilitate depth or automation of reporting.
- A standard taxonomy, with minimal exceptions is not common in Romania.
- Single enterprise-wide data warehouse, powerful and well-understood reporting tools and self-service reporting are not in place at the companies participating at the survey.



While on some emerging technologies such as RPA, complex visualisation and big data mining steps have been taken towards implementation, there are still many areas which can still be explored

No activity
Implementation

Virtual reality/Augmented reality solutions

Connectivity/Industrial Internet of Things

Robotised physical tasks

Cloud-based IT solutions

Blockchain technology

Artificial Intelligence

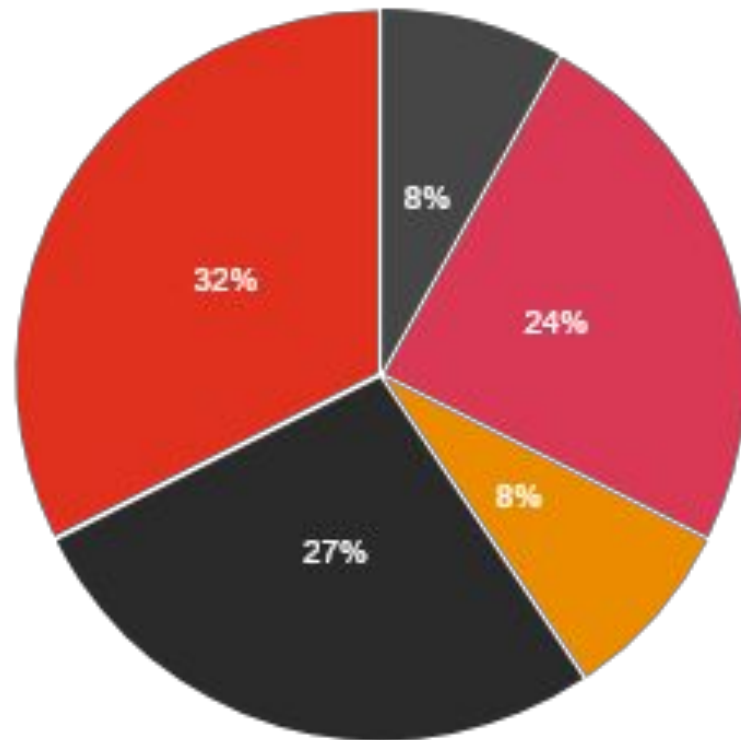
Big data, data mining

Complex visualisation solutions

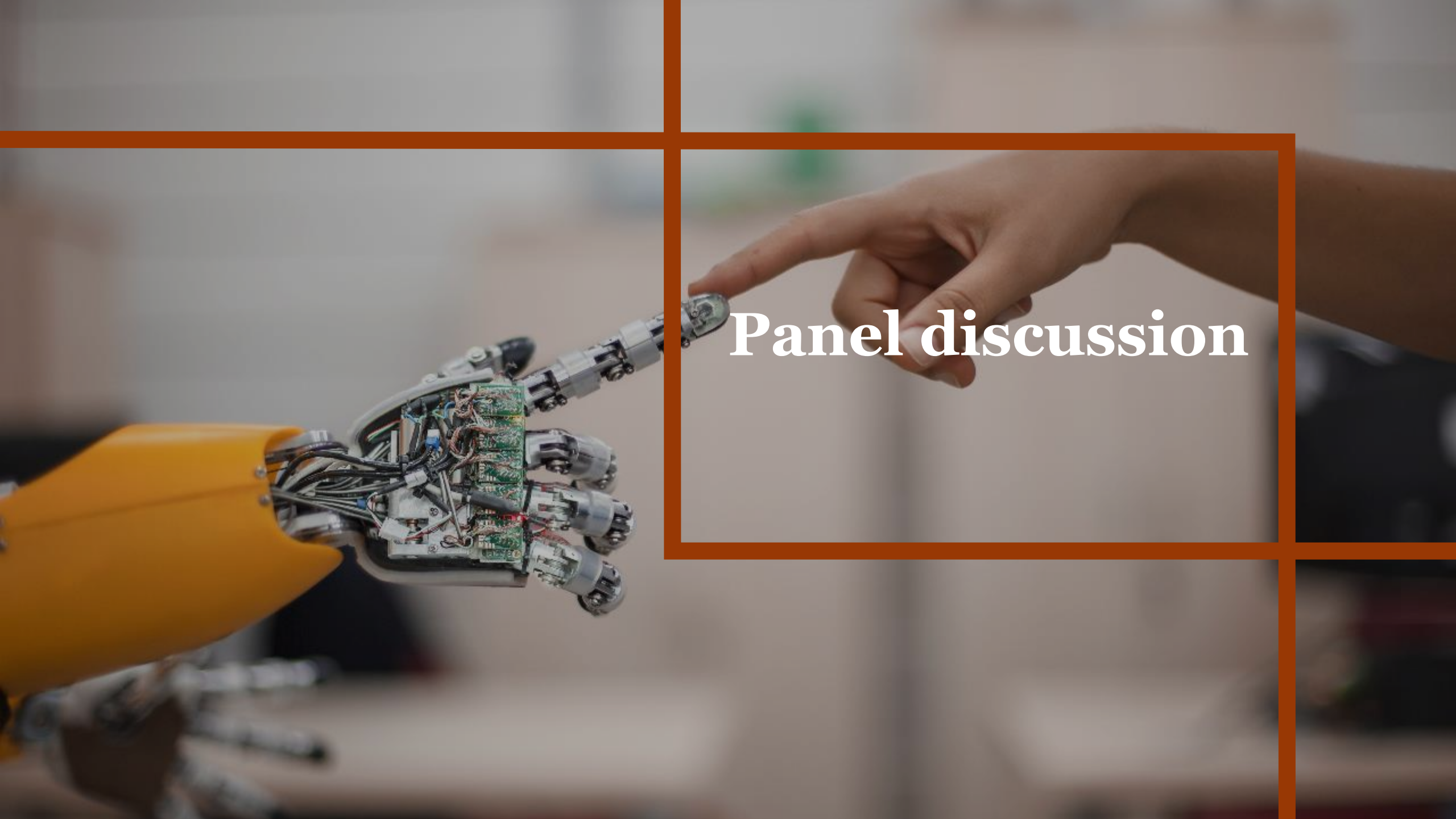
Robotic Process Automation (RPA)

Romania CFO survey – results

Are you planning to implement new ERP or new version of the current ERP system (e.g., SAP, S/4 HANA) in the next 3 years?



- Not relevant for us. We have already had a major update/change in the previous 1-3 years.
- No, there are no current plans.
- No, but we are planning to implement in the long term.
- Yes, but the project has not commenced yet.
- Yes, the project is already in progress.



Panel discussion



Panel 1

Open Panel with guests

- **Elke Meier**, CFO, Banca Comercială Română
- **George Călinescu**, CFO, Banca Transilvania
- **Dana Popescu**, CFO, Blue Air Aviation
- **Mihai Ion**, CFO, Raiffeisen Bank
- **Octavian Petrescu**, COO, RodBun Grup
- **Nicolas Mahler**, CFO, Telekom Romania

- **Gabriel Voicilă**, Partner Technology, PwC Romania
- **Monica Movileanu**, Partner Capital Markets and Accounting Advisory Services, PwC Romania
- **Ana-Maria Butucaru**, Partner Financial Services, PwC Romania

Embracing transformation

Disruption is relentless, creating an **urgent need for Finance to better support the business.**

This means the role and capabilities of Finance need to be reframed.

The Essential Eight



3-D Printing



Artificial Intelligence



Augmented Reality



Blockchain



Drones



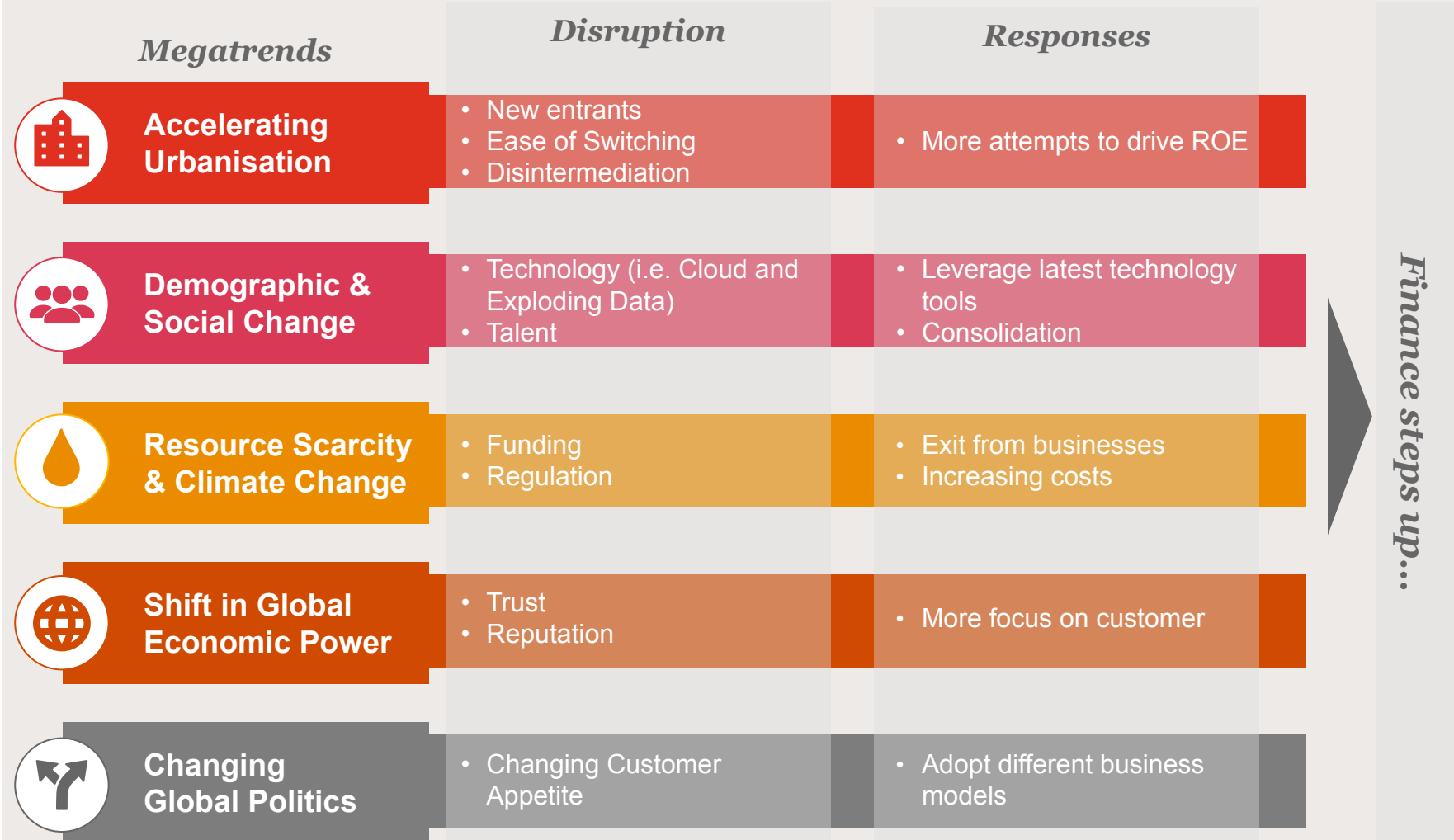
Internet of things

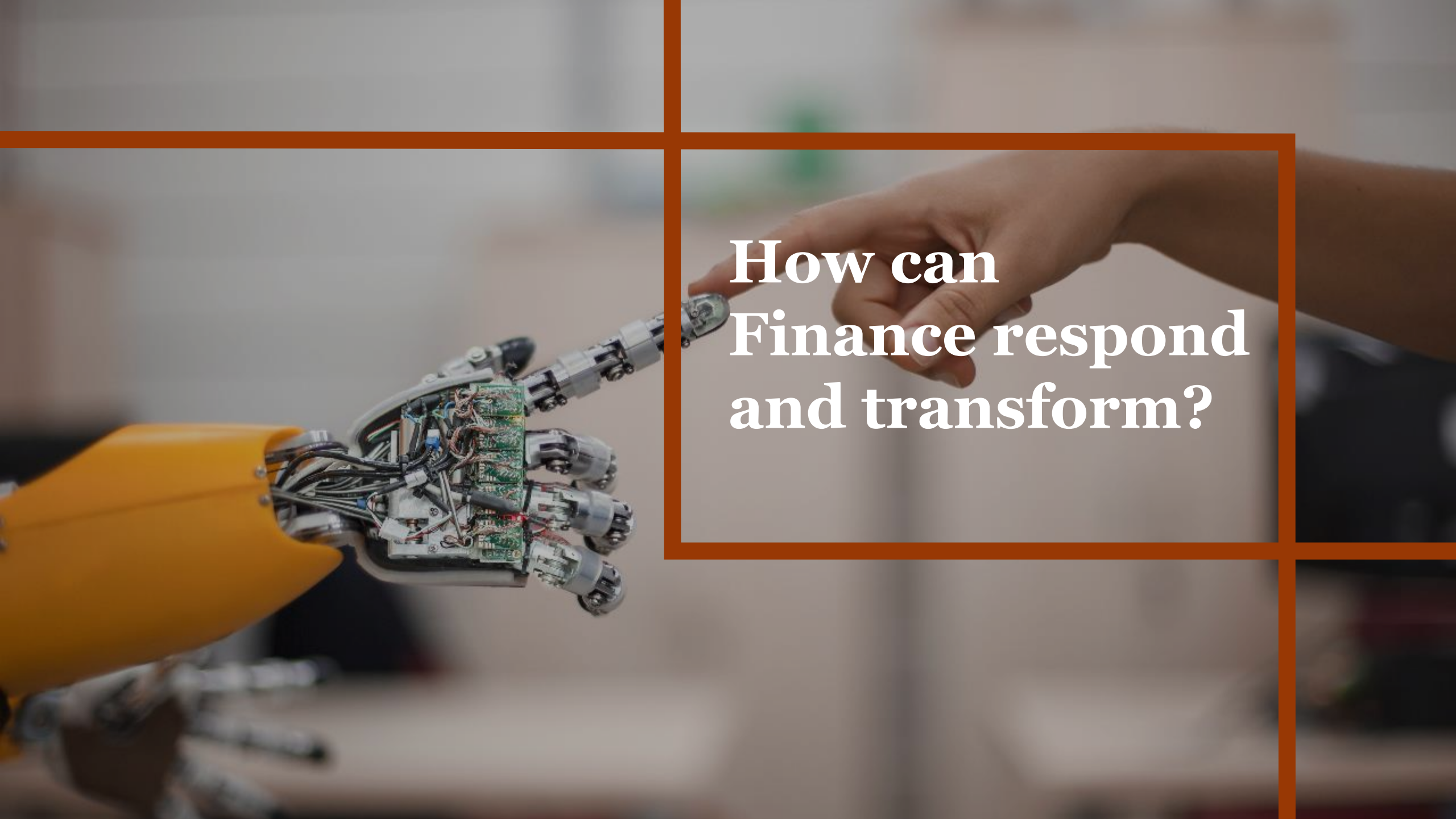


Robotics



Virtual Reality





**How can
Finance respond
and transform?**

Lead with People

Attracting, developing and retaining the right skills are critical if Finance wants to pivot in to a value enhancing advisory role.



Finance Workforce of the Future



Finance Modern Workplaces

Modern Finance Workplace & Talent Management



Clarity of purpose and learning journey; cycles of experience and career path flexibility, a culture of diversity and empowerment and a modern workplace are prerequisites for attracting Modern Finance talent.

Modern Finance Job Families & Competency Framework



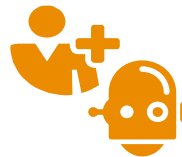
Alongside global process owners; new job families and competency frameworks will organise and develop the right capabilities within Finance. E.g. Automation Controller, Data Scientist, Digital Finance Lead.

Modern Finance Learning Journey



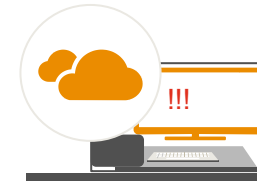
Learning programmes develop the right skills for Finance to be effective. From Finance Summits to just-in-time e-learns creating digital, data, analytic and commercial savvy capabilities.

The Gig Economy & Augmented Finance Workforce



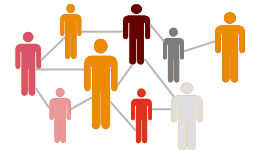
Contractors and part time employees coupled with flexible working arrangements and working in tandem with bots and machines creates a Finance workforce capability that's fit for the future.

The Cloud Enabled Workplace



The cloud enabled workplace, new working methods and collaboration tools enables a workforce to operate smarter and faster across diverse geographies in virtual teams without being bound by traditional offices.

The Adaptive Operating Model



A culture of continuous improvement, Lean working methods, Agile methodology and cycles of experience enables an adaptive operating model to flex to the needs of the business.



Panel 2

Open Panel with guests

- **Barry Downey**, VP of Solution Consulting OneStream
- **Clive Web**, Senior Insights Manager, ACCA
- **Gabriel Voicilă**, Partner Technology, PwC Romania
- **Monica Movileanu**, Partner Capital Markets and Accounting Advisory Services, PwC Romania
- **Mircea Bozga**, Partner, Risk Assurance Services, PwC Romania



The digital accountant

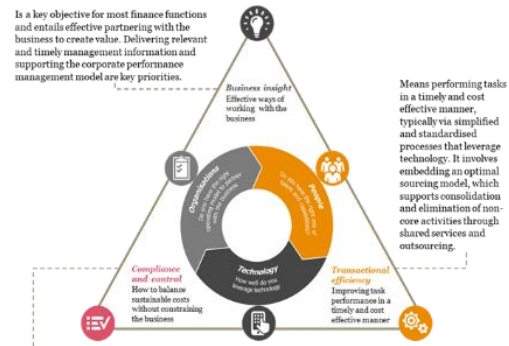
Digital skills in a transformed world

Romania – 10 November 2021

The story so far...

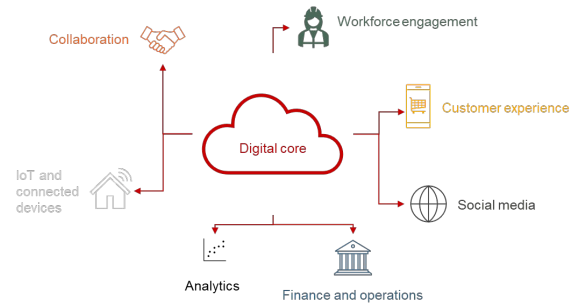
Changing the balance of the function

Is a key objective for most finance functions and entails effective partnering with the business to create value. Delivering relevant and timely management information and supporting the corporate performance management model are key priorities.



Have been at the top of the agenda in recent years. The future business needs to optimise risk management, compliance and control to establish a sustainable cost effective control environment, which meets today's requirements and is flexible in terms of future changes in regulations.

Technology as the pipe, data as the oil



Driving insights



A seat at the table?

- ‘totally pushed finance to the forefront.’
- ‘I think that this is now something that we are more and more being asked to contribute. I find this refreshing and positive.’
- ‘from the CEO perspective there was a lot more focus on finance and reliance on us to bring the numbers. Finance became the single source of everything regarding numbers.’
- ‘I found myself being uplifted, being part of meetings which I wasn’t in the past.’



Whatever role you carry out in the finance function you can make a difference in this technological world. Boundaries are falling away, and opportunities are abundant. The limiting factors are mainly in the mindset of those who are unwilling to be open and embrace the transformation from industrious manual accounting to digital accounting.

The need for the accountant to understand the digital impact on businesses is far higher today than it was 20 years ago.

How we perceive our digital skills

85%

How relevant do you consider digital skills to be for accountants and finance professionals in your industry?

63%

In the role that you perform, do you consider that you have the right level of digital skills required?

Digital skills – our examples

Emerging and existing technologies

- Enterprise Resource Planning
- Spreadsheets
- Analytics applications
- Data visualisation tools
- AI and machine learning
- Robotics
- Blockchain

Capabilities

- Project management
- Programme management
- IT governance
- Data governance
- Data labelling

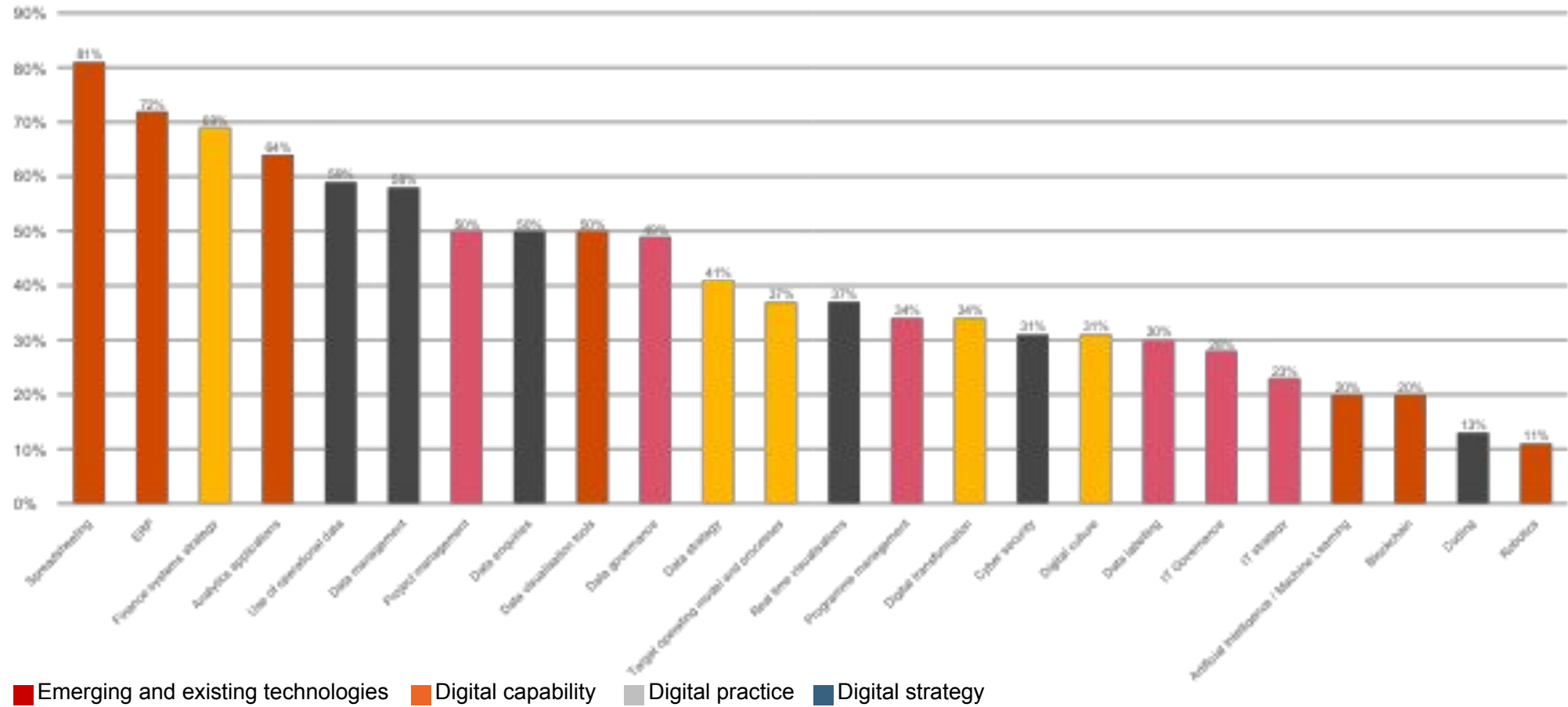
Practices

- Data management
- Use of operational data
- Real time data visualisations
- Data enquires
- Cyber security
- Coding

Strategies

- IT strategy
- Finance systems strategy
- Target operating model and processes
- Digital transformation
- Data strategy
- Digital culture

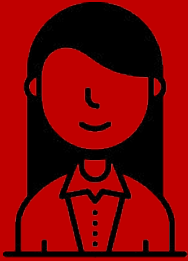
Evaluating some examples



Digital is not just technology

Leaders now realize that “being digital” is a people problem, not a technology problem. Continuous reskilling will continue, but we have to move beyond merely providing learning content to capability academies and learning in the flow of work.

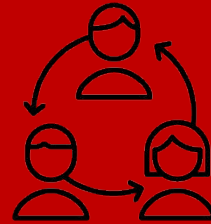
Developing digital skills



All a part of



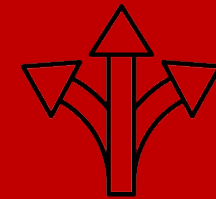
A mindset



Collaborative
working



Business
model



Ongoing
change



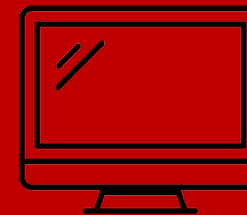
Business use
of technology



Data and
integrity



Ethical lens



Practical
application

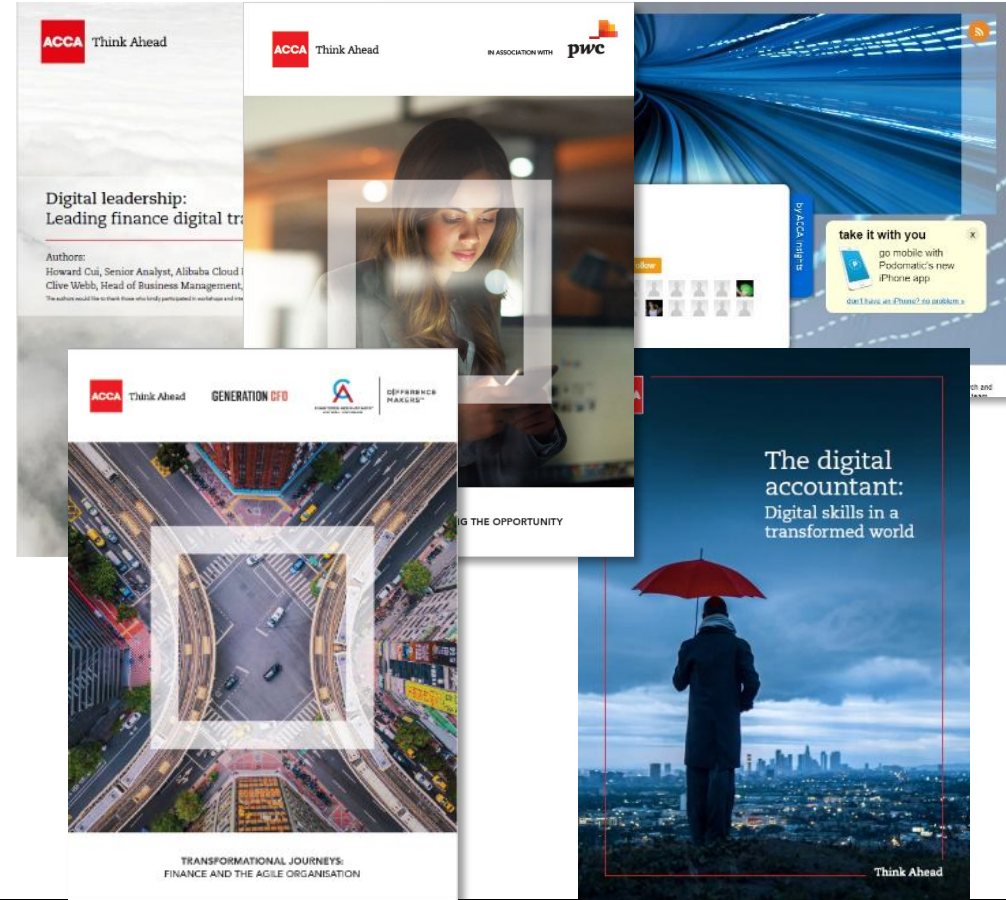


Digital detox

ACCA reports and other collateral

- Digital leadership: Leading finance digital transformation
- Digital accountant – digital skills in a transformed world
- Transformational Journeys
- Finance Functions – Seizing the Opportunity
- Podcasts

Access the reports at accaglobal.com/insights or from the ACCA Insights app.



Certificate in Digital Innovation for Finance (CertDIF)



Home / Employers / Qualifications for your business / **Certificate in Digital Innovation for Finance (CertDIF)**

← Back to
Qualifications for your business

ACCA Qualification

Foundations in Accountancy

Global MBA

Certificate in International Financial Reporting

Diploma in International Financial Reporting

Certificate in International Auditing

Global Business Services Qualifications

Certificate in Digital

Introducing the Certificate in Digital Innovation for Finance (CertDIF)


Our new certificate is aimed at accountancy, finance, business and advisory professionals who wish to develop their knowledge, skills and awareness of innovations in digital technology and its impact on the finance profession.

It provides an opportunity for professionals working in your organisation to increase their knowledge, develop broader technology skills, and understand how technology can create value for your organisation.

There are no formal educational requirements to begin the certificate.

If your team already have professional accountancy qualifications, this certificate can be a valuable source of CPD. It also provides an opportunity to top up existing competencies with specific knowledge and skills around digital technology, future disruptors and digital transformation.

Team members who don't currently hold any professional accountancy qualifications can benefit from the opportunity to gain formal recognition of their capabilities.

 Register for the CertDIF

Multiple user access is available. Leave your details and we'll be in touch

[Get more information](#)

 Related Links

- [Professional insights report: The digital accountant – digital skills in a transformed world](#)

How to stay in touch

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clive.webb@accaglobal.com

Telephone:

+44 (0) 7712 414182

Online:

www.accaglobal.com/insights

<https://www.linkedin.com/in/clive-webb/>

The Enterprise Risk Management Framework

eg COSO, ISO 31k



Expectations become higher in terms of governance, risk management and fraud detection and prevention



Finance can lead the way by becoming a strategic partner within the organisation using **ERM as a structured framework** everyone understands

Likelihood/ Impact	Minimal	Minor	Moderate	Major
Very Likely	Low	Medium	High	Extreme
Likely	Low	Medium	High	High
Possible	Low	Medium	Medium	High
Unlikely	Low	Low	Medium	Medium
Rare	Low	Low	Medium	Medium



Anticipate

Anticipates the significant risks earlier and more explicitly



Respond

Responds to performance deviations faster and more consistently



Address

Provides insights into all risks and improves collaboration, exchange of information and trust in the organization

Lead with Process

With pre-configured Cloud ERP at the core and broader digital enablement; Finance processes, data and controls become **simplified, standardised and automated.**



Cloud ERP & Digital Platforms



Process Excellence & Automation



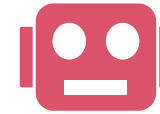
Risk & Regulatory

Pre-configured Cloud ERP



Next generation cloud ERP and a 'fit to standard' design enables simplification and standardisation of global processes and controls which improve data quality and drive a highly efficient end to end process.

Robotic Process Automation



Leveraging 'fit to standard' Cloud ERP; end to end transaction processes can be automated with RPA and automation can extend further with Blockchain and speech Recognition.

Machine Learning Intelligent Automation



ML further automates finance processes beyond transactional, such as automation of the "first mile" of budgeting & planning, the close process, performance management insights and analytics.

Connected Self-Service Data



Cloud ERP and Finance Data Lakes with in memory computing, simple to use app interface, speech recognition and chatbots - real time self service reporting further enhances the process.

Digital Twin & Process Monitoring



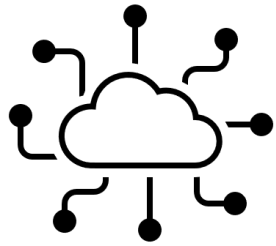
A digital replica and monitoring of end to end finance processes, potential bottlenecks and the ability to simulate process optimisation through changing team workload or applying RPA drives continuous improvement.

Predictive Risk & Regulatory Reporting

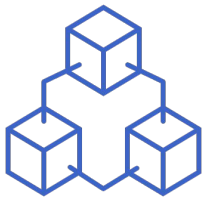


Automated controls has advanced to predictive controls over and above retrospective trend and anomaly analysis. Integration tools further enhance controls with electronic regulatory reporting.

Key for Success



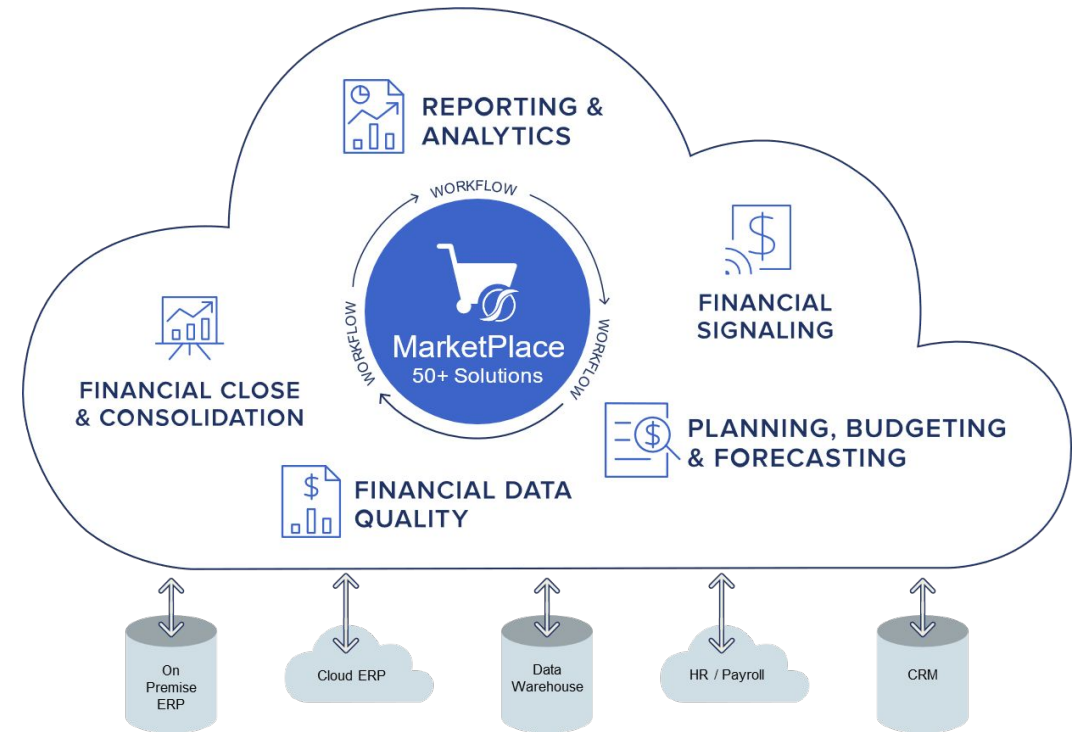
Efficiently connect to multiple source solutions, present and future, manage data mappings and validate



A Single, Flexible Data Model, with varying dimensionality by Process and Operating Unit



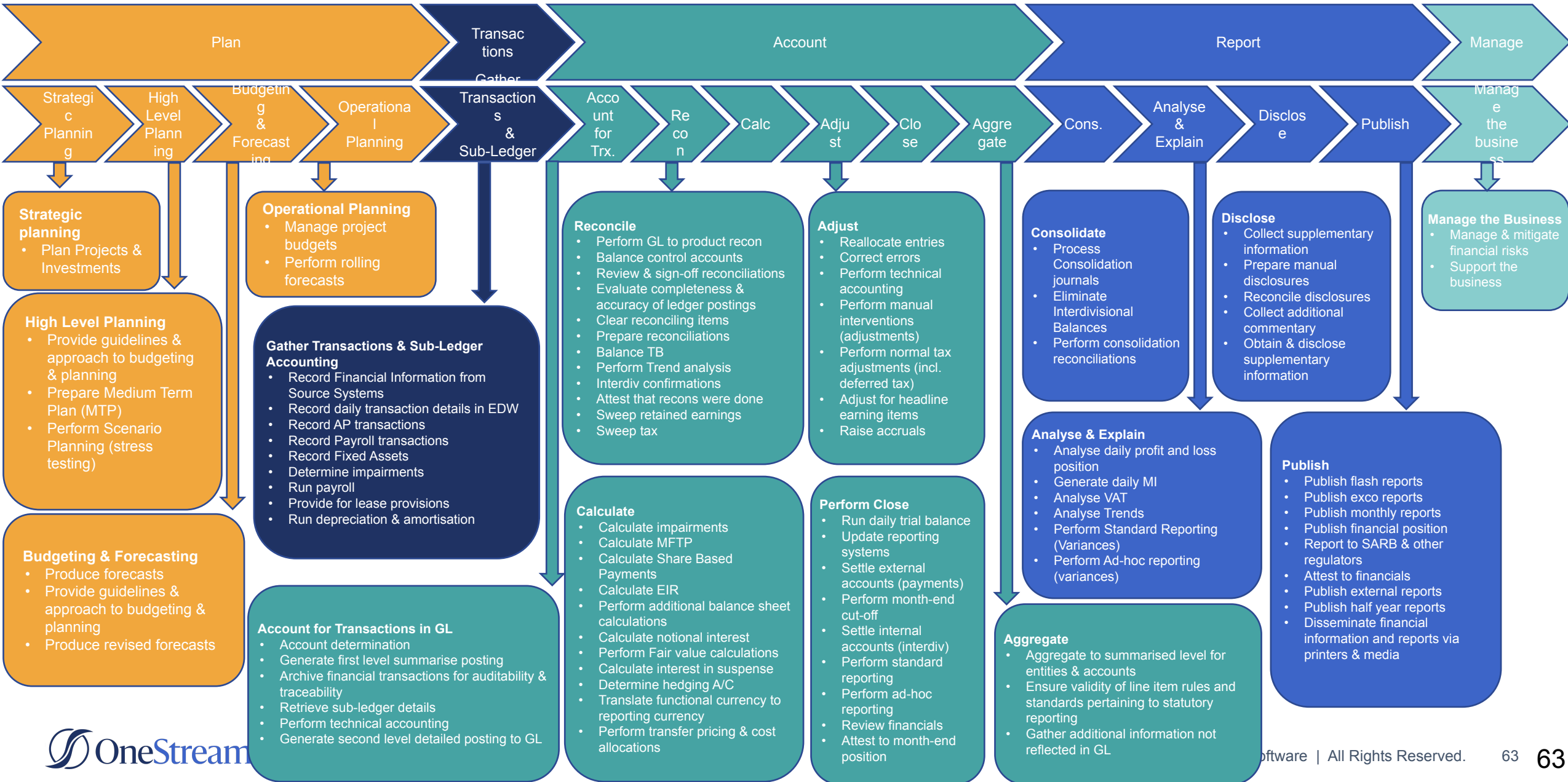
Embedded Workflow & Analysis Tools, advance planning and automation techniques



MarketPlace Solutions

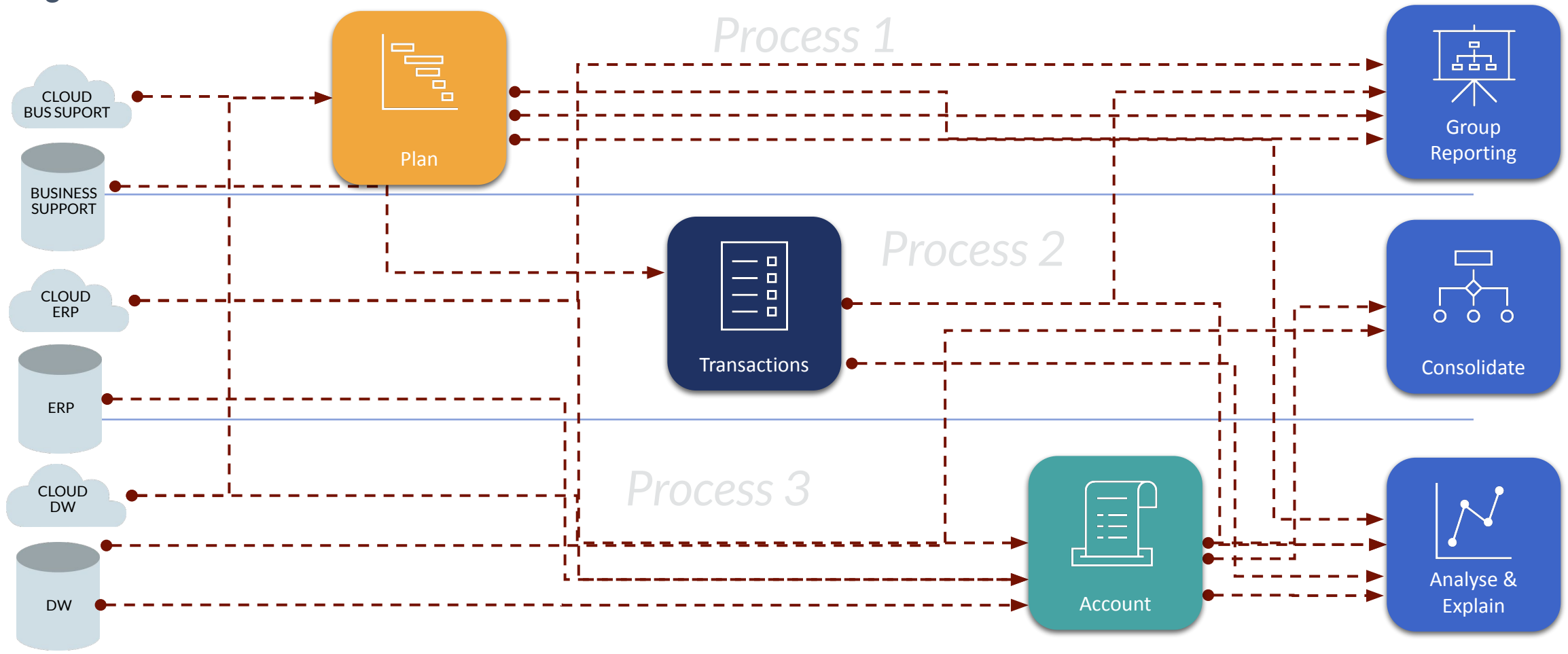
Productivity Tools	Financial Close & Reporting	Planning & Analysis
<ul style="list-style-type: none"> Guided Reporting Parcel Service Task Manager Data Entry 123 Diagnostics 123 	<ul style="list-style-type: none"> Account Reconciliations Transaction Matching Compliance Solutions Tax Provision Apps Control Manager 	<ul style="list-style-type: none"> People Planning Capital Planning Cash Planning Predictive Analytics 123 Sales Planning

Finance Transformation EPM Considerations



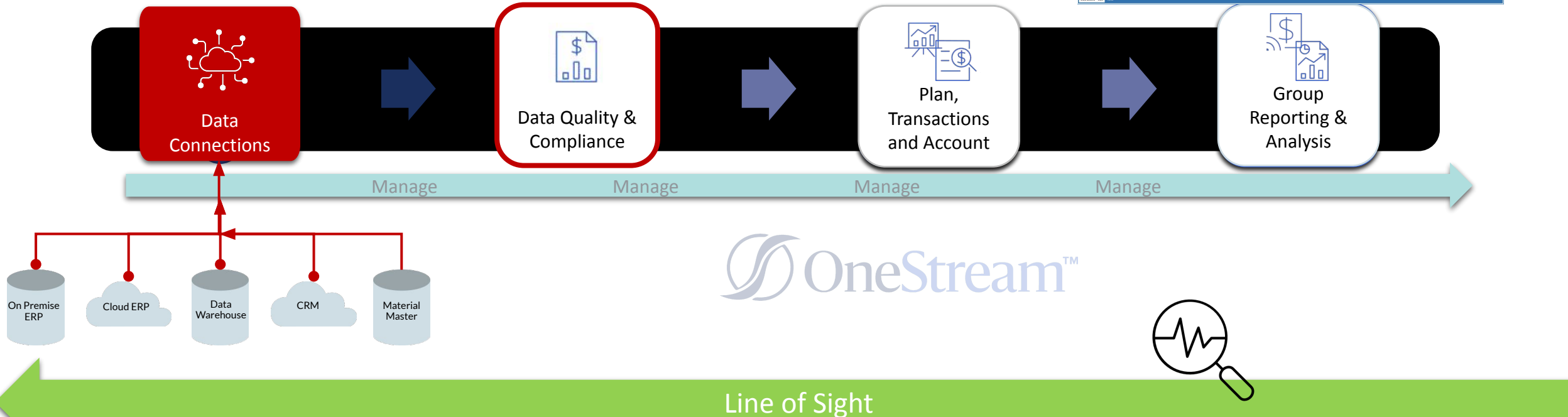
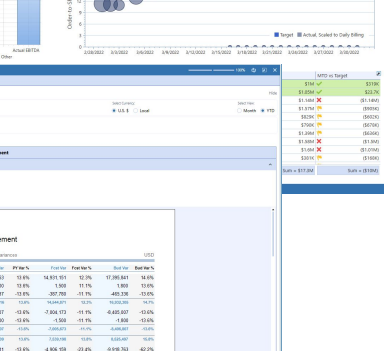
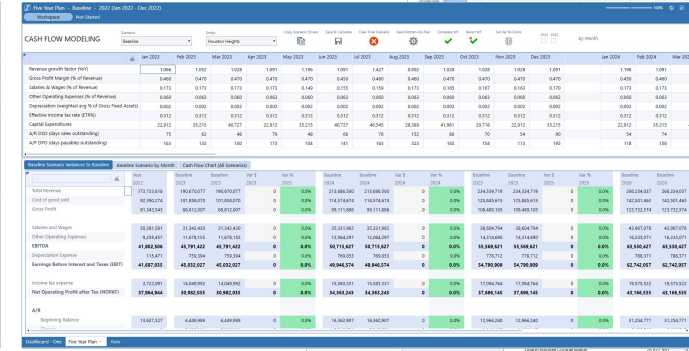
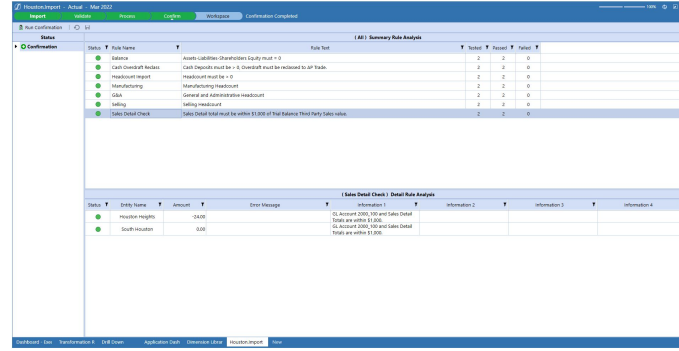
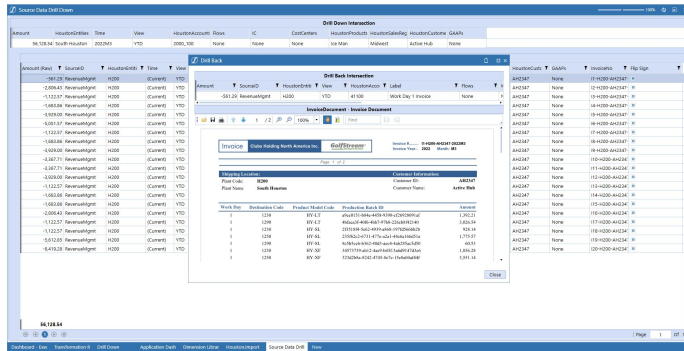
Inefficient Data Value Chain (*many complex integrations*)

Fragmented Architecture



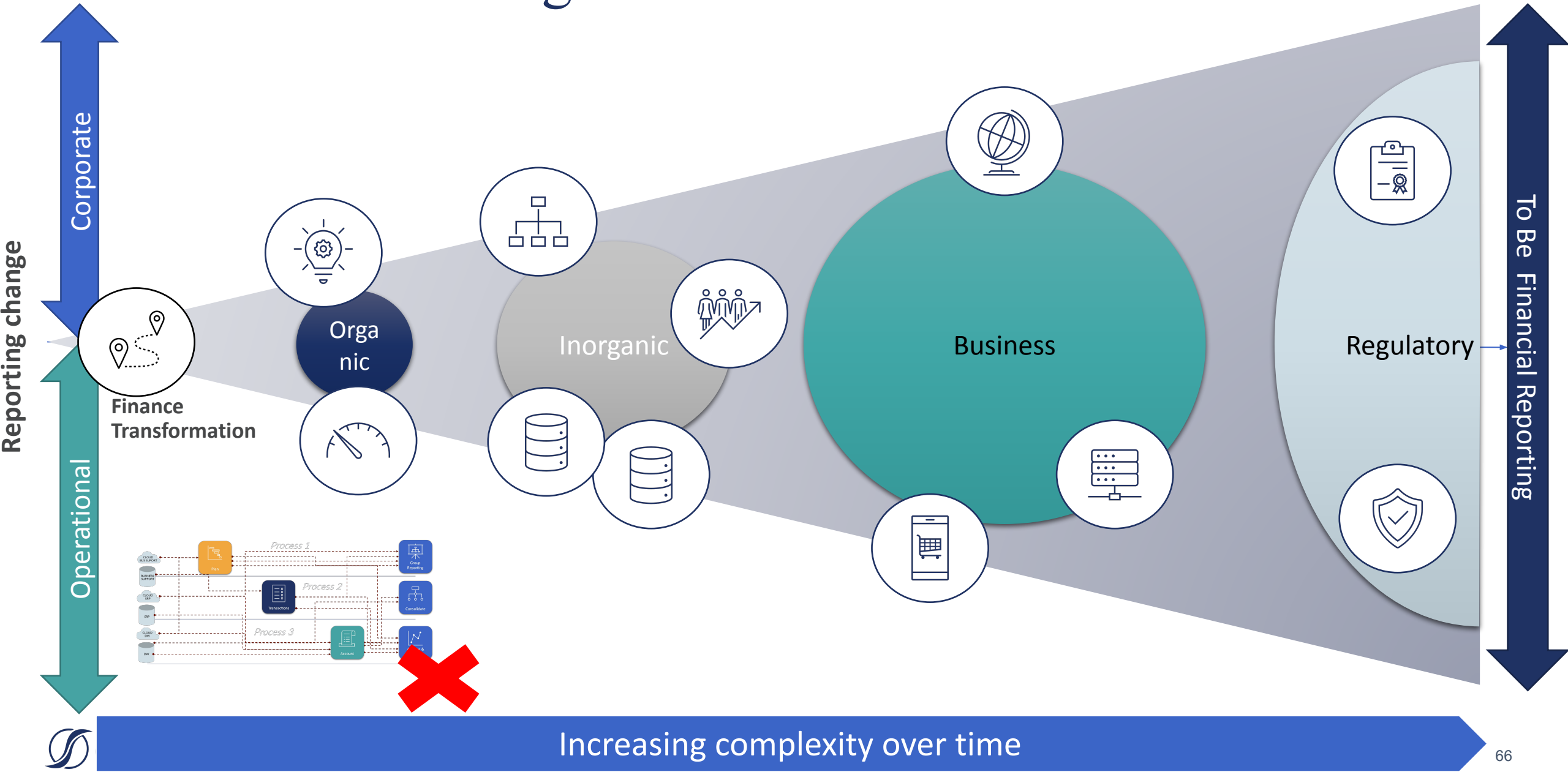
Efficient Data Value Chain

OneStream provides a unified Data Value Chain across all processes



Line of Sight

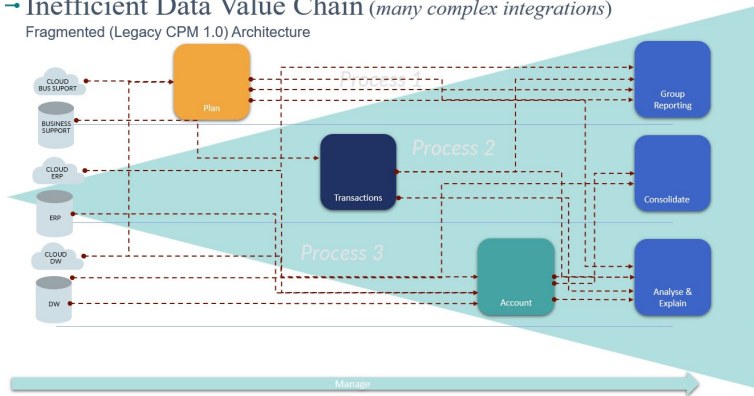
Continuous Evolving Business



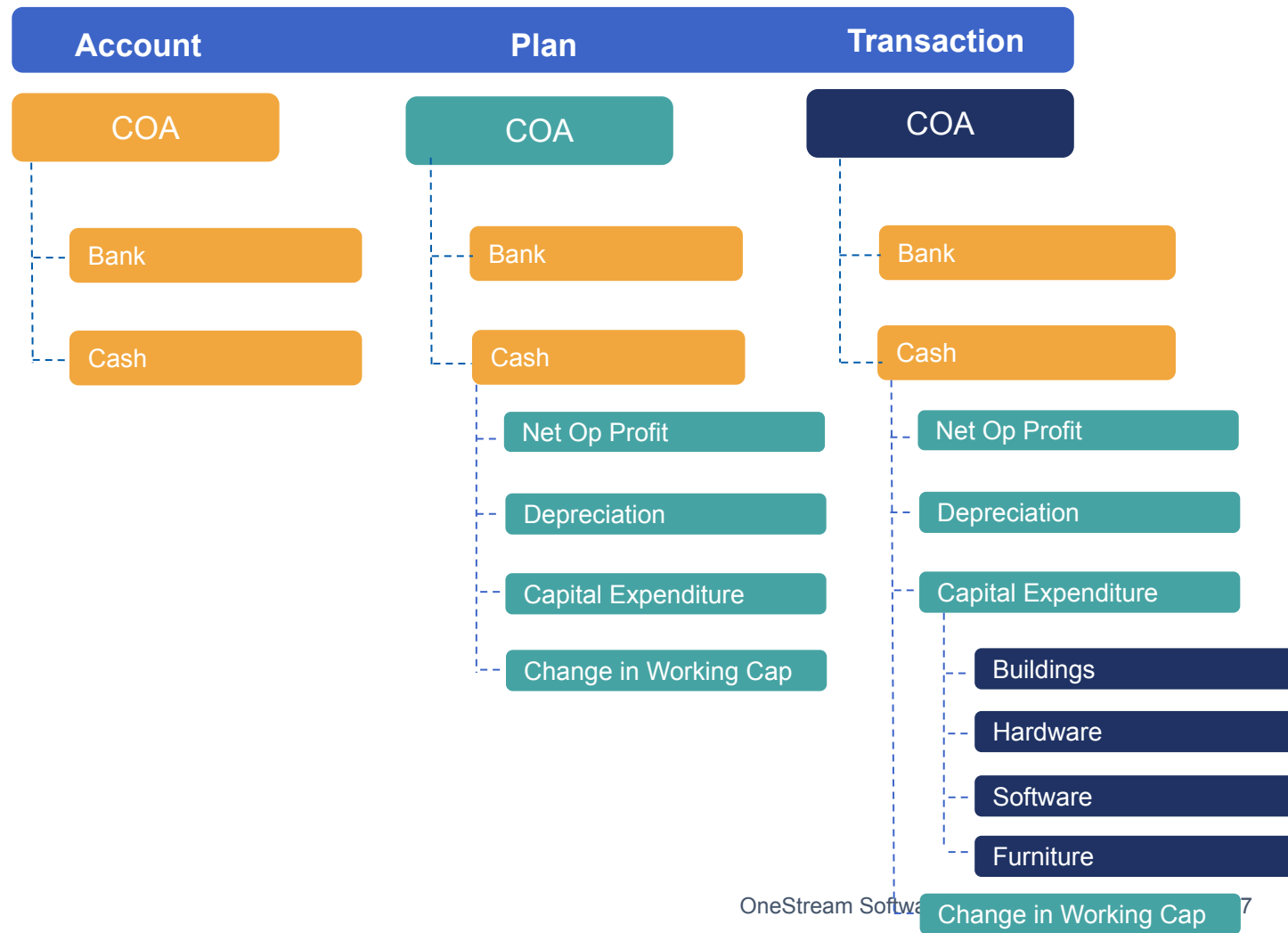
An Efficient Flexible Data Model

Unlimited dimensional flexibility with the lowest possible maintenance overhead

- Inefficient Data Value Chain (many complex integrations)
Fragmented (Legacy CPM 1.0) Architecture



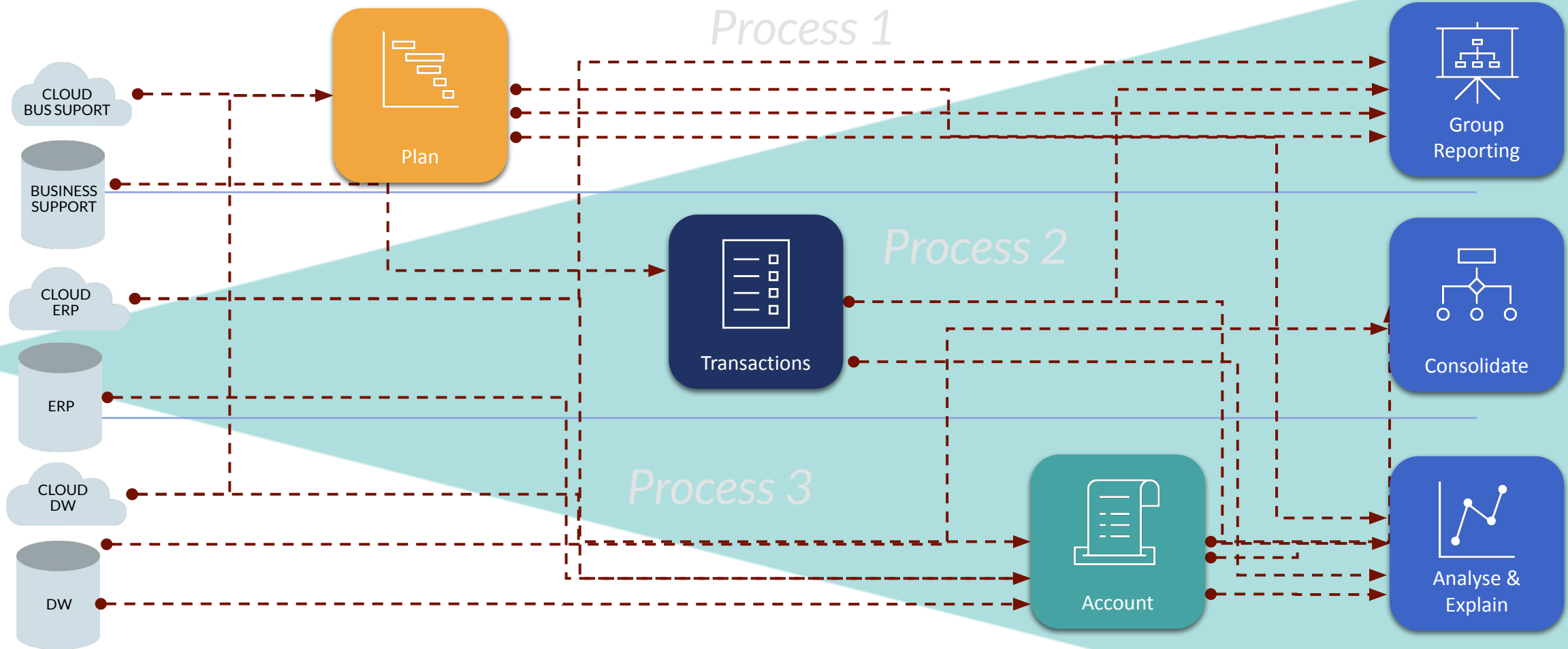
Unique Advantage: Extensible Dimensionality[®]



- Single data model, extended for operational relevance
- No need to compromise on granularity across operations or process
- In a single application
- Owned By Finance

Manage the Business Process

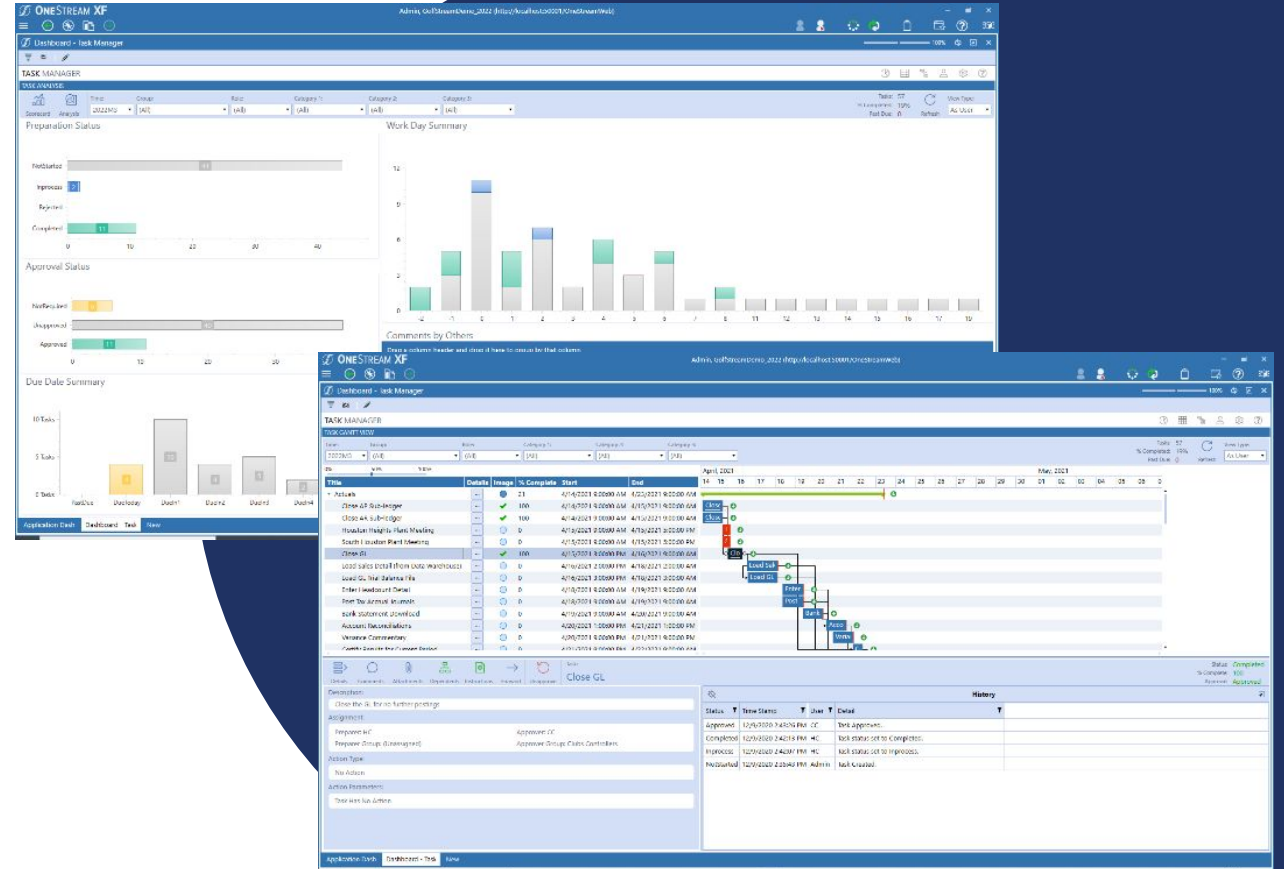
Fragmented Architecture – Disconnected Processes – Reduced Transparency



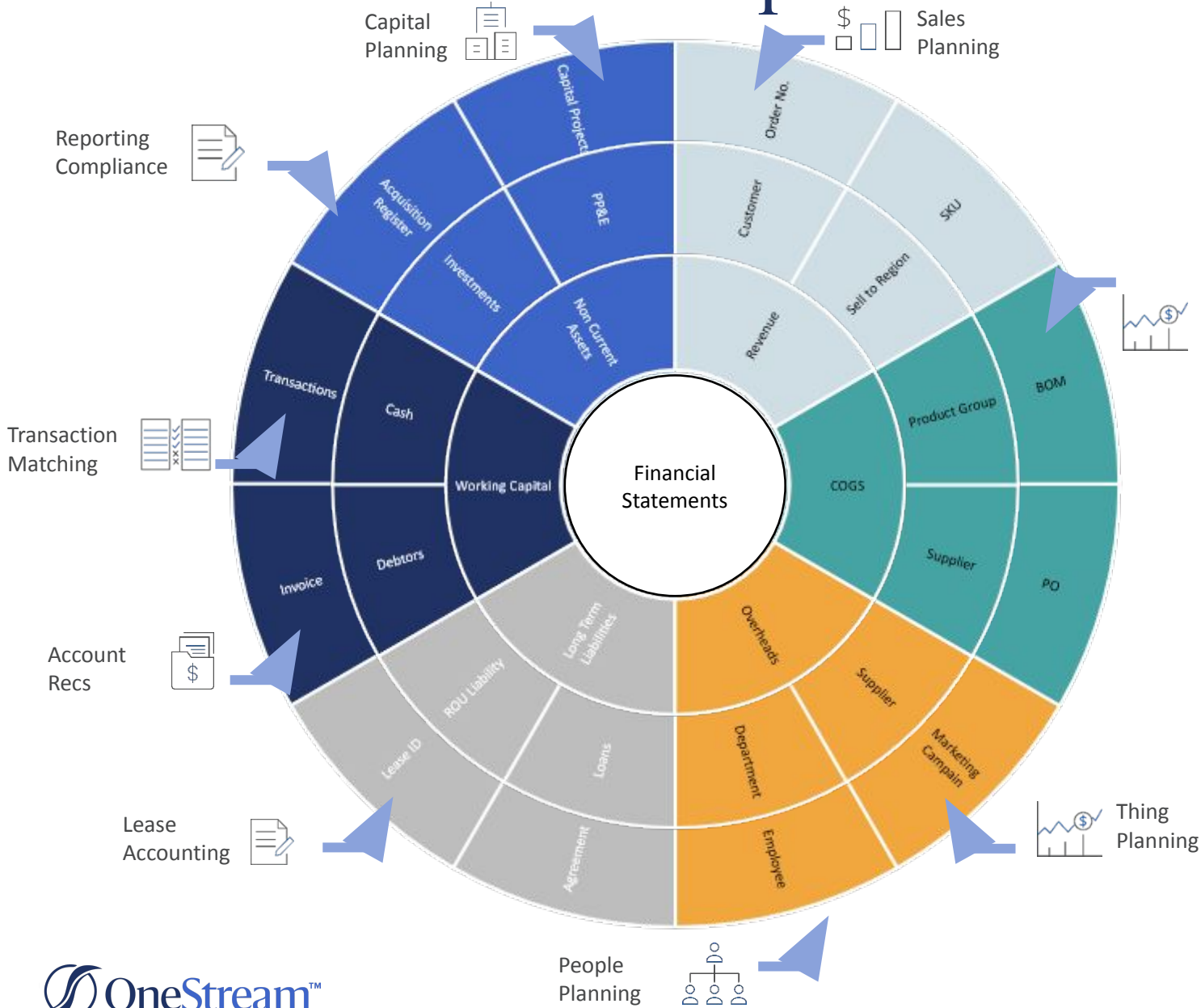
Task Manager & Guided Workflows

Workflow and Process control

- The Task Manager Solution provides a “Control Tower” to organize Workflows inside and outside of OneStream
- Assigns Tasks based on close or process start dates
- References and directs workflows to be completed or reassigned
- Allows communication around Tasks through email and internal commentary
- Provides at-a-glance charts to see Task status across individual Preparers, Approvers, and the Task Groups
- Workflow linked to dimensional model to phase data locking



Finance Without Compromise – In Summary



Corporate COA

- **Financial Intelligence, Reporting & Compliance**

Extensible Data Model

- **Multi Dimensional, Slice and Dice Analysis**
Varies by Process and Operating Unit

Transactional Data

- **High Volume Dimensional & Transactional Data.** Unlimited Dimensionality for Granular Analysis & Planning

Market Place

- **Solutions** designed to work within the platform to easily extend capability



Thank You!

Please reach out to us with any questions or for more information.

Contact us:



[OneStreamSoftware.com](https://www.onestreamsoftware.com)



sales@onestreamsoftware.com

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Lead with Performance

Finance has a **critical role to play**; sitting alongside the business to navigate and mediate performance management decisions.

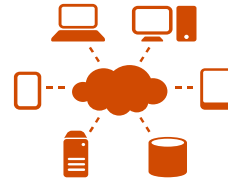


Connected,
Self-service Data



Performance
Excellence

Connected, Self-Service Data



Finance data lake augments and cleanses the data needs of finance. Creating data quality and a single version of the truth across disparate systems and unstructured data with real time self-service reporting.

Real-Time Performance Management



In memory computing and machine learning moves monthly close to real time virtual close and performance insight. As a result, Finance effort pivots to a forward looking performance management agenda.

Predictive Analytics



Machine learning and AI advances BI to a Predictive Analytics capability. Finance business partners supported by Finance Data & Analytics CoE can support the business navigate a broader commercial agenda.

Machine Learning Assisted Insights



Machine learning within next generation ERP creates performance storyboards whereby driver tree insights, data and performance anomalies and predictive baseline forecasts are automated.

Dynamic Planning & Scenario Modelling



Integrated cloud EPM, sophisticated real time planning, budgeting and scenario modelling provides ability to model and compare performance outcomes and investment trade off choices.

Visualisation & Mobile Deployment



Embedded visualisation creates ability to interpret complex performance issues . Available anytime on any device and self service including NLP makes Performance Management pervasive.



Future of Finance

Today's CFO - shaping tomorrow, today

Point of View - November 2021



Future

of Finance

01

Why change and what is the Future of Finance?

02

How can Finance respond and transform?

03

How can we get started?

Our future of Finance framework

Finance modernisation is a strategic shift in the Finance operating model enabled by continuous digital transformation across **People, Process, and Performance**. The framework below outlines the 7 levers of the Future of Finance - you can start anywhere but **true value is achieved when these are successfully orchestrated through transformation**.





Lead with Performance

Finance must pivot to insight and become a valuable and trusted business partner supporting commercial and strategic decision making to drive growth.



Key Opportunities and actions

Planning and Forecasting

How can I prepare predictive and forward looking insights supported by Machine Learning and data science / AI capability?

- Review current planning, budgeting and forecasting practices
- Accelerate the process with state of the art processes and technologies (i.e. Machine Learning / AI) based on predictive analytics
- Combine internal data with external market signals to improve forecasting accuracy

Analysis and Reporting

How can I create a connected, data, insight and analytics capability to facilitate visibility into the key drivers of performance?

- Rationalise the current reporting and KPIs
- Identify opportunities to improve insights into the business drivers of performance
- Build persona based operational metrics to facilitate visibility and insights into the evolving business

Scenario Modelling

How can I build scenario modelling capabilities to guide the business through continued disruption and uncertainty?

- Increase frequency and ability to forecast and to scenario plan
- Develop early warning forecasting indicators to predict and communicate market / environmental issues early
- Identify opportunities to enhance model assumptions

Strategic Business Partner

How can I ensure that Business Partners have the right tools and capabilities to support commercial and strategic decision making?

- Understand how the business perceives Finance
- Identify opportunities to improve value added by Finance
- Understand tools and capabilities required to upskill Finance Business Partners

Lead with Performance

Traditional planning and forecasting is characterised by lengthy processes and inaccurate results. Forecasting with Advanced Analytics leverages statistics to avoid human bias...

Traditional Forecasting

Developed to recast the annual budget into a current view that would take into consideration the performance to date.

Forecasting with Advanced Analytics

Leveraging advanced analytics to generate statistic forecasts and accelerate the planning and forecasting process.

Challenges:



Time lag in Forecasting leads to late provision of forecast information (2/3 companies +6 WDs¹)



Inaccurate due to human bias and manipulations (>50% of forecasts deviate > +/-5% of actuals¹)



Lack of actionable information (only 41% of CEOs regard forecasting data as comprehensive²)



Often forecast horizon is focused on fiscal year period (3+9, 6+6, 9+3) limiting planning horizon

Benefits:



Efficiency/Automation: developed technically with the push of a button for high process efficiency and timely provision (run time <1 day)



Quality/Excellence: time-series comparison proofs accuracy of approx. 98% compared to actuals³



Frequency: more frequently recurring and shorter cycle times for forecasts (4-10 times more frequent)



Value-Add: provides actionable information for better business partnering with data-driven fact base

1) PwC Realizing the value of budgeting and forecasting 2) PwC's 22nd Annual Global CEO Survey 3) PwC project experience

Lead with Performance

Using the predictive forecast as a base, **Finance must build dynamic scenario models to guide the business through times of uncertainty and volatility.**

Approach to Advanced Analytics and Scenario Modelling..

1 Define new Insight requirements

- Align insights to growth priorities
- Identify new external environment sensors e.g. consumer market access, economic activity levels



2 Create Visualisation and Scenario Modelling

- Create more comprehensive, user friendly and accessible formats
- Establish and maintain multiple scenarios



3 Manage Data

- Collect, consolidate and clean structured / unstructured data
- New data points or linkages may be needed



4 Drive insight via analytics

- Apply intelligent techniques to uncover insight from data
- Leverage predictive analytics to inform decision making



...to re-point the business to growth



Spot and validate new / different growth opportunities with comprehensive, externally-sensitive forecasts based on scenarios



Provide senior leaders with real-time data to inform key strategic and commercial decision making



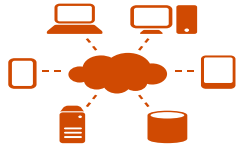
Re-balance the performance focus of the business to increase the importance of cash vs. profit

Lead with Performance

Finance has a key role to play in helping the business to navigate and mediate performance management decisions.

Key elements of performance management

Connected, Self-Service Data



Finance data lake augments and cleanses the data needs of finance. Creating data quality and a single version of the truth across disparate systems and unstructured data with real time self-service reporting.

Machine Learning Assisted Insights



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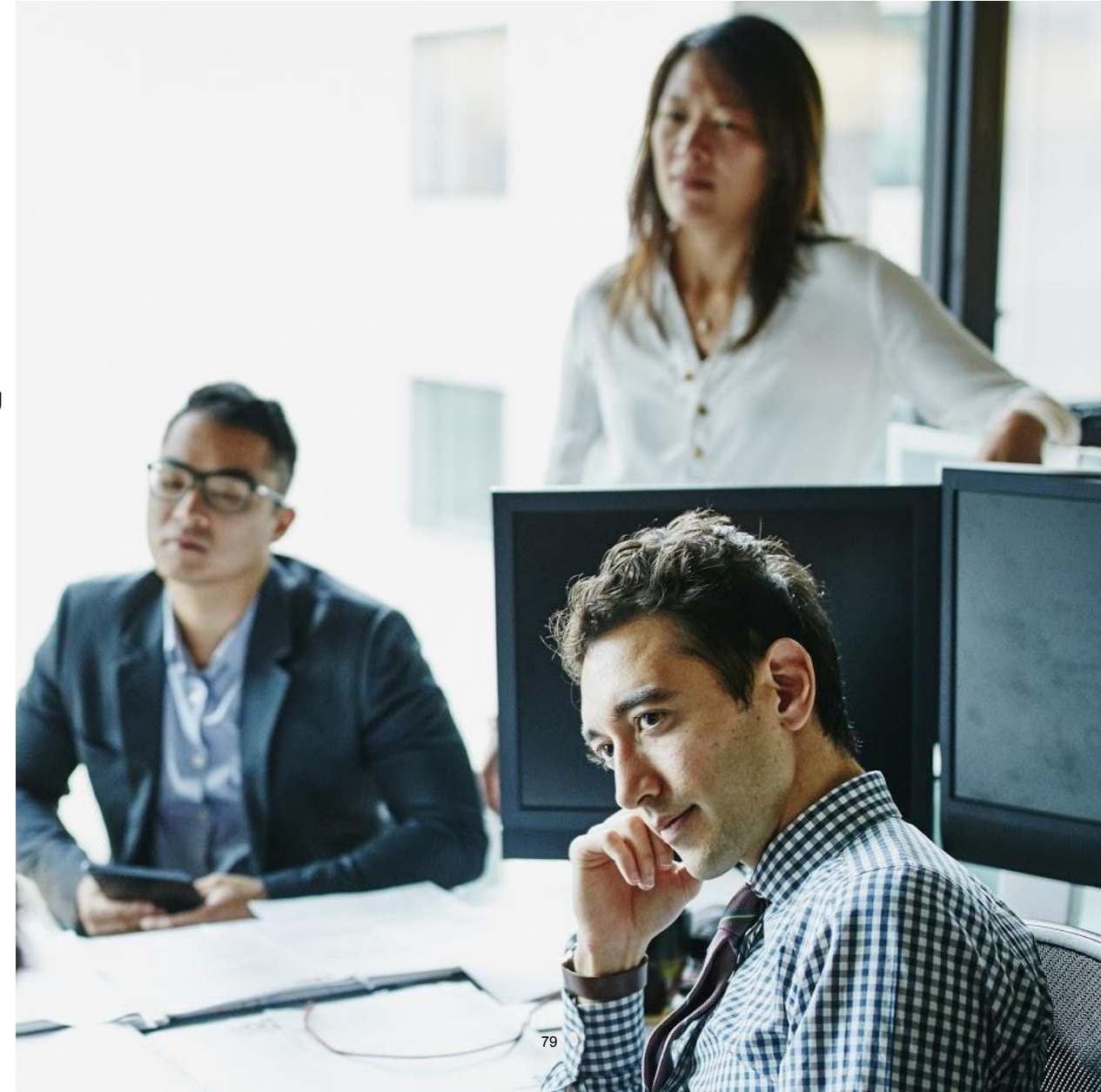


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Visualisation & Mobile Deployment



Embedded visualisation creates ability to interpret complex performance issues . Available anytime on any device and self service makes Performance Management pervasive.



Finance Transformation Integrated Solution Journey Map



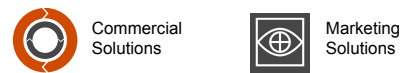
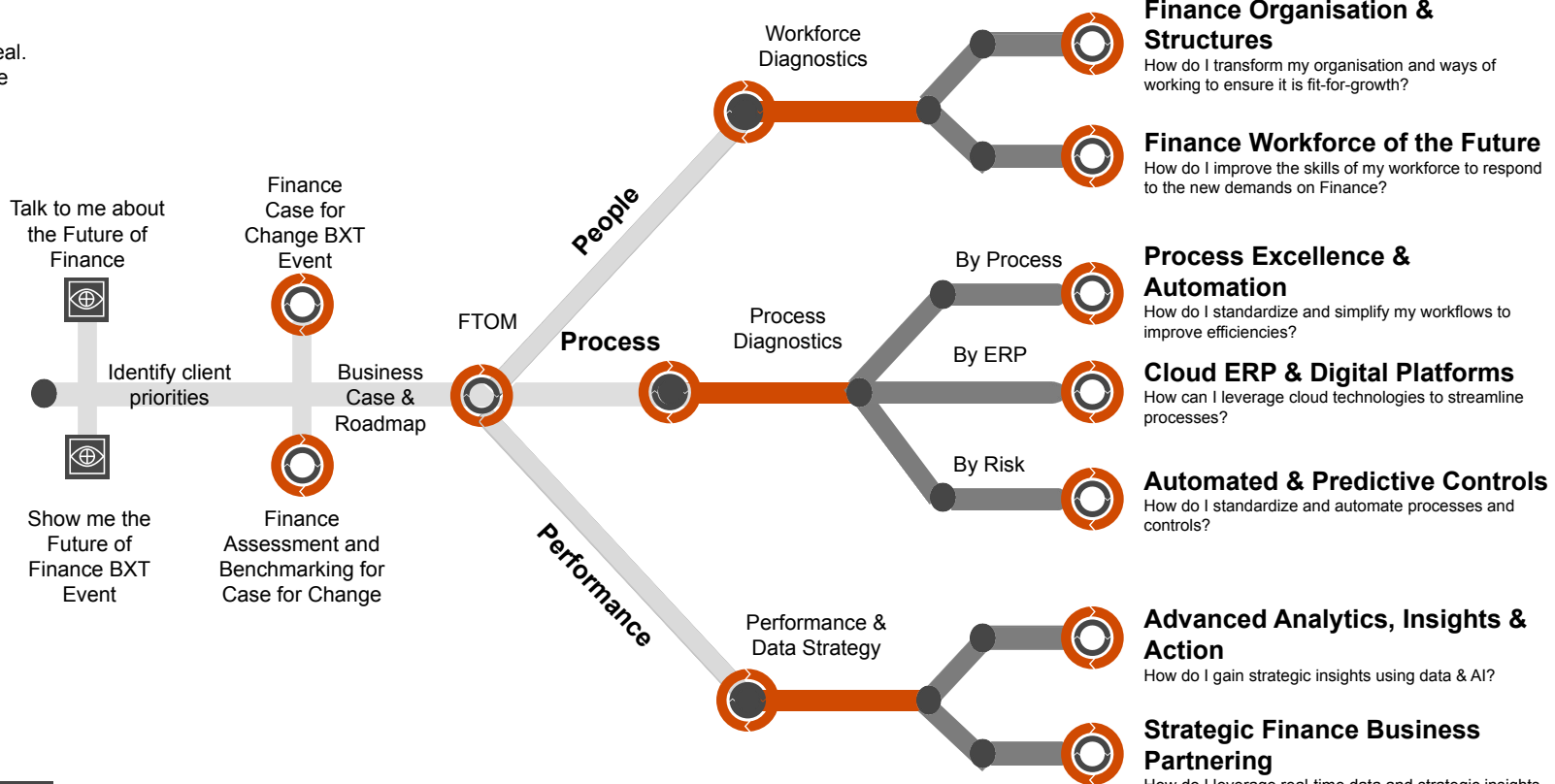
Start at the End

Fund the Future

Land the Change

Make the conversation real. Align the Modern Finance journey by **Persona**

- CFO 
- Controller 
- FP&A 
- GPO 
- Treasurer 
- Compliance 
- Tax 

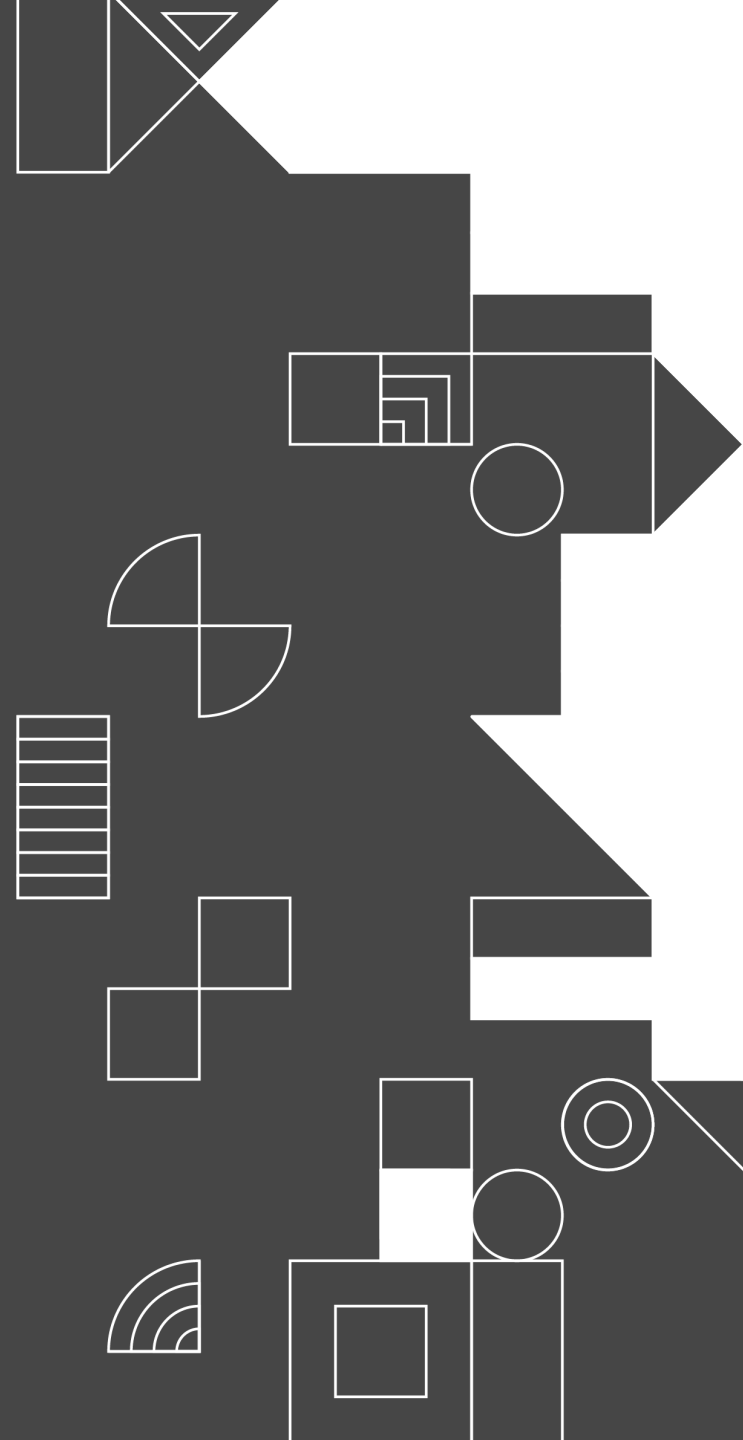


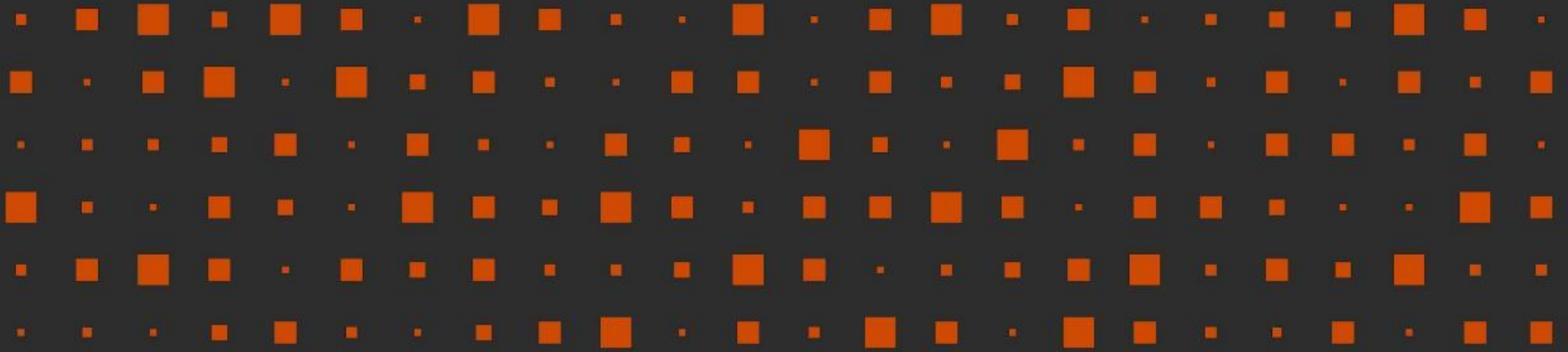
Thank you!



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