

# Turning Disruption into Opportunity for Finance Teams



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*Lead Solutions  
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- Extensive experience in FP&A. With career starting with managing budgets and P&Ls for large-scale projects, and his expertise lies in combining financial acumen with technical knowledge to deliver impactful solutions.



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- 14+ years of experience in Investment Banking GS, Credit Suisse, BoAML
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# Change has never been this fast; it will never be this slow again

## BUSINESSES NEED TO INNOVATE

Nearly half (45%) of the business leaders taking part in PwC's 27th Annual CEO Survey believe their company won't be viable in ten years if it stays on its current path

## THE ROLE OF THE CFO IS CHANGING

More and more CEOs are turning to their CFOs and finance teams to chart the path to reinvention and a new performance frontier. According to Accenture's CFO Forward Study, 54% of CFOs now lead or are about to lead two or more transformation initiatives.

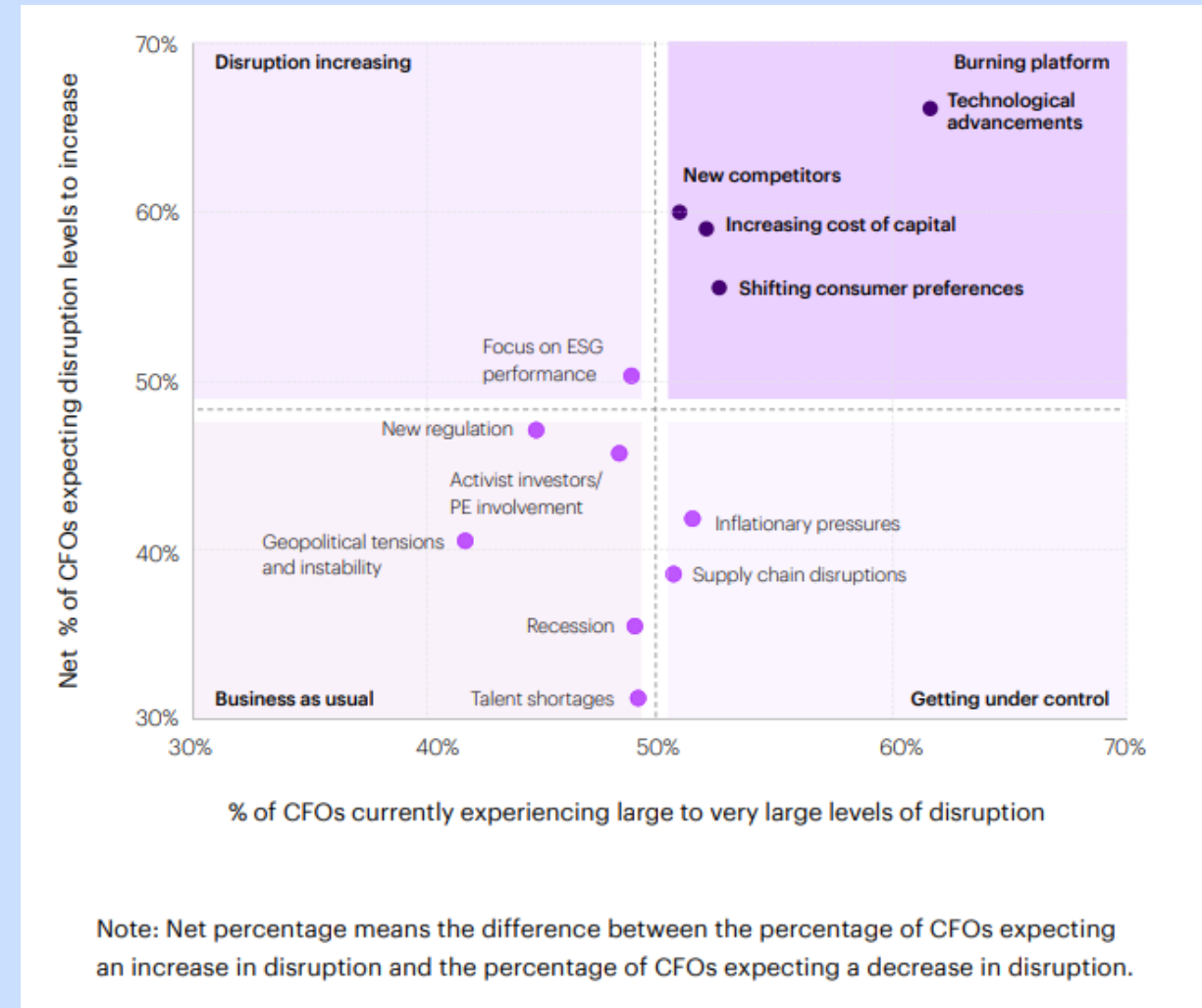
## GROWING SENCE OF URGENCY

The latest Accenture's CFO Forward Study finds that 86% of respondents believe transformation programs need to be completed much faster than before, highlighting a growing sense of urgency

## TECHNOLOGY ADVANCEMENT IS A KEY DISRUPTOR

In addition to technology, shifting customer preferences, new competitors and increasing cost of capital are top of mind for CFOs. To lead the reinvention CFOs must be able to turn the disruption into an opportunity.

## CURRENT VERUS EXPECTED LEVEL OF DISRUPTIVE THREATS



# Where can CFOs generate Value?

Type of Value Expected	Baseline Function	360° Value Delivered
<b>Cost Efficiency</b>	Reduce cost and improve efficiency: <ul style="list-style-type: none"> <li>• Process improvement and efficiency gains</li> <li>• Tech debt remediation and IT support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased cost savings</li> <li>• Freed up capacity</li> <li>• Reduced complexity</li> </ul>
<b>Operational Imperative</b>	Mitigate risks impacting business operations: <ul style="list-style-type: none"> <li>• IT systems not supported</li> <li>• Robustness of core business processes</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of business operations</li> <li>• Reduction in operational losses</li> <li>• Protection of shareholder value</li> </ul>
<b>Compliance and Control</b>	Improve accuracy and control environment: <ul style="list-style-type: none"> <li>• Enhanced operational controls</li> <li>• Accuracy of external financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>• No material misstatements</li> <li>• Reduction in control issues</li> <li>• Lower audit-related costs</li> <li>• Regulatory compliance</li> </ul>
<b>Sustainability</b>	Meet sustainability goals and obligations: <ul style="list-style-type: none"> <li>• Regulatory requirements</li> <li>• Capital allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Optimized capital allocation</li> <li>• Improved sustainability performance</li> <li>• Enhanced scenario planning</li> </ul>
<b>Resiliency</b>	Prepare for the 'next' disruption: <ul style="list-style-type: none"> <li>• Climate impacts</li> <li>• Technology disruption</li> </ul>	<ul style="list-style-type: none"> <li>• Increased uptime and decreased incidents</li> <li>• Regulatory compliance</li> <li>• Improved business viability</li> </ul>
<b>Data</b>	Provide a single version of the truth: <ul style="list-style-type: none"> <li>• Generate cross-enterprise insights</li> <li>• Data accuracy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased scalability</li> <li>• Enhanced visibility to ROIC</li> <li>• Improved intelligence on profitability</li> <li>• Reduction in regulatory fines</li> </ul>
<b>Speed and Agility</b>	Adapt quickly to business changes: <ul style="list-style-type: none"> <li>• Shifts in business focus</li> <li>• Strategic decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Faster management reporting</li> <li>• Reduction in days to incorporate an acquisition</li> </ul>
<b>Customer &amp; Talent Experience</b>	Enhance internal and external stakeholder experience: <ul style="list-style-type: none"> <li>• Talent retention</li> <li>• Talent acquisition</li> </ul>	<ul style="list-style-type: none"> <li>• Increased retention, decreased attrition</li> <li>• Higher customer satisfaction scores (CSAT)</li> <li>• Improved days sales outstanding (DSO)</li> </ul>
<b>Insight</b>	Generate insights driving tangible value: <ul style="list-style-type: none"> <li>• Margin and revenue improvement</li> <li>• Enhanced capital allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased profitability</li> <li>• Revenue growth</li> <li>• Improved cash flow</li> </ul>

# Key actions to create the value

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## 1 ADOPT AI AS A DIGITAL CORE

- Generative AI is not a typical technological advancement. It is truly revolutionary, with a unique and unprecedented ability to impact the entire value chain
- AI can assist across various processes including but not limited to: Record to Report, Order to Cash, Procure to Pay, Strategic planning and stress testing, Management reporting and analysis, Controllership, Treasury, Investor relations, Risk
- With generative AI, CFOs can reinvent different areas of finance. The technology can also help finance pivot to a more "autonomous" model built on Human + Machine collaboration

## 2 TECHNOLOGY + DATA + PEOPLE

- **Technology:** To create the right technical environment for reinvention, there is a need to base finance business architecture on a strong digital core that leverages all enterprise data, cloud and AI through interoperable enterprise-wide systems
- **Data:** Accurate, clean and up-to-date enterprise data is the fuel of a strong digital core. This relates to all types of data
- **People:** People are the key reason why most transformations fail or underdeliver. Reinvention must be people-led. CFOs and other leaders, therefore, need to prioritize their people

## 3 COLLABORATE

- The mindset needs to be extended to building a strong CEO – CFO partnership. This is essential to an organization's value creation goals and transformation agenda
- Build boundaryless alliances for mutual gain. CFOs can play a key role by institutionalizing how they work with ecosystem partners and other key stakeholders
- This collaboration is also key to creating a high level of interoperability across enterprise applications, enabling them to interact and exchange data with each other. Accenture research found that companies with high interoperability not only create long-lasting value but also accelerate growth and transformation