

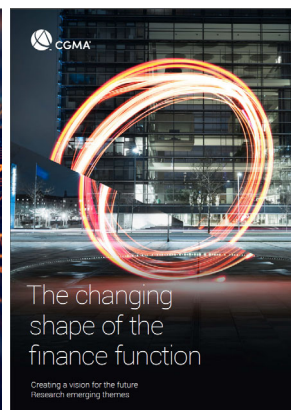


The unified voice of AICPA and CIMA

Finance reinvented

Andrew Harding
Chief Executive – Management Accounting

Read about reinventing finance for a digital world in ...



Drivers of change in a digital world



Globalisation
Geopolitics



Demographic
changes



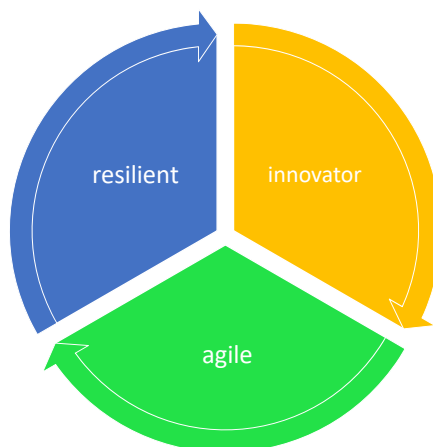
Customer
empowerment



Technology
Automation

3

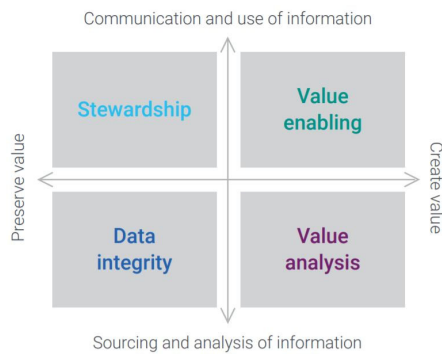
Organisations are expected to be ...



- Rapid
- Dynamic
- Proactive
- Reactive

4

Importance of value

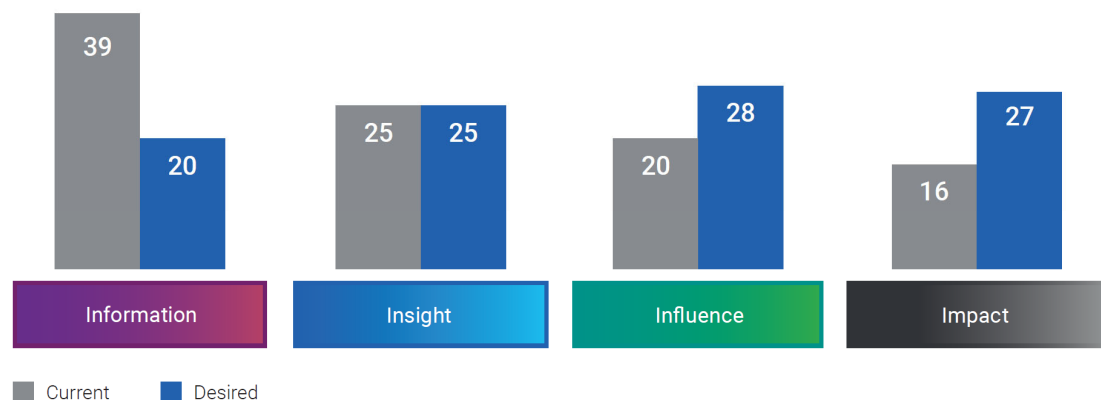


- **Enable**
- **Shape**
- **Narrate**

creation and
preservation of
value

5

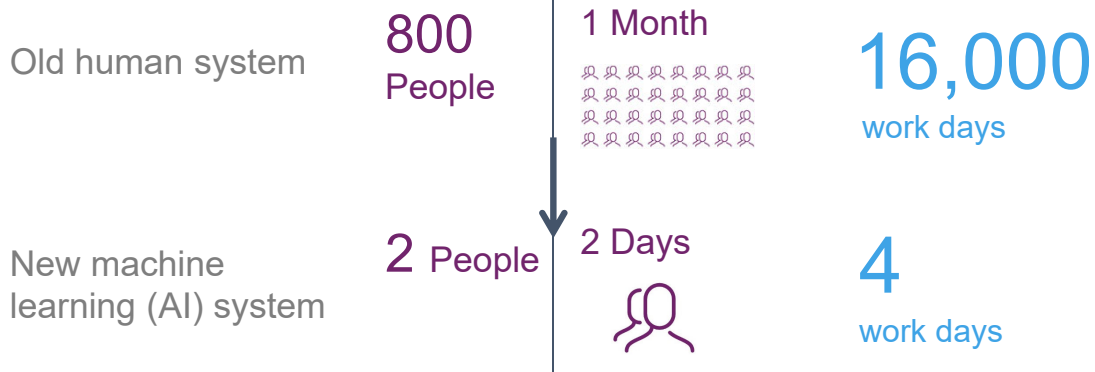
Finance needs to work with others...



6

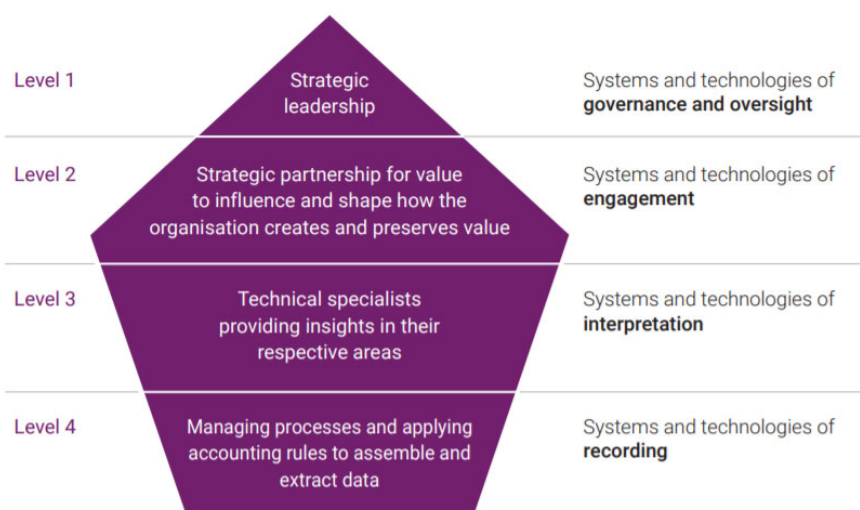
Percentage of time currently spent on activities vs desired
Source: CIMA Future of Finance Survey 2018; 5692 respondents.

Where finance professionals might be replaced by machines...



7

Changing shape of the finance function



8

Source: CIMA Future of Finance Survey 2018; 5692 respondents.

30%
recognise the
pentagonal
shape

Key findings: Agile Finance Unleashed

- CFOs see slow progress in the enterprise's digital transformation.
- 90% say their team lacks the skills to support their organization's digital ambitions.
 - But digital finance leaders' businesses are more likely to be digital age ready.

CFOs need to accelerate progress in three dimensions:

**1. Operational
excellence**

**2. Digital
intelligence**

**3. Business
influence**

Humans + machines



Machine Advantage



Human Advantage



Human-Machine
Collaboration

DRIVING A DIGITAL PROFESSION



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Thank you

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