

# Breakthrough Speed for Breakout Value

Today's CFOs are in a better position than ever to make an impact across the business. If they embrace three emerging roles, they can achieve the speed that companies now need to drive growth and manage risk.

CFOs who fully embody their new roles and operate effectively could

almost double their **EBITDA CAGR** from 3.8% to 6.9% over the next **3 years**

**6.9%**  
EBITDA CAGR

**3.0%**  
REVENUE CAGR

increase their **revenue CAGR** from 2.7% to 3.0%



CFO as

## Economic guardian

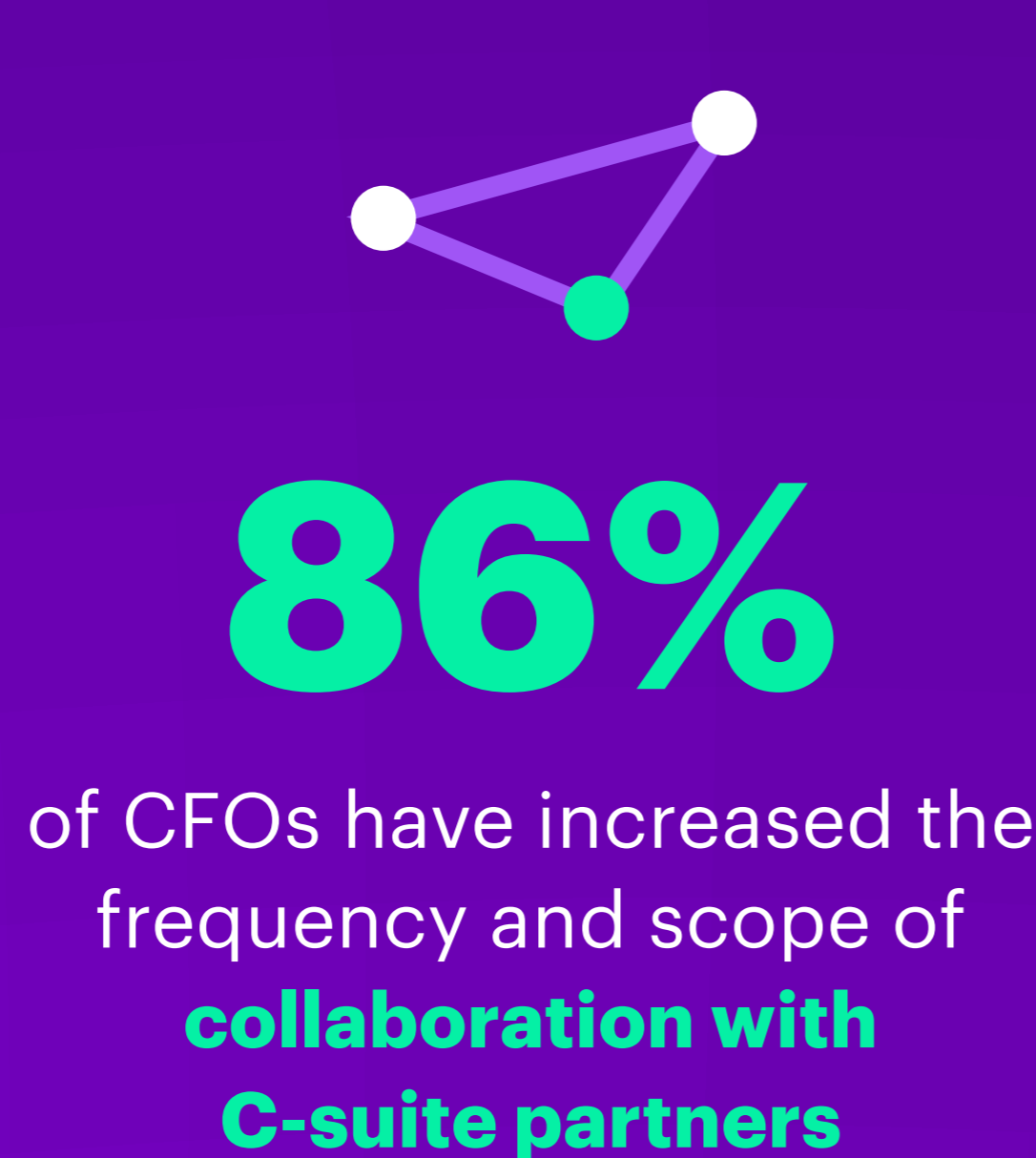
Lead a finance function focused on predictive insights



CFO as

## Architect of business value

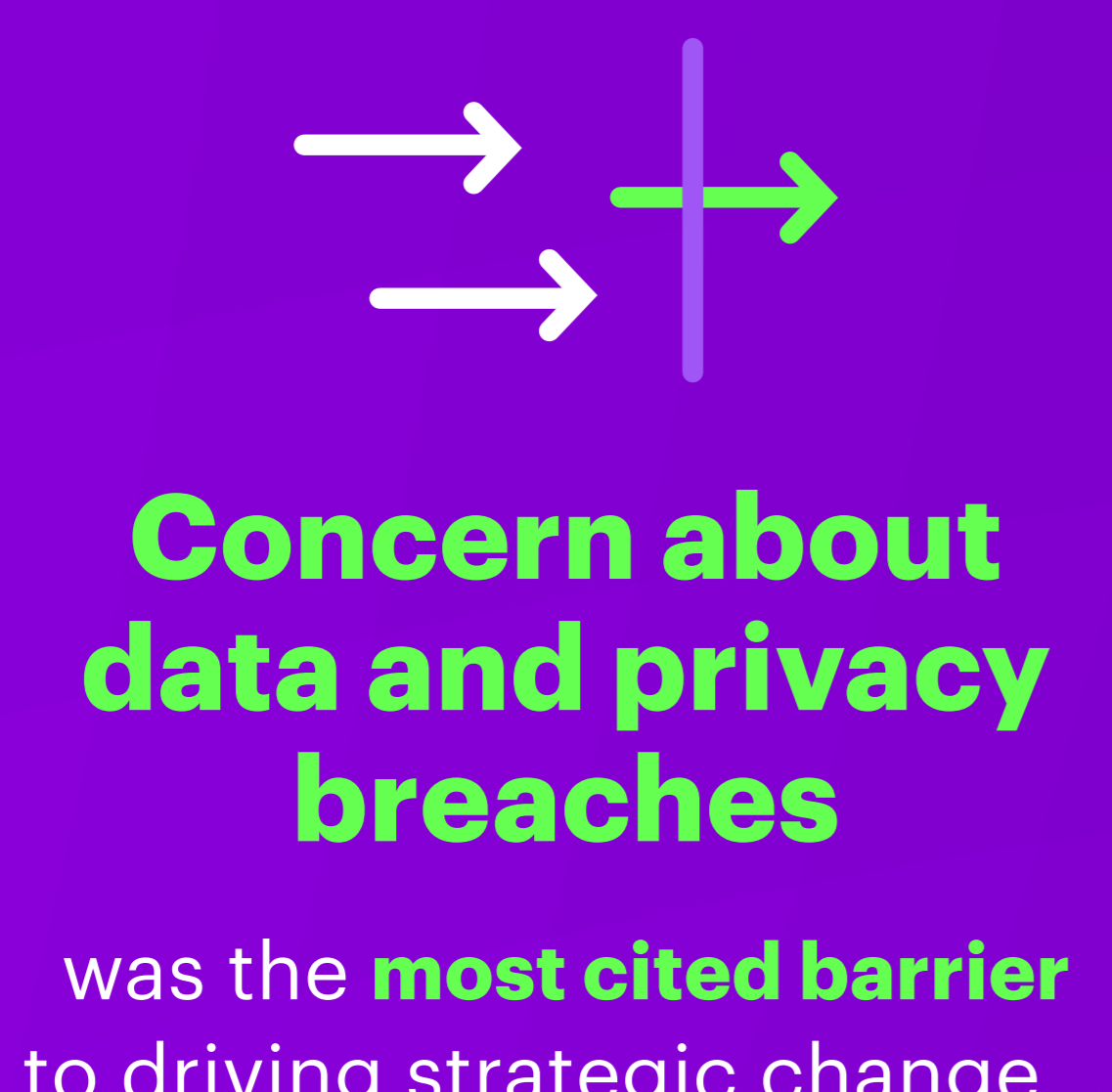
Collaborate with the C-suite to drive strategic change



CFO as

## Catalyst of digital strategy

Create value and take ownership of digital strategy



### Next Actions for CFOs:

#### Economic guardian

- Break down data silos once and for all
- Use advanced technology not only to process financial data but to unlock predictive forecasting
- Empower finance professionals to build new skills and take on broader responsibilities

#### Architect of business value

- Collaborate more purposefully with colleagues across the C-suite
- Lead by providing more insightful and sophisticated perspectives and knowledge
- Take personal ownership for harmonizing technology and data platforms

#### Catalyst of digital strategy

- Bring the full power of the finance capability to strategic initiatives outside the function
- Take responsibility for creating societal value through ESG performance of the enterprise
- Seek support to develop broad resilience

#### About the Research

As part of our ongoing research on the changing roles and responsibilities of CFOs, we surveyed more than 1,300 senior finance executives around the globe and conducted more than 40 qualitative interviews between April and June 2020.

We analyzed 245 S&P 500 companies across 10 industries to model the applications of differentiated speed—predictive, data-driven decision-making via deployment of digital technologies and zero-basing of workloads.

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