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. EBITDA CAGR REVENUE CAGR increase their revenue CAGR from 2.7% to 3.0%.

CFO as Economic guardian
Lead a finance function focused on predictive insights

72% of CFOs have the data they need to lead the business.

60% of CFOs said that their finance function is harmonized with the rest of the business.

68% of CFOs have increased the frequency and scope of collaboration with C-suite partners.

28% of CFOs have increased the frequency and scope of collaboration with non-C-suite partners.

CFOs using technology to drive insights across the C-suite and the business are three times more likely to have increased the frequency and scope of collaboration with C-suite partners.

Concern about data and privacy breaches was the most cited barrier to driving strategic change. CFOs have increased the frequency and scope of collaboration with non-C-suite partners.

Almost double their EBITDA CAGR from 3.8% to 6.9% over the next 3 years. EBITDA CAGR

CFO as Architect of business value
Collaborate with the C-suite to drive strategic change

28% of CFOs have increased the frequency and scope of collaboration with C-suite partners.

86% of CFOs have increased the frequency and scope of collaboration with non-C-suite partners.

88% of CFOs have increased the frequency and scope of collaboration with external partners.

CFOs are using technology to drive insights across the C-suite and the business are three times more likely to have increased the frequency and scope of collaboration with non-C-suite partners.

68% of CFOs have increased the frequency and scope of collaboration with non-C-suite partners.

CFO as Catalyst of digital strategy
Create value and take ownership of digital strategy

28% of CFOs have introduced new metrics to better leverage finance’s influence on the enterprise.

28% of CFOs have increased the frequency and scope of collaboration with external partners.

86% of CFOs have increased the frequency and scope of collaboration with non-C-suite partners.

CFOs are using technology to drive insights across the C-suite and the business are three times more likely to have increased the frequency and scope of collaboration with non-C-suite partners.

CFOs are using technology to drive insights across the C-suite and the business are three times more likely to have introduced new metrics to better leverage finance’s influence on the enterprise.

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.

CQO as Economic guardian
CFO as Architect of business value
CFO as Catalyst of digital strategy