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

Increase their revenue CAGR from 2.7% to 3.0%.

60% of CFOs have fully incorporated new ways of working in their organizations, up from 35% in 2019.

76% of CFOs are using technology and data to harmonize direction across the C-suite and they’re driving end-to-end insights through real-time data and models.

Concern about data and privacy breaches was the most cited barrier to driving strategic change. But only 28% of CFOs have increased the frequency and scope of collaboration with C-suite partners.

68% of CFOs believe their organizations are nimble and responsive to constantly changing strategies.

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 stratégie initiatives outside the function.
  - Take responsibility for creating societal value through ESG performance of the enterprise.
  - Seek support to develop broad resilience.

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*About the Research*

As part of our ongoing research on the changing roles and responsibilities of CFOs, we surveyed more than 1,300 senior financial executives to model the applications of differentiated speed—predictive, data-driven decision-making via deployment of digital technologies and zero-basing of workloads. 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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*Data Source*

- 2021 Accenture CFO Study
- S&P 500 companies across 10 industries

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