



THE CFO AGENDA

Steve Culp

CFO & Enterprise Value Function Senior Managing Director

How can CFOs position the finance functions to deliver more value?

In many organizations the CFO sits at the right hand of the CEO and is often the heir apparent to the top seat. So when you look at the finance function overall what we really want finance professionals to do is emulate that position and to work with their business leaders to drive the impact through the finance function to the overall business outcome.

What are the challenges CFOs face when embracing automation?

Tools, technology, data, operating models – they're all vehicles that the CFO can use to drive towards digital and in many ways they are the accelerators.

The rate-limiting factor is really the people, so focusing on the workforce and ensuring that they can make use of all the tools, technology and data effectively to drive out the strategy is really where the additional focus needs to be.

How can finance executives lead the organization into smart digital?

The north star for finance and executing digital transformation is really the economic value. Many of the concepts are exciting, many of the opportunities are real, but finance needs to own the lens of the economic outcome and use the value realization as a driver for prioritization and really to make sure that the investments are worth and enable the return.

What workforce skills should be developed and how can CFOs drive collaboration?

Finance is changing. Historically finance has been very much in the middle – manual reconciliation, consolidations, postings, report generation. Where finance is going is to the edges, right, the beginning, around planning, budgeting, forecasting. And at the end and during the evolution of the weeks and months and days to the analytics to provide insight on what went right and what went wrong. So when we think about driving finance transformation and embracing digital, the workforce has to be there, part of the program and know how to make use of the tools, data and be analytically relevant.