

# FINANCE REIMAGINED

Igniting the spark to unlock value.

#CFOReimagined

## Attitudes are changing

**Finance is transforming from a backward-looking to a forward-looking function.**

Three-quarters of the finance executives we surveyed feel that finance is best positioned to help the business build the model underpinning new technology investments. The same proportion are actively exploring how disruptive technologies can benefit the enterprise.

**78%**

of CFOs are heading up efforts to improve efficiency through adoption of digital technology.

**81%**

are focused on identifying and targeting areas of new value across the enterprise and using tech to do it.

**80%**

say finance is key to the business achieving its digital ambitions.

**77%**

are exploring how disruptive new technologies could benefit the enterprise.

## Needed skills are changing as well

**Nine out of ten of the finance leaders of tomorrow believe finance should spend more time on value creation across the business system and 78 percent believe finance should champion a new way of operating across the business.**

This means the finance job itself will evolve. We see the finance professional's focus shifting from accounting to partnering with the business to eventually serve as a strategic enabler of the enterprise.

### Capability evolution



Accountant



Business partner



Strategic enabler

Account-centric	Business-centric	Strategy-centric
Descriptive	Predictive	Prescriptive
Backward looking	Forward looking	Forward shaping
Financial data	Financial/Operational	Financial/Operational/Market
Accounting skills	Analytic skills	Influencing skills
Functionally siloed	Business aligned	Integrated
Process-centric		Project/Program-centric

Source: CFO Reimagined, Accenture Strategy 2018

## Transformation in finance will support the transformation of the enterprise

**As finance takes on responsibility for value creation, it will create significant change throughout the entire organization.**

## It is a good time to be in finance

**In Accenture's CFO Reimagined research, finance executives envision a bright future for the finance profession.**

**80%**

of future finance executives say that their work will be meaningful and that employees will be encouraged to develop their own skills and will have a clear route to career progression.

**78%**

of junior finance executives say there has never been a more exciting time to be in finance.

## About the research

### Global

Quantitative surveys of 700+ finance leaders; almost 50 in-depth discussions with CFOs, senior finance executives, CEOs and chief data officers, as well as Accenture's own thought leaders.

### The talent of the future

200 up-and-coming finance professionals.

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