



# Next Gen Finance

## The CFO as strategic co-pilot in a digital and AI-driven world

KPMG Advisory BV / SRL

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10/09/2025



# Agenda



**Results Belgian CFO Survey**

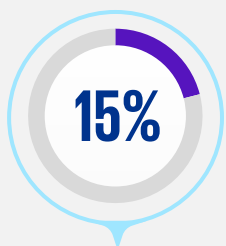
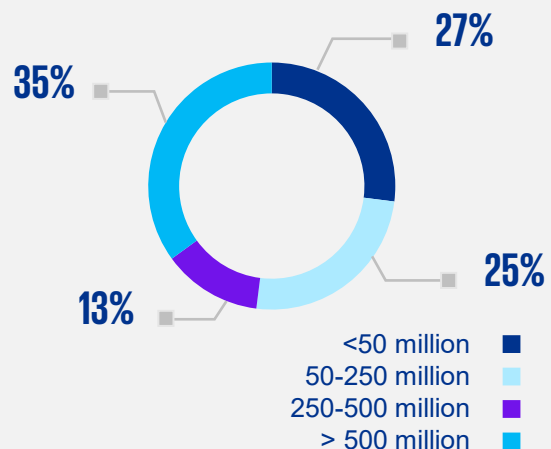


**KPMG Point of View Next Gen Finance Organization**

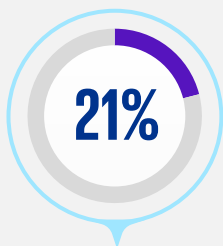


# Results Belgian CFO Survey

### Distribution by revenue size



Family-owned

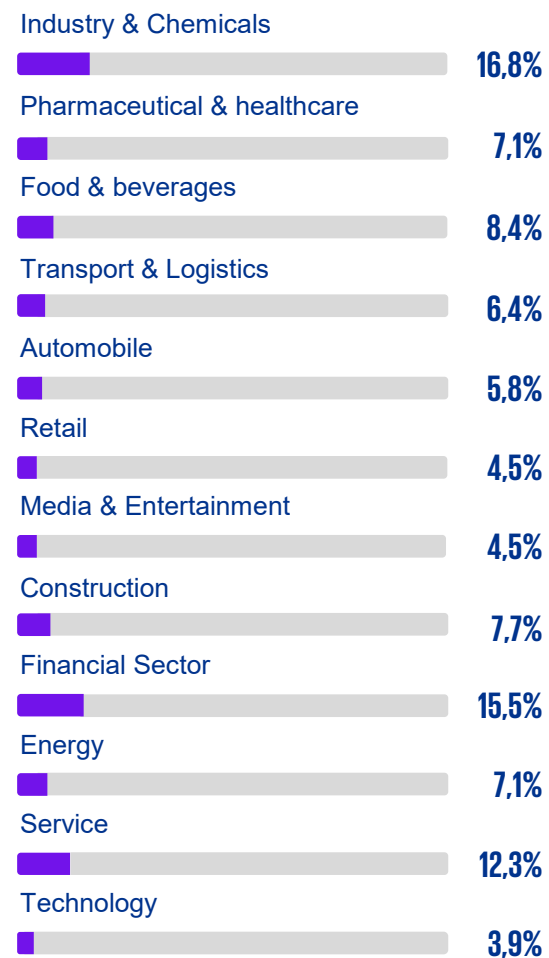


Stock listed

**25%**

of BEL 20 companies included in the survey

### Distribution by sector



We have interviewed 157  
Belgian based CFOs  
representing a true  
reflection of our Belgian  
economic eco-system...

**157 CFOs**

Interviewed during  
the past months

**12 sectors**

CFOs across 12  
different sectors

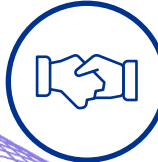


# ...and have surveyed them on the Global KPMG Future of Finance Topics

## 6 topics

Questions have been asked regarding 6 burning topics in Finance

**Role and responsibilities of the CFO**



**Strategy and innovation**



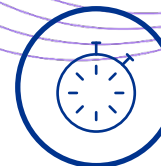
**Digital acceleration in Finance**



**Modern workforce**



**ESG in the finance function**



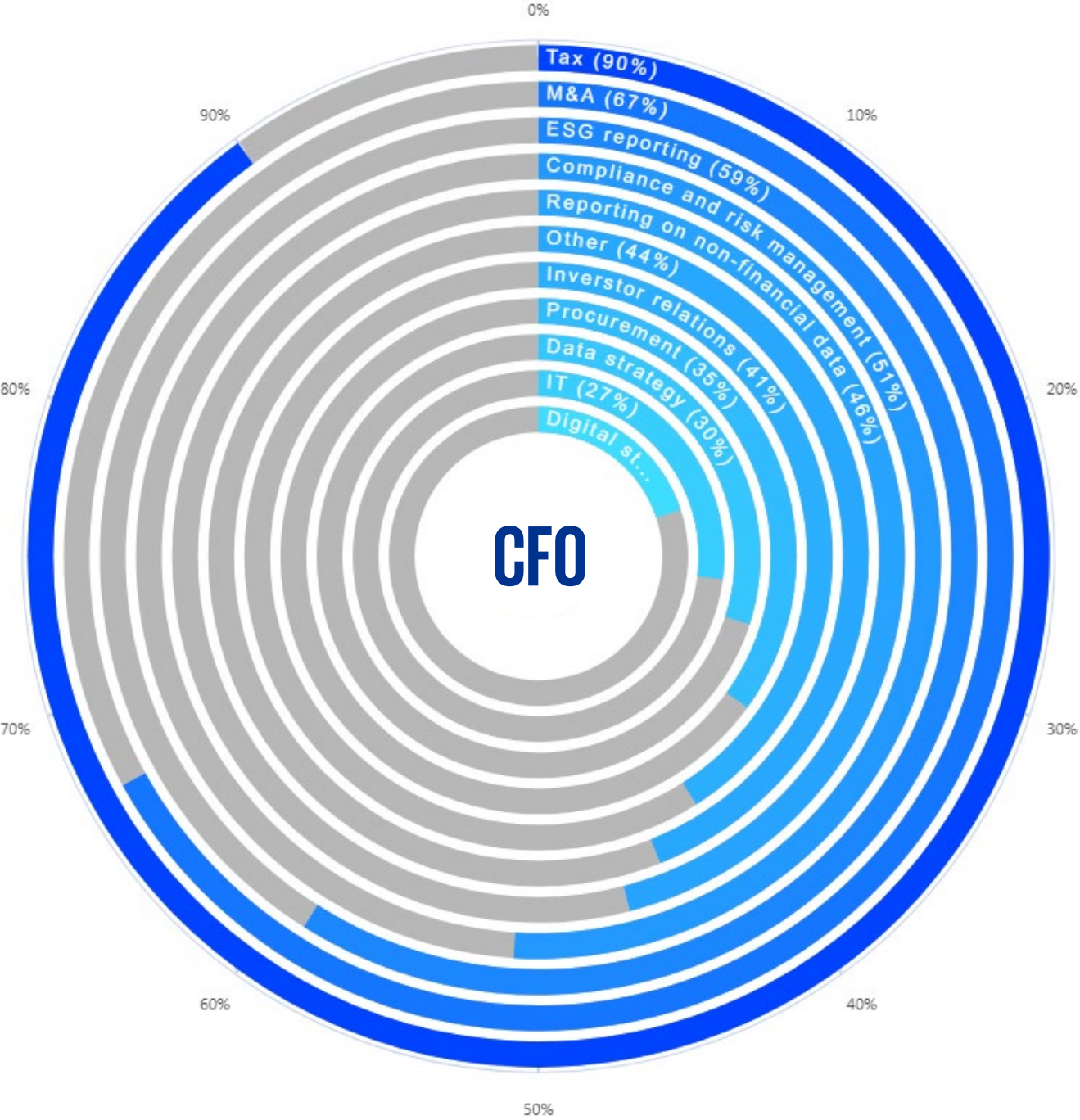
**Data intelligence and AI**

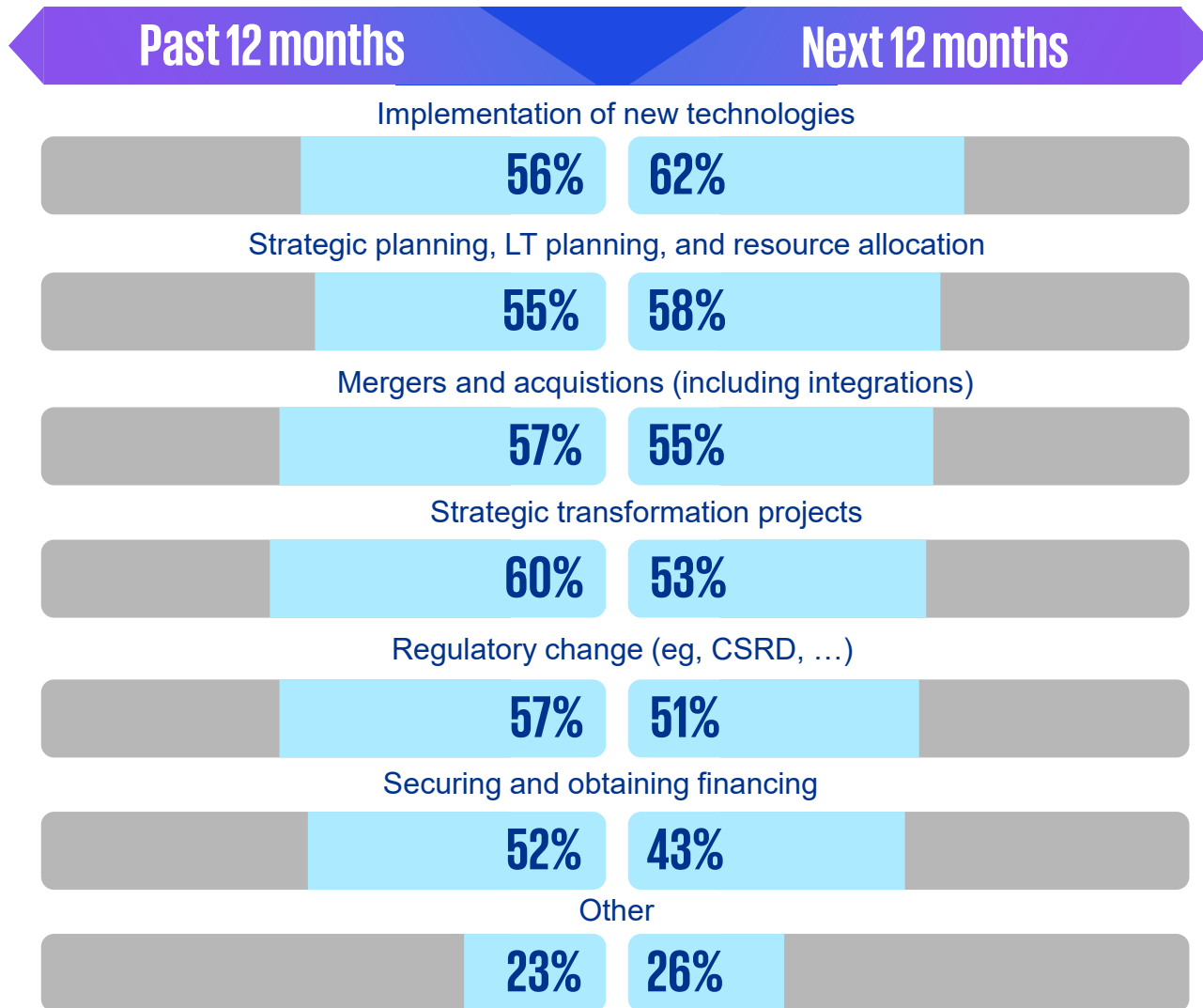


# The roles and responsibilities of our CFOs are expanding rapidly regardless of business sector or company size

## Question

Which of these activities beyond the traditional finance activities fall under the responsibility of the CFO?



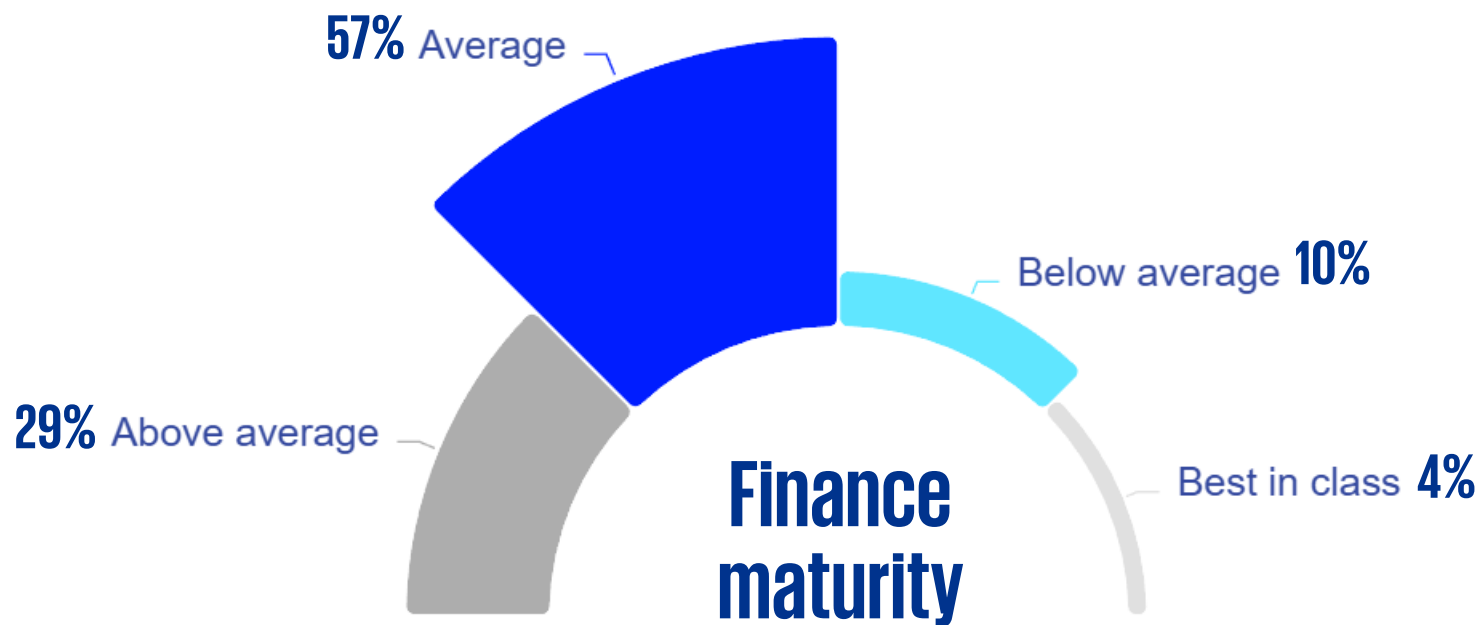


Besides operational responsibilities, also their scope and influence are increasing

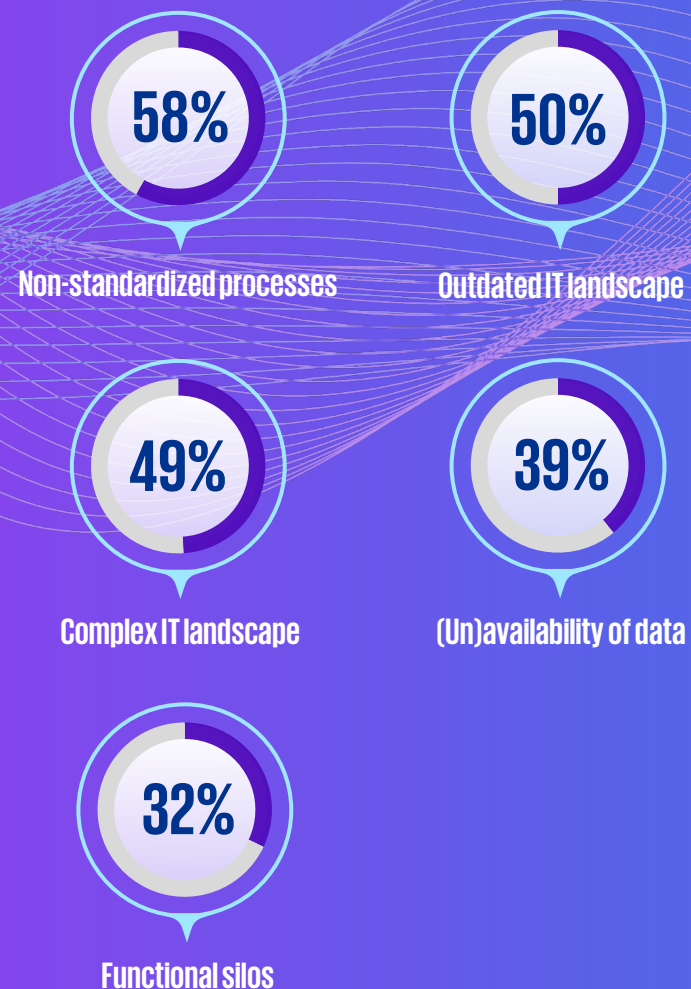
### Question

Besides the operational CFO activities, what were/are your focus areas for the last/next 12 months?

**Despite the strategic expansion and changing expectations, many finance functions are not yet equipped to support the CFO's evolving role**



## Limitations





But CFOs are willing  
to invest in their  
finance function to  
support their  
expanding role

### Transformation priorities

Process standardisation and automation

62%

Technology transformation

61%

Data, analytics (and AI)

56%

### Finance tech zoom in

ERP upgrade / replacement

56%

Dashboarding / visualization

44%

FP&A / EPM tooling

39%

Consolidation tool

23%

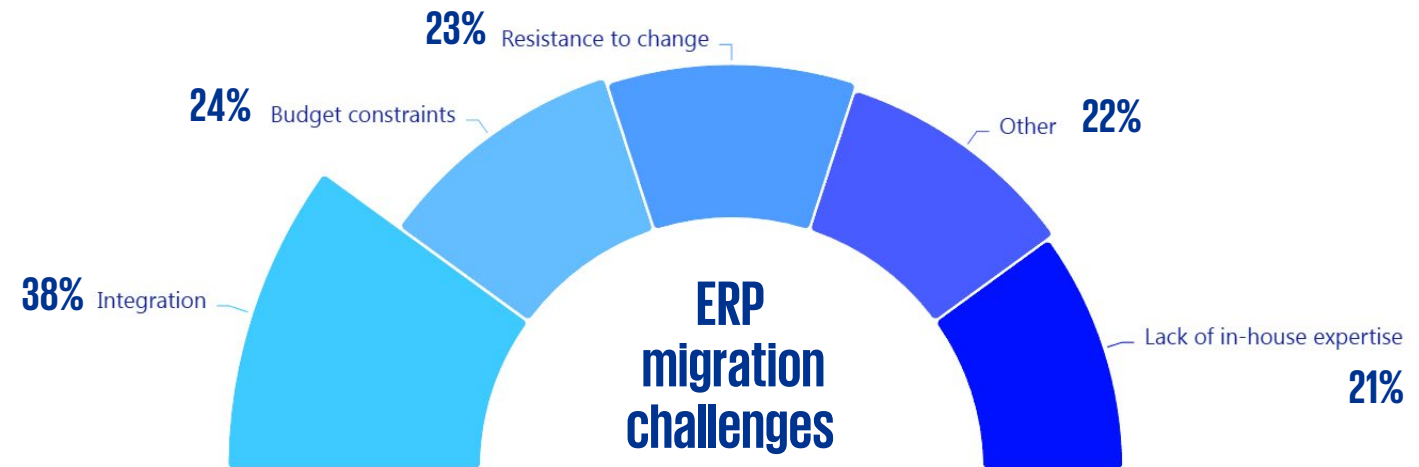
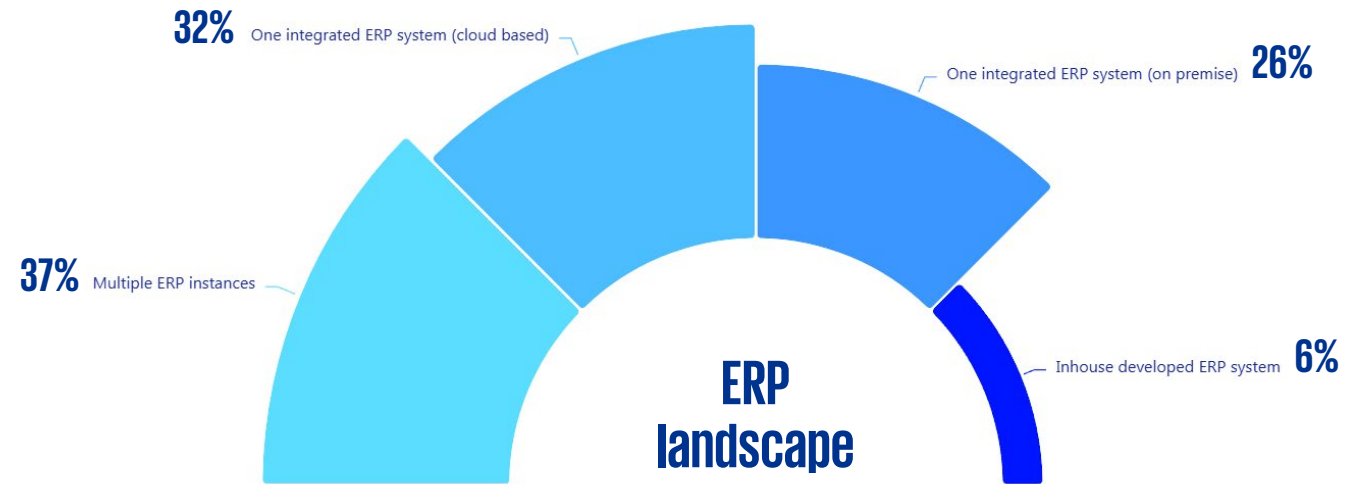
### Question

Which are your priorities for finance transformation over the next 18 months?

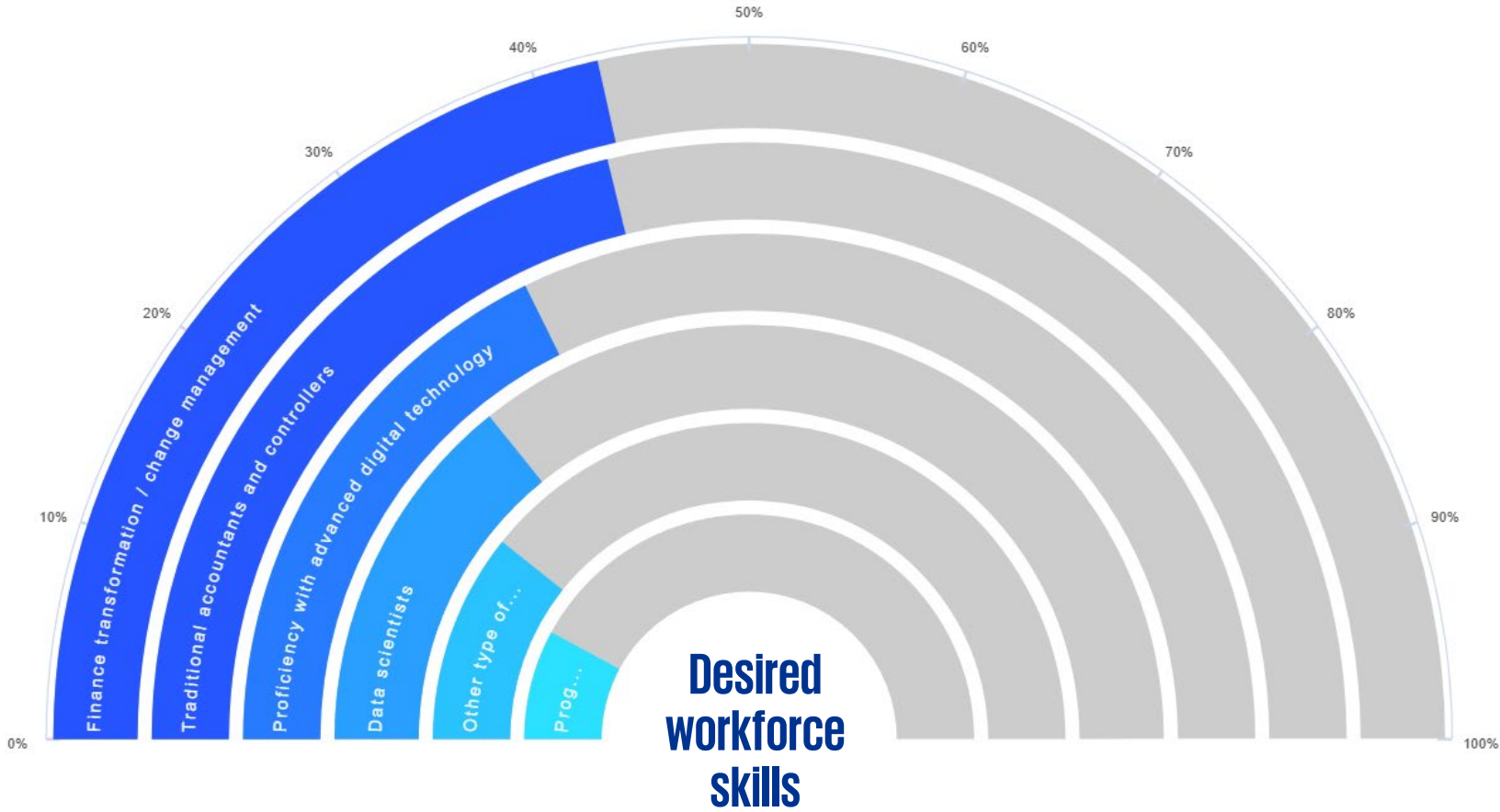
# Many CFOs struggle with a fragmented finance technology landscape

**51%**

Plans to migrate to a new ERP system but foresees challenges



# The evolving role of finance is reshaping the composition of finance teams leading to different challenges



## Top 3 workforce challenges

56%

Finding the right skills

36%

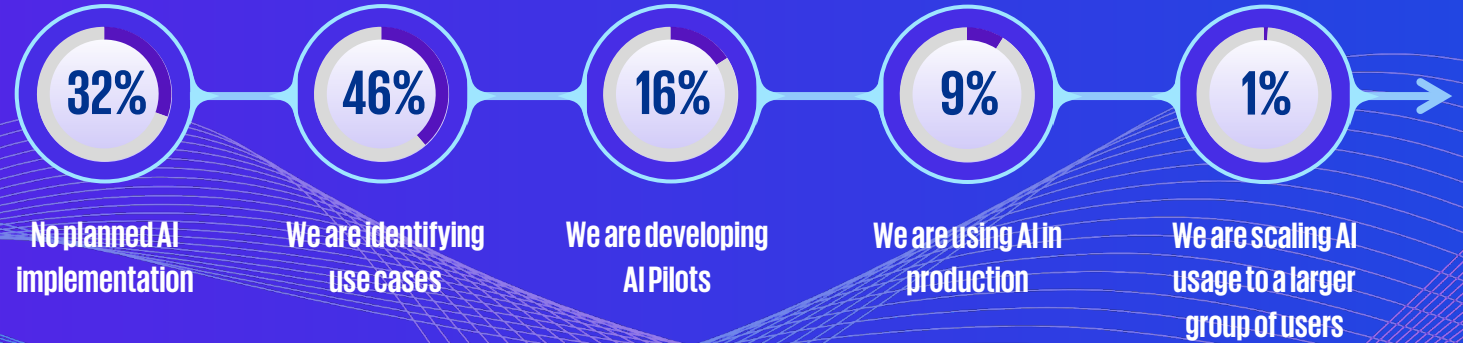
Upskilling workforce

27%

Implementation of new way of working

# Belgian based CFOs are only in the early stages of implementing AI in their finance function

## AI maturity



## Level of AI application by technology

RPA

31%

Machine learning

16%

Gen AI

23%

Predictive analytics

13%



**But they see  
different areas  
within finance  
where AI can be  
applied**



The majority of the Belgian based CFOs are responsible for ESG reporting but their finance function is not yet equipped for taking up this role

Role CFO in ESG reporting

Responsible for ESG Reporting

59%

Providing input for ESG reporting

35%

We have not started our journey

8%

Finance is not involved

7%

56% says they will be responsible for ESG reporting in the future

Yes

56%

No

22%

Not sure

12%

ESG reporting maturity

63%

We have clearly defined reporting roles & responsibilities

25%

We have robust ESG reporting processes

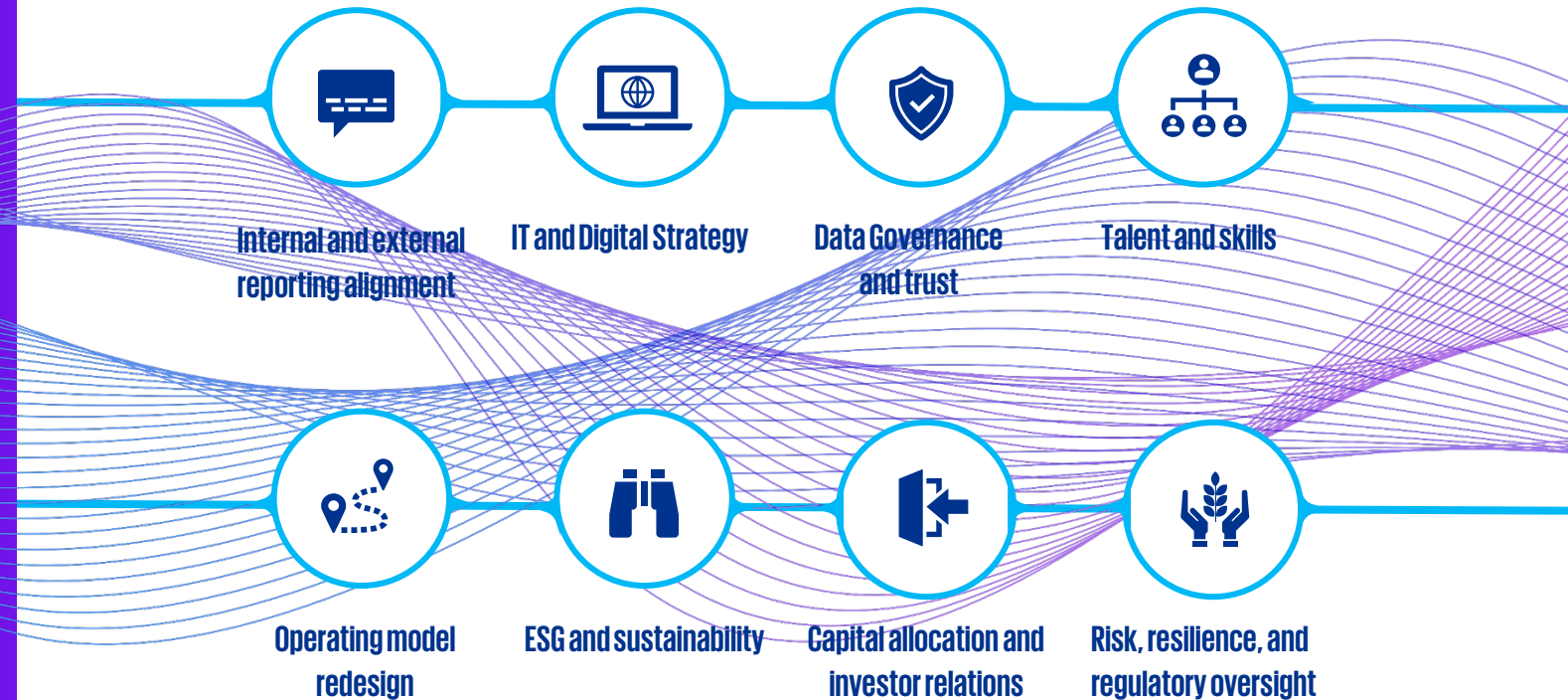
20%

We have not started our journey



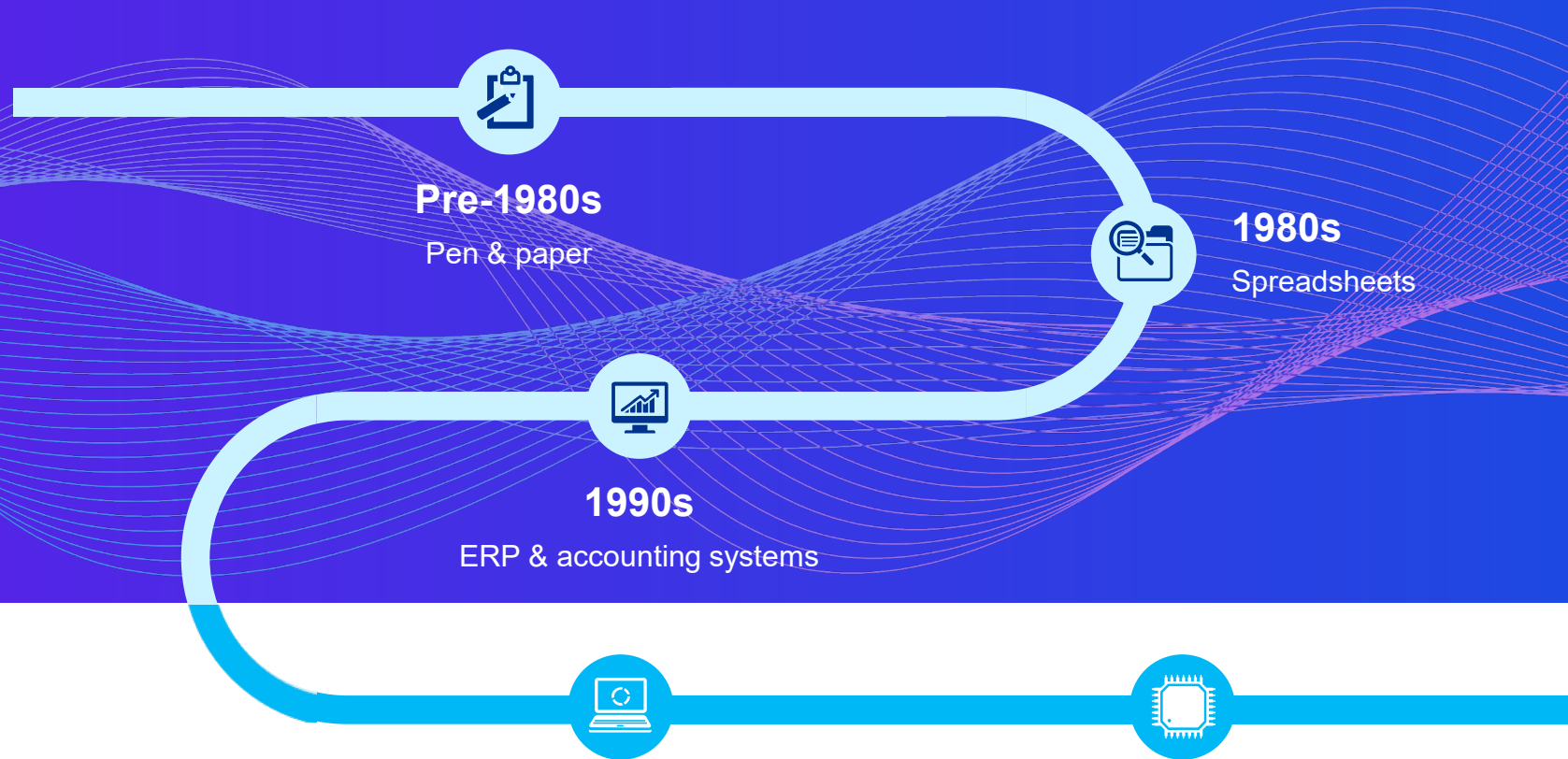
## KPMG Point of View Next Gen Finance Organization

**CFOs will evolve to strategic co-pilots in their organization connecting financial performance, operational insights, risk management, and market expectations into a coherent strategy**





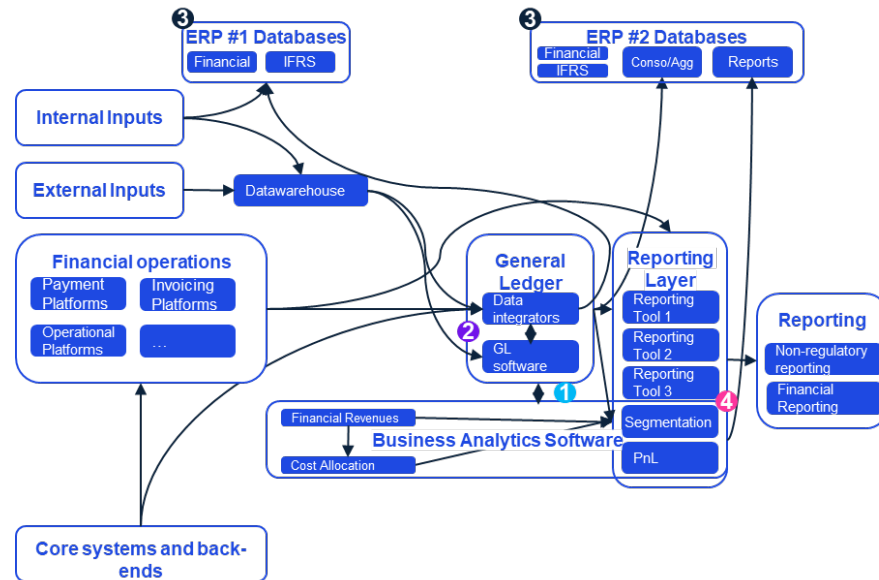
# Finance technology is evolving faster than ever, with generative AI as a game-changing breakthrough



## Today's technologies allow finance to:

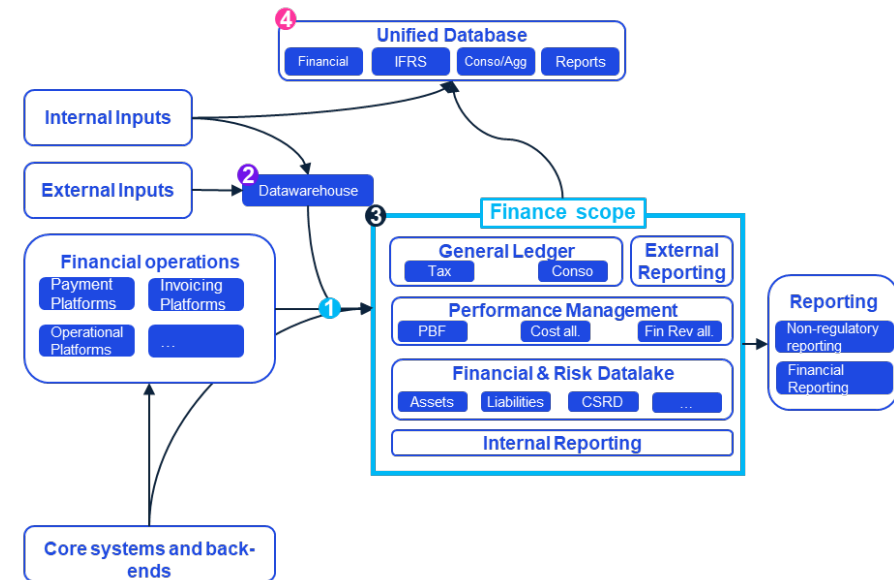
- Spend less time on transactional processing
- Optimize and drive performance through:
  - Real-time insights
  - Actionable insights
  - Dynamic forecasts that integrate macroeconomic signals
- Spend more time on what's value adding

# But many organizations struggle today with their legacy finance architecture



## From “spaghetti”...

- ① Complex and intricate interdependencies
- ② Legacy systems with excessive ETLs
- ③ Multiple ERP packages with redundant capabilities
- ④ Non-linear processes with lack of clear data architecture



## ... to “lasagna”

- ① Clearly defined dependencies
- ② Modern software solution with operational efficiency
- ③ Single, holistic software solution
- ④ Simplified data architecture and straight-through process design

# We see a clear trend towards a streamlining of the finance technology landscape

Organizations are moving away from a fragmented application landscape...

...towards holistic platform solutions capable of meeting diverse functional needs



Process specific solutions



Fragmented data models



Limited communication



Standalone figures



Difficult integrations



Reliant on external parties

Holistic platform solutions

Unified data models

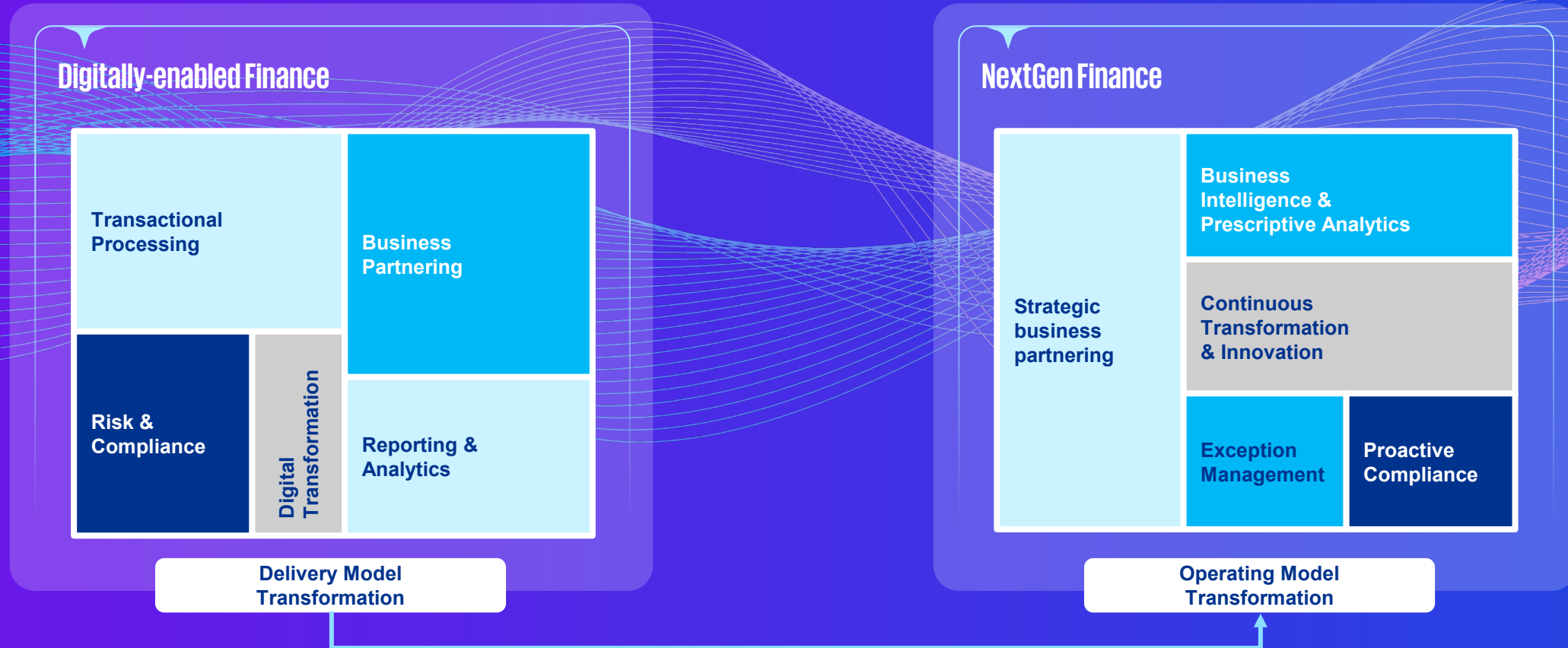
Real-time communication

Enriched data

Modular solutions

Business- and Finance-owned

# Next Gen finance and strategic business partnering will be enabled by AI



Organizations are re-imagining their delivery model and organization to realize full value potential for Finance & the Enterprise



# Which requires a fundamental shift in the Finance target operating model



## Functional process

Rethink your current processes to identify areas that can benefit from AI (repetitive, time consuming, and prone to errors)



## Technology

Identify inherent AI capabilities and opportunities in existing technologies and identify gaps (embedded or non-embedded AI)



## Data & reporting

Evaluate current data management capabilities to understand gaps and limitations in handling AI-related data



## People

Reflect on the skills needed for the future and prepare for a workforce planning



## Service delivery model

Restructure roles and responsibilities within the finance organization, redefining job functions to align with the new service delivery model.



## Governance

Establish a framework that outlines the principles, policies, and processes for governing AI initiatives within the finance organization

**Most Finance  
transformations  
fail because  
companies  
focus solely on  
technology**



# Ensure your finance target operating model is future proof before you start with your technology selection





# How to get started?



## Clarify vision

Articulate how finance will support both business strategy and external storytelling.



## Assess current state

Identify gaps in processes, technology, data, and capabilities.



## Defining the future operating model

Reimagine the TOM across vision, process, service delivery, data, technology, people, and governance.



## Building a digital finance roadmap

Sequence initiatives, prioritize EPM and AI-enabled capabilities, and ensure alignment with enterprise strategy.



## Investing in your workforce

Develop skills in analytics, business partnering, ESG reporting, and storytelling to enable the Next Gen Finance organization.





***KPMG***