



Are you really ready for finance transformation success?

Why do some finance transformations fail? Because businesses can't see what success really looks like. That's according to Frank Chow, Finance Operating Model – Global Architect at KPMG.



What does the CFO of a typical business see on a daily basis?

CFOs have made big strides in the digital revolution. Yet many still contend with disparate data sets, limited automation and a workforce with varied levels of technical competency. On top of it all, many have an ERP that's getting more expensive to maintain – yet doesn't achieve what their organization set out to do in the first place.

With these challenges, it's easy to focus on the digital utopia: to envision the most advanced cloud tech in action. CFOs don't always stop here, of course. They also consider new digital processes and upskilling for their teams.

But in my experience, the dream for success often begins with an assumption: that technology is the answer. Or, at the least, that technology is the starting point for solving problems. And **this couldn't be further from the truth.**

What's missing from the picture?

It's easy to overlook the vast majority of the finance function, especially when you're thinking about new technology. In fact, when the transformation process starts, many businesses don't have a clear picture of what they need to achieve – particularly in areas like service delivery, governance and data.

However, technology only delivers value when it helps you achieve broader business strategies. And that only happens when you align your technology goals with a vision for success in every other area of your finance function.

See success in six dimensions from the start

With a cutting-edge cloud platform like Microsoft Dynamics 365, you have instant access to everything from AI chatbots to robotic process automation. That's alongside many other features with the potential to save you time and money.

But these features only deliver the business intelligence they promise if you restructure your finance function as a whole.

Which is why transformations need to consider the function in its entirety, with technology as a key enabler. By preconfiguring the technology platform – both to optimize its own strengths, and to reflect what a leading finance function should look like – transformations can deliver greater value.

To do that, you need a working model for leading practice from the very beginning. One that shows a CFO everything – from how teams should work together to which KPIs they'll use and who they'll report to. This means seeing success in six dimensions.

The six dimensions

- Functional processes
- People
- Technology
- Service delivery model
- Performance insights and data
- Governance

A change in any of these areas affects every other dimension. That's why, at KPMG, we build a Target Operating Model for your finance function. We base it on extensive experience, a deep understanding of the trends that are expected to shape the future, and thousands of data points from businesses like yours. All of which show us exactly what the ideal, future-ready state should look like in all six dimensions. This model acts as a benchmark for success in every area of your finance function. As part of it, we pre-configure Microsoft Dynamics 365 with all five other dimensions in mind.

Model success from every angle

If you don't know which leading practices your finance function will use after your transformation, you can't even understand where you're aiming – let alone work out how achievable your goal is. As a result, finance transformations that start without a benchmark for success often make tweaks and changes during the process. As they do, they have no way to work out how those changes will impact everything else.

At KPMG, we focus on transforming your finance function as a whole. Introducing new technologies is a feat in itself. But we know that you won't optimize your investment without getting all the other dimensions of your function to a comparable level. We always help you transform to meet leading practice, rather than compromising to fit your existing ways of working. But every transformation involves some small adjustments.

When you have a preconfigured model for the highest standard of success, you can consider how every tweak will affect other areas. In fact, our KPMG Powered Enterprise | Finance enabled by Microsoft Dynamics 365 approach performs analysis on any deviations from the preconfigured model across all six dimensions of success. This way, we can help you understand the knock-on changes and work out how the approach can alter with every decision.

Take the direct route to lasting finance transformation

With KPMG Powered Finance enabled by Microsoft Dynamics 365, you can transform with a clear vision for success. It means you can get straight to leading practice with an innovative cloud platform.

You see a six-dimensional Target Operating Model before you commit to any change. This model can give you an ultimate standard for success across your finance function. It uses expertise and data from other businesses to show which practices are likely to deliver the best return on your investment. And since we review the model every six months, it can also help you to understand how to keep delivering returns in the future.

This clear vision also helps us achieve those returns. That's because we can show your people exactly what changes will mean for them, and make sure they're ready to adopt new practices. In turn, that means you don't just have the opportunity to generate more value from your transformation – you can also generate that value faster. And you can keep evolving as new tech or finance practices emerge.

See the proven path for yourself

Our teams are here to show you exactly what success looks like.



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With KPMG Powered Enterprise you can:

- Transform the way you run your business
- Build agile functions that evolve as you grow
- Help your people to adopt and embrace change
- Exploit new technologies for value and performance
- Drive future success with the latest leading practice
- Optimize service delivery and use of data for competitive advantage